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Communication Strategy of SPA/RAC

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EXECUTIVE SUMMARY

The present document comprises three parts:

- The communication diagnosis
- Elaboration of a communication strategy
- The tools, means and process of communication

The first part is the current situation and the background story of the listed communication actions and activities:

- Inventories of actions, communication supports and activities carried out as well as their targets,
- Human and financial resources allocated to communication,
- Steering and implementation of communication activities.

The diagnosis soon shows up that since the creation of the Centre, there has been no structure, no management and no central or particular responsibility so that communication as such did not exist as a function of its management.

They got into the habit of dealing with the requirements as they arose in the course of the activities by using the budgets and teams of the different projects. The supports produced were mainly print supports reflecting the work that had been carried out (reports, studies, communications from symposiums, workshops and other events...), these supports were rather a justification "of what has been done" for the institutions, Contracting Parties and partners and not a response to any communication needs.

With the development of new information technologies, the Centre is developing data management tools and is creating its own web supports (sites, Newsletters, social networks pages...) and this is always done with the projects budgets and teams. This activity will lead to a specific activity called DATA.

The target audiences identified are mainly the institutions, Contracting Parties, partners and experts, researchers and technicians with whom the Centre collaborates. The lack of organisation, development, research and follow-up of new target audiences can be explained by the fact that they got into the habit of working practically in a "closed circuit" (that of MAP). Furthermore there is no organized updated public relations activity or monitoring, hence the low level of notoriety, visibility and identity of the Centre.

Without management, organisation and without own means allocated to the communication function, it becomes difficult to evolve and to develop the communication activities and the Centre's notoriety, especially as the Centre's missions of information, awareness creation and education have so far not crystallized.

Developing the Centre's activities entails generating more needs and activities pertaining to

communication. These activities, which hitherto had been carried out separately here and there, can no longer be implemented without a structure, action strategies, organisation of communication plans aimed at the different target audiences and especially without coordination and without specifically allocated adequate human and financial resources.

The 2nd part of this document deals with the elaboration of the communication strategy for the Centre as follows:

- With the identification of actions, priority subjects and themes to be dealt with
- With the identification of the target audiences and axes of communication
- Identification of needs
- Management and organisation of the communication function

The top priorities are the need for notoriety, visibility and visual identity (the 3 components of the brand image) which so far have never been managed and followed-up and which, however, must follow the rules of management and monitoring which generally are organized within a structure of "Public Relations".

Furthermore, it was not possible to carry out the missions of information, awareness creation and education. One of the reasons for this is the lack of resources but the main cause is the absence of a structure dedicated to communication. This absence also explains the low-key actions undertaken and low dissemination of the supports produced and which was limited to the sole sphere of MAP, without seeking any other target audiences.

Seeking out the target audiences should enable the Centre to distinguish between MAP's different target audiences (apart from MAP) who are interested in the Centre's activity as well as the direct or indirect means of contacting them.

Thus the three main axes of communication can be distinguished: institutional communication, products communication and events communication.

Setting up the appropriate structures will make it possible to elaborate communication strategies and plans which are adapted for each activity, each support and each target public concerned. It will also be possible to regroup, organize and enhance all the existing scattered data in the different teams of the Centre and hence make use of them. Finally, it will also be possible to review the numerous possibilities for communication actions and the solutions to be carried out in order to find the answers for the financing of their implementation. These solutions on their own and the " financial packages " will not make it possible to compensate for omitting the planning of budgets for the communication activity since the creation of the Centre.

The organisation and the financing of the communication function will be through the setting up of structures which will become sustainable only with the availability of annual budgets which are to evolve each year with the growth of the structures and the development of their activities.

The study proposes two structures:

- a Communication/ Public Relations Unit
- a DATA Committee

The Centre's members of the teams who learned "on the job" when dealing with these activities could be the first officers and persons in charge of the two structures. They will be the ones to set up the organisation, the tools and processes, whose attributions, bases, and work plans are to be found in the present study.

A "communication tool box" represents the 3rd part, which deals with the lines of business, supports, procedures, processes and the production stages of the different communication supports. This "tool box" has been presented to the Centre's whole staff during a workshop. It will be used to create awareness and to "learn more quickly" about all the communication activities in which they are involved either directly or indirectly.

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PART ONE: DIAGNOSIS OF THE CURRENT SITUATION

1.1 Inventory

(Preliminary remark): the following inventory is not exhaustive. The talks with the projects and programmes managers have quickly revealed the non-existence of lists, files, archives or catalogues of the actions carried out and the media used.

The data management programme officer yielded a non-exhaustive listing of the publications (especially for data prior to 2007), we enhanced and completed it through the brief of the Projects and Programmes teams, during our discussions.

This inventory should cover the 2004-2014 period, but as progress was being made with the inventory during our talks, it seemed necessary to us to start our investigations in 2000 in order to determine as much as possible relevant data for a more complete diagnosis of the reality, due to the fact that most of the production of the SPA/RAC Programmes and projects go back to this period. We have also taken into account the supporting material developed and underway for 2015. In the light of our discussions, it is noteworthy that although the data prior to 2007 seems has not been collected systematically, it is still possible to think that the inventory obtained can be considered as being close to reality (80%) for the volume of work done by SPA/RAC, (from 2000 up to the present), and logically be destined to be known by the appropriate entities concerned.

The inventory does not take internal documents into account (reports pertaining to meetings, management, the running and work organisation of SPA/RAC). However, all the meetings, forums and symposiums communications can be found in the brochures "conference proceedings" which have been recorded.

Regrouped according to the type of supporting material and activities, this is the data we have available up to the present time. Some items are incomplete and/or to be corrected, as the teams had a work overload and also their obligations (trips, conferences and meeting) so that for the time being an update was not possible.

The details of the mediums and actions have been listed and are to be found in the enclosed annex (annex 1).

- **Printed Material (classical edition):**

- brochures: 58
- bound book: 1 (bird atlas)
- flyers: 12
- posters: 17

- **Digital material:**

- CD/DVD: 5
-

- **Films:**
 - 26 minutes: 1 underway
 - 45 minutes: 1
 - 1 minute 30 (animation): 2 underway
- **Web material:**
 - Studies and other online materials: 188 (100 of which not edited)
 - newsletters: 10
 - main site: 1 (SPA/RAC)
 - projects sites: 4 of which 1 is underway
 - Facebook: 3
 - Twitter: 1 account
 - Google+: 1 page (opened recently)
 - database platform: 5 of which 2 jointly with partners
 - online videos (YouTube and Vimeo): 13
 - interviews file (Sound Cloud): 6
 - online photos file (Flickr): 5 albums
- **Training actions:**
 - Training workshops and sessions: 12
- **Forum:**
 - forum (co-organized with MEDPAN): 1
- **Symposiums and conferences:** 15
- **Signage:**
 - Banners, banderols, roll-up posters, kakemonos: 30
 - Stand and information point: 1 stand (Med2005) + information points at symposiums forums and meetings.
- **Derived Objects:**
 - Postcards: 10 (different visuals)
 - Trade marks-page: 1
 - USB keys: 3
 - T-shirt and polo: 4
 - Caps : 2
 - Self-adhesive sticker: 2
 - Notepad: 1
 - Pen: 1
 - Canvas bag: 3
- **Media:** (heading difficult to complete, details in annex 2)
- **Written and/or online Press:**
 - interviews: 0
 - reporting: 0
 - press articles and news: 19
 - scientific and specialized reviews:

- **Radio:**
 - interviews: ?
 - reporting: 0
 - news: ?
- **TV:**
 - interviews: 0
 - reporting: 0
 - news: ?

It should be noted that about a hundred of materials (scientific, technical and legal studies and works) which were adopted by the focal points' meetings and most of which are prior to 2007, are neither online nor edited.

1.2 Decision-making and implementation processes of the actions and supporting materials

The decisions for actions and development of material are taken by the SPA/RAC Management (la direction), at the proposal of of the projects and programmes officers, for the documents which were adopted by the biennial meeting of the focal points. The number of materials to be produced is highly limited, due to the non-existent structure and dissemination budget and also because of the dispersed files, which are neither managed nor updated (We shall revert to this later).

The launching and monitoring of actions and the production of material are carried out by the team members of the projects and programmes.

The administrative assistants who monitor the projects issue order forms according to the estimates of the suppliers selected by the teams of the Projects and Programmes.

There is little or no scheduling, planning or implementation retro-planning fixing the dates and deadlines for each stage until delivery and the dissemination of the material.

As for the dissemination of the material, the absence of a budget and responsibility for this activity as well as the high airfreight and postal costs, seem to explain the total absence of dissemination plans and lack of organized dissemination. The only dissemination is via the post, done by the Projects and Programmes teams and this accounts for very small quantities which are restricted to the first circle of the most regular partners. Other quantities are transported by the SPA/RAC team members when they leave for seminars, symposiums and other regional or international meetings, but these quantities too are very limited because of the high costs to be paid for excess baggage. Furthermore, considerable quantities of communication support materials remain at SPA/RAC and are sometimes forgotten in the two storage places.

1.3 Means which were implemented

1.3.1 Human means

As for the implementation of online or edited communication media:

- The Programmes and Projects teams carry out their roles and duties concerning their responsibility for the content of the materials to be developed and actions to be organized ; relations, management and follow-up of relations with experts and editors, documentary research, sifting through, selection, iconography, choosing and final fine-tuning of the texts and iconography.
- It seems that hitherto they had the responsibility, not only for the management and monitoring of the different stages of the implementation process, but also for the researching and selection of external intervening parties and suppliers, the quotation, selection of the intervening entities, launching and monitoring of the different stages in the development of the main communication material, by working together with the suppliers and other external intervening parties. These latter activities which are difficult to express in figures (in terms of the time spent and costs entailed), are often carried out to the detriment of the activities which are part of their duties.
- As for photo shooting, very often it is the teams themselves who do this, including some short video filming. For longer video shooting, the teams have recourse to photographers and videographers who work with them regularly and who became specialized in the types of activities undertaken by SPA/RAC.
- It should be pointed out that for some months now, the MedMPAnet project team was reinforced by the arrival of a communications and training assistant and she looks after (amongst other activities), the management, follow-up and monitoring of the development process of communication material as well as the management of the Project's site and web media.
- This is also the case of the MedKeyHabitat project, which only recently employed a "freelance" biology student, and she ensures the follow-up and monitoring of the implementation stages, amongst other activities.

1.3.2 Suppliers

As the suppliers have been rendered quite loyal, they have more or less adapted themselves to the habits and " methods " of the SPA/RAC teams and they try to respect the first graphical charter (elaborated in 2005) which is being reviewed at present and undergoing changes. Basically the suppliers, apart from the photographers and videographers, are communication agencies, printers, production and post-production film and video companies and suppliers of signage media and derivatives.

1.3.3 Finances

The projects budgets are financing the communications. Some communication media (very few) were co-financed by donors (the TOTAL and MAVA foundations).

The administrative and financial monitoring of the MedMPAnet Project is ensured by an administrative assistant and accountant who are part of the project team.

The administrative and financial unit ensures the monitoring of the other Projects and

Programmes.

There is no funding for dissemination and seems never to have existed. Without going into detail of the projects budgets, it seems that the dissemination activity has been underestimated, even forgotten during the preparation and the costing in the budgets. There are no funds, no structures and no responsibility for this activity which is an essential function of communication. An estimation of the costs for the communication media for the Programmes and Projects for the last 10 years is 1 million TD (apart from training, forums and symposiums). The costs of the small scale "one off dissemination" are difficult to determine (it would entail going through and sifting through the overheads accounts), but certainly there is no comparison with what would have been the costs for elaborated and well-thought out dissemination plans and promotion actions which should accompany them.

1.3.4 Existing tools and means

- Photo library:

There is no proper photo library, but the considerable number of unclassified, scattered photos stored in the databases of the Projects and Programmes teams would make it possible to set up a SPA/RAC photo library and maybe even an images bank to be used by the partners, experts and researchers.

There are some underwater pictures.

2 initiatives to be pointed out:

- A nascent photo library with about a hundred classified photos of fishes with their scientific names and other characteristics has been initiated by a passing consultant.
- Another recent online initiative of the MedMPAnet project on Flickr: starting albums on 5 countries comprising 2 videos and 57 underwater and surface photos with legends taken during missions that were being carried out.

- Databases on the works, studies and activities of SPA/RAC:

With the exception of the studies and works which are neither online nor edited, the whole remaining SPA/RAC production is accessible by consulting the existing sites. The absence of a general "catalogue" containing all the different publications, classified per theme (or other classifications used by the different users) means that consulting the site is not that easy.

The data management programme, created in 2010, deals with this question amongst other things, but there is a considerable work load ; such as web server monitoring, maintenance, technical management of the website and content updating, setting up of databases, content management and editing and putting the newsletters online, management, maintenance and troubleshooting of the Centre's computer equipment, elaboration of a methodology and a guide of good computer practices for all SPA/RAC users, regular back-up of the databases and work underway, on all the computers of the Centre, setting up a new site, setting up and updating the files of the database with the collection, sorting and classification etc.

The Programme Officer, who is alone in his structure, needs, for many of these works, the collaboration of his colleagues who are in charge of the other Programmes and Projects, but the general work overload, their trips and activities means that they can do only very little in

complying with his requests and the material and the opinions he needs are not always forthcoming, which means that team work, which is vital in this domain, is practically impossible.

- **Databases for contact files (experts, partners, donors, contracting parties , institutions, NGOs ... public-relations and other targets for dissemination):**

Already referred to, the problems raised by the absence of contact files (regrouped, sorted, classified, organized and managed), accessible to all SPA/RAC users, are already known. They influence the management of the communication activities and dissemination in particular, and also all the activities of the Centre's daily work.

The only existing files are those files which each member of the teams had compiled with " whatever means were available ". Often these are lists rather than files and small piles of business cards which were accumulating on the desks and which illustrate the lack of proper updating.

The sharing of all these separate and/or more or less "individual" "files" is more than just a necessity, it is indeed a priority in order to establish and develop the Centre's relations in the domain of communication, as in all its other activities.

1.4 Targets and audiences already identified

The preceding points have revealed that the SPA/RAC teams have got into the habit of working for their donors and usual partners of the MAP structures and sphere which constitute their first target audience. To the audiences and targets identified in this first circle can be added all the experts, researchers and technicians with whom they collaborate and meet regularly at symposiums, workshops and other scientific, legal and technical meetings. Apart from this first extended circle, the other audiences met are those at the training sessions and workshops organized for the stakeholders and practitioners of the countries concerned. These are the target audiences in the sphere in which SPA/RAC is active.

An overview of the publications shows a scientific and technical vocabulary more suited to this first circle/audience rather than to the opinion leaders (journalists and publicized well known policies, whistleblowers and media celebrities of the scientific world of biology, the environment and sustainable development). This in no way calls into question the scientific and technical level of the publications which must be kept up. But this does show that the information, awareness-creation and education missions for the general public have been somewhat under-estimated.

- **Notoriety and Visibility:**

Apart from the listed scientists and researchers, it seems that the work and publications of SPA/RAC are little known at international levels, according to the testimonies and opinions transmitted to the teams. For us this is an indication of the non-existence of communication actions to value and promote SPA/RAC and its production towards new target audiences.

Furthermore, there is an absence of particular "public-relations" communication actions and even of "lobbying" directed at decision-makers, financiers and private and public "donors". Another weak point is the press-media relationship, with little follow-up and hardly organized.

From the meetings with the projects teams it transpires that there is a nascent awareness of the necessity of widening the circle of audiences, of diversifying the targets and thus adapting the actions and supporting media, so as to make more visible and better known the organism which is undertaking this activity so as to widen its audience and notoriety.

As for these last points, doubtlessly any communication action must take into account the MAP protocols and structures and not encroach on the prerogatives of the contracting parties, partners and institutions of the member countries. This also explains the difficulties in going for new target audiences but also stresses the necessity of a well thought out communication strategy which bears in mind all the data and constraints.

1.5 Communication (management and present organisation)

Throughout all these points we have seen the present state of affairs:

- That some activities under the heading of communication were assured by multi-task and multi-function teams of the projects.
- That under-estimating the importance of dissemination and the non-existence of a dissemination plan (an activity which could be compared to a marketing plan in a commercial enterprise) has an impact on data management (to retain the comparison with an enterprise, we would say that there is an absence of a complete catalogue for the "clients" and incomplete "clients" and "prospects" files).
- That the targets and audiences identified were limited and the levels of notoriety and visibility were not very high.

This is due to the fact that the communication aspect was never considered as one of the management and development aspects of SPA/RAC's activities.

It was neither managed nor organized as such even though the Centre had carried out communication actions so that a bit of communication was indeed done but without realizing it!

No communication plan had ever been organized or developed and furthermore, no plan and no strategy had ever been elaborated.

1.6 Remarks, summary and conclusion from the diagnosis

Historically, in SPA/RAC's structure of its budgets, the communication aspect never had an especially dedicated heading and thus the communication aspect is not technically structured or managed.

In this domain, it became a habit to deal with the needs as they arose in the course of activities by using the operating expenditures from the different budgets.

These inadequate means (and this does not seem to be a particular feature of only SPA/RAC in the MAP/UNEP spheres) have led to habits which impeded trying to get more notoriety for the Centre and wider audiences as well as better dissemination of its works and activities.

The first tools produced (mostly print materials) are rather considered as the materialisation of " the output " (works, studies and communications from symposiums, workshops, meeting etc.) which must be submitted to the partners, institutions, contracting parties etc. of MAP, as communication supports to be disseminated to the identified audiences concerned. The only identified audiences are thus those with whom the SPA/RAC teams evolve and where their activities take place (the MAP audiences). With the development of activities, this set of audiences is then widened to the experts, researchers, technicians, and lawyers with whom the Centre collaborates and also to those they meet at the symposiums, workshops and other meetings. But the lack of financial means limits the creation and organisation of dissemination files and structures, as well as the management of data in general.

With the development of new information technologies, SPA/RAC has also developed data management tools and created its own web supports (sites, newsletters, social networks pages etc.) and it is always these teams who look after these new activities with whatever means are available to them.

Activities pertaining to communication do exist (such as print and web supports and data management). These are carried out by SPA/RAC's teams using their empirical knowledge without the help or advice of specialized professionals in this particular domain and especially without the financial means to further expand their development.

However, important communication activities still need to be carried out. The first aim is to make the Centre better known and to organize its public relations. SPA/RAC has indeed produced numerous works of a high scientific standard and several international scientists in this domain (outside the Mediterranean) have contacted SPA/RAC and stressed the serious nature and quality of the Centre's activities and production. Most of them do not know the Centre or its missions and discovered the Centre by chance when doing some research. This shows that it is necessary for SPA/RAC to seek and identify all the target audiences concerned and to go beyond its usual sphere of activities where it seems to be " going round in a closed circuit ".

Furthermore, SPA/RAC is to fulfil one of its missions, namely that of information, awareness creation and education of the general public. This SPA/RAC's mission has lagged behind particularly due to the absence of communication structures.

In line with the previous points raised, it is only within such structures that action strategies and communication plans can be elaborated for the different targets in the general public and other target audiences to be identified.

With the development of SPA/RAC's activities, with time and the experiences gained, there is now an urgent need to find solutions to get hold of sufficient human and financial resources so as to be able to create the basis for sustainable structures in order to organize the communication aspect at SPA/RAC.

To conclude this summary, it should be stressed that organizing the communication aspect should make it possible for SPA/RAC to:

- **Have management and development tools, also for mastering the communication strategies and techniques ;**
- **Not to lose any type of data which had been accumulated ever since its creation and especially the sum total of all its past works and activities from the different action plans, programmes and projects (which are not known well enough, hardly disseminated and some of which have not been edited), all this should be listed and made available to the audiences concerned ;**
- **To organize and manage the Centre's public relations ;**
- **To provide better conditions for developing mediums (print and digital supports) for the promotion, dissemination, and archiving of the works and activities underway or in the future.**

PART TWO: ELABORATION OF A COMMUNICATION STRATEGY

2.1 Identification of priority actions, subjects and themes in terms of SPA/RAC's communications to be taken care of by the structures proposed

(These priorities will constitute the backbone of the Centre's communication strategy. They must permeate all the actions, plans, projects, studies and activities in the course of their implementation as well as in their presentations. This must be the permanent aim of all the personnel in their daily activity. This is the permanent basic data which contributes to create and strengthen the "corporate" spirit.)

They refer to:

2.1.1 The strengthening of the Centre's notoriety, visibility and identity

The actions, tools and means pertaining to these three elements (the Centre's notoriety, visibility and identity), are to be strengthened or to be set up through the creation, organisation and management of Public Relations.

A point of clarification:

It is important not to confuse notoriety with visibility. Even though the two are very close, the connotation is indeed quite different for both terms.

- **Notoriety** firstly it means "public notoriety", which means being known and recognized due to its activity or its "products", their qualities or defects or their impacts. It can be either good or bad, considerable or limited, strong, low or non-existent, national, regional or international.
- **Visibility** is especially the "physical" and/or material presence :
 - The representatives of an entity at the different events, meetings, gatherings, symposiums ... and in the Medias.
 - Its image as projected (its name and logotype), reproduced on every type of support and medias, present on all the events promotion supports with which it is associated, present as well through repetitions in the medias and in the professional and public environment. As with notoriety, it can be variable, low or quite considerable.
- **Visual identity**, not to be confused with visibility, is defined by its logotype (name, acronym, graphics, and colour) and the graphic and typographic system pertaining to the entity it presents. It is subject to standards and rules for its reproduction and utilisation depending on the supports it uses so as to preserve its coherence, homogeneity and uniqueness.

Notoriety, visibility and visual identity constitute the three elements of the "brand image".

As for notoriety and visibility :

These elements are developed through the organisation, management and follow-up of files which provide the basis for regional and international policy and for public relations, an activity which:

- Is to identify and update the data and files concerning all the Centre's relations (partners of UNEP/MAP, institutions, governmental organisations and NGOs, organisms and other entities and persons in charge, scientists, opinion leaders, personalities...). These files should contain the details, notes and memos, should be updated and followed-up. Furthermore the relations with these entities and persons should be followed-up and maintained by keeping the historical background and the diary of relations updated in each file ;
- Prepare the participation of the Centre's Management and officers in charge in the different events, meetings, symposiums and gatherings to carry out the action to establish and/or strengthen the relations with the scheduled entities and participants, and then make a summary via the notes, memos and follow-up of the actions and contacts which were made ;
- Create, organize and ensure the management of press-media relations (in conjunction with the focal points and MAP), specialized papers and journalists who specialized in research, the environment, biodiversity and wildlife, MPAs, fishing, diving, transports and maritime activities, the Mediterranean, tourism etc.

Let us clarify the role of Public Relations management even if it means repeating what has already been said. We believe it is useful to recapitulate and summarize the essential points pertaining to the Public Relations aspect, its role and tools and the smooth running of its activity:

- It is necessary to create and to organize the Public Relations aspect and to manage it, as it is an indispensable function for the development of the Centre's activities and for the strengthening of its notoriety and visibility.
- This function is always attached to the General Management of the enterprise or any other entity, as it is the General Management with the support of the staff, that provide the impetus and guides it. The Management and the Staff must be kept informed of all the different actions and initiatives which concern the Centre such as the impacts, effects and feed-back from these actions towards the Centre.
- It is an essential tool for developing the brand image and notoriety and thus provides important leverage for communication.
- The PR management necessitates a particular activity which must be organized and which has its tools ; the dossiers (files) make it possible to manage the relations with the partners, institutions, governmental and non-governmental organisations and other entities, persons and scientists, opinion leaders.... as well as the press and the medias.

- These work dossiers, so to speak, make it possible to keep a " diary " and to keep track of the historical background of the relationships. The work, follow-up and management done by the PR do not at all replace the notes, the usual reports and minutes of the meetings, even if they are already included in the dossiers, neither do they prepare the events even if they participate in them. However, anything that can generate, influence and contribute to the development and strengthening of the PR (contacts, meetings and talks which had taken place during these events), are also to be included in the files. These dossiers, however, are not to be confused with the correspondence dossiers of the General Management's secretariat. These dossiers are maintained, managed, followed-up and updated by the Managing Director and the officer in charge of the PR who looks after them and who works in collaboration with the Managing Director whenever necessary. Their main function is to set up regular links with all the Centre's relations, maintain them, let them evolve, strengthen and improve them so as to ensure best possible, well organized and regular relations with the maximum of partners and also mainly to gain better notoriety. Obviously these dossiers are consulted before each meeting and trip of the General Management and the staff when they meet their contacts and these dossiers are subsequently updated upon their return.

Visual identity :

Theoretically it is fixed by the graphical charter which sets the standards and rules to be respected in order to build up and impose a strong, coherent and homogeneous image through a unique logotype and an original graphical (and typographical) system which personalizes a recognizable identity which can be easily remembered and which blends into a rapidly changing environment.

After the last discussions, it seems that the idea is to review and improve the different actions which have been more or less completed in the last 5 years, and also to propose changes in the logo and to see whether it is now opportune to create a "pseudo" identity to evoke the Centre's mission.

Defining the Charter should be done in close cooperation with the development works, overhauling and/or reshaping the architecture of the site(s) and other web supports. A rigorous respect of the graphical charter in any act of reproducing the Centre's image on any support whatsoever, will contribute to strengthen its visibility as well as its notoriety.

2.1.2 SPA/RAC's missions of information, awareness creation and education

This important point pertains mainly to one of the Centre's essential missions which so far has been lagging behind; namely the mission of information, awareness creation and education of the general public.

The diagnosis has highlighted the importance of elaborating a strategy, fixing and implementing communication action plans for SPA/RAC missions which concern the existing

target audiences (those of the MAP sphere) and the general public and for which practically no action has been undertaken.

The lack of financial and human resources and the absence of communication structures and organisation explain the low numbers in terms of scale and audiences and the target populations concerned. Apart from the audiences identified (those of the MAP sphere), it seems that it was not possible to undertake any communication action in terms of information, awareness creation and education aimed at the general public in each of the member countries.

In order to fulfil all these missions and especially those aimed at the general public, then this would entail the necessary elaboration, preparation and implementation of large scale communication plans. It should be pointed out that the sole resources of SPA/RAC are most inadequate for this. The support of the MAP components and other "ambassadors" would be of vital importance from the financial viewpoint and also for the mobilisation and awareness creation for the structures concerned in the member countries (environment, information, education, teaching, research, marine and coastal planning, fishing, tourism, maritime transport etc.). This clearly illustrates the importance of additional activities (and maybe additional resources) which these actions will entail for the focal points because of the importance of their relay function as a "hub" for actions to be carried out.

In view of the growing awareness of the state of the planet and especially of the seas and oceans, it would be time for UNEP/MAP - SPA/RAC to get out of the sphere of the only audiences of MAP and to propose resources (especially financial resources) to develop one of the missions of SPA/RAC which it has not been able to undertake due to a lack of resources.

Several possibilities are to be envisaged for this type of communication action, such as debates on sites and/or on TV or radio, in the presence of cameras and/or micros used by the Medias and which could be mobilized here and there. Apart from the retransmission of the information by these medias, the idea put forward is to recover all these sound recordings and filming and to use them for documentaries for awareness creation and the presentation of activities and to propose them free of charge to TVs and Radios of the member countries (in addition to the other online supports and tools).

Many actions are possible, such as:

- Animation actions, interactive games, underwater visits, exhibitions and onsite debates, on the particular theme of a given activity being carried out in one of the countries concerned or on general themes at the same time and by systematically inviting the Medias to attend such events.
- A "turnkey" plan with an itinerant programme comprising the preparation and organisation of debates and conferences in schools, colleges and universities on well prepared and well determined subjects and themes ... and systematically inviting the medias so that they can relay and use these debates for different purposes (information, education environmental culture, scientific documentaries etc.). These

recorded debates (free from the rights of reproduction and dissemination) could then be used by the Centre to produce visual and/or sound products to be put online and maybe even in a closed dissemination circuit in any establishment which is likely to be interested in creating awareness amongst its visitors. This type of event will always be organized with the distribution of flyers and brochures presenting SPA/RAC and its web supports, as well as brochures, CDs and DVDs.

- The preparation and organisation of TV and radio debates with renowned scientific participants and/or opinion leaders of the country concerned.
- The production of TV documentaries and radio broadcasts on popularization, discovery or even specific themes.
- The creation by the Centre of three collections followed by the edition of brochures and CDs: one collection for young children, one for youngsters and one collection for adults.

A large variety of communication plans and actions can be prepared (depending on the needs and means and budgets obtained), in collaboration with the interested member countries. If these actions could materialize, it would be useful to plan a whole range of promotional tools (print and CD) which would be light and concise, presenting the main themes and information actions for awareness creation and education undertaken by SPA/RAC, whilst at the same time mentioning its tools and print and web supports (catalogue). These supports are to be used systematically during all trips by the Centre's personnel and/or are to be reproduced on a more or less wide scale by the countries where the actions aimed at the general public are to be carried out.

As for the measures to be adopted, we can discuss them during the scheduled workshops. But no matter what the propositions, ideas or projects which may be retained, first of all it must be quite clear that without the resources and communication structures to think, prepare, produce and disseminate, the few actions that may be carried out will have little impact and not much dissemination.

2.2 Audience identification and SPA/RAC's axes of communication

2.2.1 Audience Identification

It has already been stated previously that the partly identified target audiences are those of the sphere in which the SPA/RAC teams evolve. However, it is necessary to establish a typology in order to establish the most detailed and complete data files so as to know who is doing what? And how? And to update the data constantly. This would certainly make it possible to discover that some categories of actors in these target audiences have never been contacted and this would also make it possible to better understand the preoccupations, particularities and specificities of each target audience and to bear all this in mind in all actions, works, studies and campaigns which would thus be much more precise and detailed. This would also

make it possible to undertake much more specific actions for new audiences which hitherto had been ignored and to introduce themes which so far had been left out.

There are different audiences : the institutions and different bodies (Bureau, MCSD – Mediterranean Commission on Sustainable Development , The Compliance Committee etc.) of MAP, the financiers and donors, the contracting parties and/or member countries, partners (of SPA/RAC and MAP) (organisations and specialized agencies of the United Nations, Convention secretariats, intergovernmental organisations, universities and research institutions etc.), the various maritime organisations (fishing, littoral, tourism, transport...), scientific experts, researchers, technicians and lawyers who collaborate with the Centre, the other researchers, academics and technicians met at symposiums, conferences and other events, the suppliers and service providers of all kinds for SPA/RAC (and which come under the heading of the " general public "). Perhaps there should be systematic mapping of the institutional landscape and the persons/experts of the region (all the countries) and thus find neglected areas which are not covered by SPA/RAC's present network so that these areas can then be approached and the network completed.

As for the researchers, scientists, academics, technicians and lawyers whether they are collaborators or not, it is useful to obtain data on the organisms and main persons in charge in the research Centres, universities and establishments in which they work and/or to which they are seconded. For the member countries, this data can be sought with the help of the focal points which can also provide the information on well-known scientific figures, political and media opinion leaders in their country, and also information on reviews and specialized medias which are interested in at least the newsletters, and which could also be of interest to professional organisations in the maritime and coastal sectors as well as the environmental NGOs of the member countries. However, all the basic information can be easily found on the Internet (websites, social networks, online databanks etc.).

In the scientific and technical sectors, the search for new target audiences must be directed towards the international sphere of Research Centres, universities, networks of stakeholders interested in the marine protected areas (beyond the Mediterranean) and obviously aimed at the press and specialized medias.

Seeking information on target audiences should concern all the teams and the whole staff. A reflex should be embedded in order to systematize this data collection activity, the data should then be added to the relevant central file and kept updated.

As for the general public, the typology of its components will become clear with the development of communication actions which will make it possible to make the different distinctions between the components, to know their specificities, to create or to strengthen the files per country, per main sectors, per age groups, opinion leaders, and scientific figures and per Medias etc.

During the workshops scheduled during the 3rd phase of the study, we could jointly define and make a list of the main groups in the target audiences whether they be already known or not and whose typology, should it turn out to be necessary, could then be established.

Later on in this document we shall stress the importance of data management and the creation of files. As for the identification of the target audiences, it is important to improve and even change the tools being used, so that data collection and updating towards the central files can then rapidly enhance the organized and easily usable files, in order to be able to distinguish and to categorize the different target audiences; this in turn would make it possible to improve and further develop the contents and the different means of communication of the Centre.

As for SPA/RAC's focal points, there should be notes and explanatory documents available after the presentation made in Athens on what the Centre expects from the focal points in their quality as "Hubs" for the implementation of the Centre's communication plans. As hubs they are also the "informers"-facilitators giving access and support to the Centre in order to find good solutions and also to attain the Centre's objectives in the respective countries. UNEP/MAP could be approached and requested to support and strengthen SPA/RAC's requests (perhaps also through MAP's focal points).

2.2.2 SPA/RAC's axes of communication

The identification of the different axes of communication should make it possible for the proposed structures to better organize their activities and the management of the dossiers and to distinguish the different steps to be taken whilst carrying out their activities.

Each identified communication axis action will be subject to rules concerning its formulation in terms of its style and content (content of the messages, documentary and iconographical research, choice of supports, respecting the rules of the graphical charter, choice of external intervening parties and suppliers, dissemination etc.). These measures, rules, processes and constraints will differ depending on the activities to be carried out, the target audiences concerned and the dossiers to be managed.

There are three main axes of communication:

- Institutional communication:

Communication means enhancing the Centre's notoriety, visibility, its achievements, production and activities. Its main supports are the main site, the pages dedicated to the programmes and projects, newsletters and other pages, files, blogs, forums, web tools and online videos, as well as all the print supports presenting the Centre, its programmes, projects and action plans (flyers, brochures, studies, posters, catalogues, all kinds of reports). All this refers to its visibility both literally and figuratively. Visibility means the visual identity as fixed by the graphical Charter with its rules for the reproduction of the logotype and the presentation of SPA/RAC's texts, so that all the supports bear a coherent, homogeneous and unique visual identity of the "brand". Visibility, in the figurative sense, is the Centre's presence and that of its representatives in the relationships with MAP's components and structures, it also means the dissemination of all the communication supports, and their

presence at all types of events and gatherings (symposiums, forums, meetings, debates, conferences...) and their presence on the Medias. The management of public relations ensures the smooth running of all the communication actions which make its development possible.

- **"Product" communication :**

This is the most important kind of communication which is to promote the Centre's activities, works and productions and especially the elaboration and implementation of a strategy for the information, awareness creation and education campaigns for the general public. It is therefore the most important type of communication in terms of volume and work time. It entails all the editions and putting the Centre's works and productions online and ensuring their dissemination and promotion. Communication means managing the information to be published and updated on the site, editing the newsletters and other online pages and supports, and also entails the elaboration of strategies, preparations and implementation of communication actions and campaign plans.

These communication actions and campaigns will be requested by the Centre's Management and by the officers in charge of the programmes, projects and action plans (this does not stop the com. unit from proposing actions and campaigns), the requesters will submit to the team in charge of communication the "brief", the elements they have available, the targets, the budgetary projections for the implementation and dissemination of each action. This team (the com. unit) will propose the "drafts", sketches and pre-model with a proposed communication plan and the implementation dates, as well as precise costing of the propositions; after the modifications, changes and finalisation of these elements which were jointly put together, the team in charge of communication will ensure the implementation until the final stage of delivery to the " client ". Dissemination towards the determined targets will take place according to the dissemination plan and the budget fixed on the basis of the available resources which had been previously determined during the decision that was made by the requesters.

Depending on the needs of the actions and the campaigns carried out, freelance jobs could be created. Furthermore, the future responsible officers of the com. unit must become better communicators who are familiar with the lines of business, profiles and the processes of the com.

- **Publicity Events:**

This is the communication that (partly) manages public events organized by the Centre and its teams : symposiums, seminars, meetings (official and non-official ones), workshops, meetings-debates, conferences... and also receptions, stands, side-events, participations in exhibitions, in events, meetings, conferences and side-events organised by other institutions.

With the budgets scheduled for these activities by the Management and the officers in charge of the programmes, projects and action plans, the team in charge of communication will submit to the " client " a project for the action to be carried out, in line with the budget and

characteristics which the " client " had indicated (duration of event, number of participants or guests, opening and closing ceremonies etc. As for the exhibitions : the number, type and dimensions of the supports to be produced and exhibited, the allocated surface areas for the stands , the supports, material and furniture to be supplied, the supports to be exhibited, the supports to be disseminated...). The team in charge of communication will systematically prepare and organize the media coverage for all these meetings and events.

Organizing the smooth functioning of the events: invitations and management of the participants, organisation and management of the working sessions, transport, interpretation, audio-visual material... eventual accommodation and catering ... will be the responsibility of the parties organizing the event.

Events communication means systematically ensuring the possibility and authorisation for setting up an "information point" for promoting the Centre at all the symposiums, seminars, meetings and other events in which the Centre is participating, with the supports and the necessary material (flyers, brochures, posters, CD, DVD, derived objects... and signage material). The com. unit as well as all the other intervening parties at the Centre must constantly bear in mind that, wherever they happen to be, they must use all the opportunities to make the Centre and its activities better known. And if you see a micro or a journalist nearby then do not miss the opportunity! You must know how to value, flatter and praise their role as an informant, a revealer, and even a whistleblower! The person in charge of the com. must know and make himself known to as many journalists and specialized Medias as possible and maintain regular contacts with these spheres.

2.3 Identification of the needs

Remark:

The diagnosis has revealed that only a small portion of the activities of the three communication axes as detailed above have in fact been carried out hitherto, such as mainly the editing of a part of the studies and works carried out, the production of tools and video supports, Web and the organisation of symposiums, conferences and other events. So basically this represent the " production " and " practical organisation " and the minimum that was done with limited financial resources.

This means that setting up a communication structure and implementing the activities of a real communication strategy would make it possible to cater for all the missions and objectives of the Centre in all its activities, but the means made available so far are completely disproportional with the needs. Thus a review and a change in habits, customs and practices is necessary as well as in the communication budgetary evaluation procedures. If the present evaluation methods, which showed the under-estimation of the communication aspect, remain the same, then any hope of developing communication and thus SPA/RAC's activities, would just remain a vain hope.

The evaluation of the budgets for the programmes, projects and plans ... including the MTF budget, should contain budgetary items for "COMMUNICATION": the headings of this item

are to be determined depending on the content of the programmes, plans and projects; the actions, themes and subjects they contain, in order to propose and determine the supports and actions of com., and then they would have to be translated into figures. The same goes for the development and evolution of the Centre's (MTF) sustainable structures, and this refers to:

- The production of edited supports and their different versions (edit. original, edit. general public "re-written" and/or popularized), promotional flyers for the activities, alert flyers per country... posters of the endangered species of flora and fauna... flyers on the new jobs for the preservation of the marine environment...
- A systematic costing of the com., the actions planned in the countries concerned by the projects and the studies, to mobilize people for a debate, for a visit... the interested audiences and medias ...
- The production and putting online on the different sites, tools and Web supports, small animations or special documentaries,
- And especially the costs to be planned for the dissemination and despatch! How many copies of studies and other works are languishing in the storage areas and which have never been circulated? How many studies and works are not even online?
- The preparation and organisation of events linked to projects and plans, the participation in events to which the Centre has been invited,
(This list is not exhaustive)

Or :

- For the MTF budget, the costs for creating the organisational structures for the PR/COM and the considerable financial needs for the restructuring and evolution of the DATA activity, totally absent from the budgets.

The Centre has no commercial vocation, but like all the organisms of the same type, it is condemned either to develop, or to vegetate and to decline.

Why so much budgetary orthodoxy? A budget is a projected evaluation of all the actions which are programmed over a period of time, the budget may be exceeded out of necessity or under-used for unforeseen reasons. Otherwise it is no longer a budget but rather an allocation or a donation: "There you are, this is what you have so make the most of it !"

As for the Centre's com. and its activities, if they have to juggle with whatever means are available, without any adequate structures and the low resources used hitherto, then the present situation will only resurface again.

Furthermore, if the Centre does not move on to the organisation and development of the proposed com. function, then it will only be regressing. The com. function is now more than ever before one of the main function for the development and the management of enterprises... and of governments.

What is the purpose of all the Centre's work if not to convince the people (always the same people) who are already convinced, whereas one of its main missions has not been achieved,

namely that of informing, creating awareness, educating and convincing those not yet convinced? How to develop and improve the Centre's notoriety and image when there has never been the slightest embryonic structure to manage the PR and the COM?

There may be no recruitment for the moment, but a sustainable structure is indispensable in order to organize, develop, achieve and manage the com. and the PR.

The com. is an investment. If in economics the products are made known and sold, for the Centre the " return on investment " is seen through its greater notoriety, firstly within the UNEP/MAP sphere, the member countries, the existing and new partners (even beyond the Mediterranean), sponsors, organisations and new donors, new partners who have been convinced and mobilized through your actions and works and thus in greater demand... then through regular, organized and followed-up actions for the mobilisation of development budgets. Not to mention the needs for research and studies which will be generated by the new green (or blue) economies and interested investors. Furthermore, the more "noise" and the more "buzz" is made, the greater the chance of being heard and now is the time to do this! **Especially at a time when there is greater awareness of the planet's problems and the repercussions of climate change on the seas and the oceans are not insignificant! (COP21 and its offshoots).**

By respecting the regulations, customs and practices of UNEP/MAP and by soliciting them as much as possible, so that they understand that the Centre wants to work and that it needs additional resources to fulfil all the initial missions conferred upon it, the Centre needs to adapt to the needs generated by the state of the planet, the seas and the oceans. These resources emanate firstly from the UNEP/MAP institutions and its usual partners, but also from new private partners or NGOs or new donors-investors and maybe even from research institutes or centres like SPA/RAC (beyond the Mediterranean) with which the Centre can be associated for programmes, projects or action plans on the basis of cooperation.

2.3.1 Financial needs

It is urgent to **create headings for "communication"** with budgetary items in the elaboration of the different budgets:

- As for the core activities: the creation, setting up and functioning of the communication structures and the re-organisation of the informatics tool (DATA), it is mainly SPA/RAC's (MTF) operating budget that will be concerned.
- As for non-core activities, i.e. those pertaining to programmes, projects and others, their budgets should have communication headings so that **all** the supports can be produced which stem from their works and activities and especially it is important to ensure their dissemination and promotion.

The principle is that core budgets should cover the costs of the creation and functioning of the core structures so that communication can be managed and organized, and non-core budgets should include communication headings with budgetary items, to cover the costs of production, promotion and dissemination of their production and activities.

The evaluation of the operating costs of the core structures, which may be proposed after the study, will represent the fixed costs of the communication structures.

The evaluation of the costs for carrying out, promoting and disseminating the activities, works and productions of the projects, programmes and action plans, could be done seriously and professionally and translated into figures, knowing the content of these non-core activities (on the basis of technical characteristics and determinant parameters with reference to the themes, targets and details of the works and activities) so as to elaborate and determine the costs of the communication plans of each of these projects, plans and programmes. This costing would then represent the proportional costs.

Different lines of work can certainly be envisaged in order to create real budgetary items, release and considerably increase the amounts of the meagre funds which hitherto had covered the communication expenses, with reference to the MTF budget and those of the programmes, plans and projects.

The financing of the actions and communication campaign for the information, education and awareness creation of the general public raises a new problem, namely that of how to finance one of SPA/RAC's mission which it was not able to carry out in the last 30 years due to a lack of financial resources.

This problem concerns all the components of UNEP/MAP. If today, thanks to its accumulated experience, SPA/RAC is able to elaborate and to submit propositions and projects for these actions and campaigns aimed at the general public, what about the funding needed for implementation purposes which require resources in line with the scope of this mission? This responsibility also concerns the partners, financiers, member countries and the donors.

2.3.2 Human resources

The creation and the setting up of the communication structures could be done with the staff from the teams dealing with the plans, programmes and projects as they have already been initiated and more or less specialized in the production of supports and other activities concerned. Professional consultants could be added to this personnel and they could then coach them for a fixed period of time which corresponds to the setting up of the organisation, work methods and processes.

Logically this activity should then increase in volume and number of the actions, campaigns and events to be undertaken, it should then increase naturally, expand and become organized consequently.

Using the personnel which is already familiar with SPA/RAC's activities and functioning is an advantage in terms of saving the time period required for acquiring the knowledge and for adapting to SPA/RAC's activities and specificities, but this must not obscure the fact that specialisation is necessary and quite indispensable for the communication activities and specificities.

2.4 How to manage and organize the communication aspect at SPA/RAC

The communication aspect is a function of the Management and the running of the centre

whose budgets and orientations are basically determined by the Management. This is all the more true for SPA/RAC in view of the importance of institutional communication, public relations and the role of the SPA/RAC Management in its relations with the MAP components, partners, financiers, member's countries and the contracting parties.

Propositions for structures to be set up:

2.4.1. A Communication/Public Relations unit

Attached to the Centre's Management, the Communication/Public Relations unit will be in charge of running and managing the activities detailed in the 3 communication axes mentioned above. This unit will function under the authority of the Centre's Director, whilst ensuring the management and follow-up of public relations. It will be in close contact with the officers in charge of the plans, programmes and projects for which it will produce all the print, web and digital communication supports. It will function as a communications and public relations service.

This structure was initially to function with a minimum of 2 or 3 persons, those who at present deal more with these issues within the Centre's teams (no additional costs, maybe a change or an arrangement between the Centre's operational budgets and those of the projects, plans and others). To recall its attributions, apart from the management, control and monitoring of the implementation (internally or externally) of all the supports decided upon, it is this unit which is best placed to propose, steer, organize and coordinate all the different actions of com. in other words, it is this unit that will be in charge of the management and updating of the site (hence the necessity of mastering the webmaster function), the drafting of newsletters and controlling everything that is put online on the different Web supports and tools. This unit will be capable (depending on the content of the project and plans, its detailed knowledge of public relations situation) to propose and to cost the supports and actions of com., composing the com. plan to be fixed for the project or the plan concerned. Furthermore, with the support of the Management, the staff of the Centre and of UNEP/MAP, the idea is to seek and set up a financial package for co-production, co-edition or any other co-association with some of the partners, sponsors, donors and member countries interested in project X or plan Y.

2.4.2. A DATA committee

The DATA committee is chaired by the Centre's Director and includes the officers in charge of the plans, programmes and projects and the officer in charge of the data programme. This committee will convene regularly so as to determine, decide, follow-up and coordinate the programmed actions, data management, evolution of web tools and supports, with reference to their architecture, coherence and their links. The committee will watch over the evolution of the informatics materials and the (hard and soft) needs as well as over the meetings, security and data safeguarding. This committee will request its members to have a perfect knowledge of the decisions and ensure their application. It will thus ensure the best possible conditions for the Centre so that it then has efficient and "up to date" means in order to deal with the ever growing and faster developments taking place in this domain of new information and communication technologies without which it will soon be impossible to operate.

Computer and digital activity is an essential and indispensable tool for the organisation and management of any enterprise. This "revolution" is evolving so rapidly that quite a number of enterprises, organisms and institutions have "missed the boat" and not kept up with the evolution of their informatics tools and are doomed to disappear.

Keeping tabs on the evolution, developments of higher Internet speeds, the role of fibre optics on data transport, connections and inter-connections, evolutions on the Internet (search engines, web hosting, referencing, arborescence...) and intranet and all the adaptations, evolutions and developments of the basic infrastructure must be well thought-out, determined, steered and followed very closely at the highest level in the Centre by the DATA committee. The Management and the staff must know, explore and follow-up the technological evolution in order to adapt and define their needs and carry out, after getting hold of the information and the advice of the experts, reviews, debates and studies, decisions and regular follow-ups to get back on the right track whenever necessary. Then it is up to the computer specialists and technicians to apply the plans and decisions of the committee to set up, develop and maintain all these means for the good of the Centre's activities, without becoming "great wizards" who are indispensable for the life of the Centre. They are not the financiers, the accountants, the lawyers, administrators, editors, managers of the databanks, photo libraries or the site, neither are they the managers of the stock of brochures and other products of com. They must master the IT and digital tool, develop it at the committee's request, maintain it and ensure that it evolves for the good of all the users and point out their requirements whenever the need arises (speed output, hard, soft, links, intranet, connections, network, fibre optics ...). Even if the DATA managerial staff and technicians have been trained as biologists, they too must become and act more as real professionals within their sphere of activity.

Now let us review a concrete case, that of the SPA/RAC site which regroups several functions:

- Institutional website: presentation of the Centre and its creation, its missions and objectives, its partners ... and its historical background and activities carried out since its creation.
- Corporate website: home page, presentation of the organisation, its teams and mode of functioning + contacts, localisation... links with your other web material.
- Site for the presentation and information on permanent programmes, plans and ongoing projects and their development, the officers in charge and their contacts.
- Site for information on the MPAs, biodiversity + latest information on the sector.
- And especially catalogue site of the SPA/RAC publications and actions, databases, works and activity reports on the meeting and symposiums.

The Centre's site is characterized by a considerable flow of information and numerous functionalities, a large part of which needs to be updated regularly as well as other functionalities (e.g. research within the site, sub-menus and publications, themes or keywords). Without being digital site and IT development specialists and professionals, we have the feeling that the site seems to have ever more difficulties in

evolving and has come to a standstill. Our advice would be to consult an outside professional which would certainly entail making changes or even creating a new site, so that your site could be updated rapidly and easily, thus ensuring an easy and natural development and evolution.

Obviously one of the most important DATA users will be the PR/COM unit, perhaps apart from the management of some databanks where there could be some collaboration, but there is no organic link between these two structures. Their activities must not ever be confused.

One remark to illustrate this collaboration:

The activity and management of PR/Com valorises and makes SPA/RAC better known, but it's necessary to develop and update the tools and means so that this activity can indeed be carried on:

1. List and update the whole production and activities of SPA/RAC so as to organize a catalogue, put it online and promote it (publications which are absent from the relevant database should be put online). As already stated in the diagnosis, the references and the results obtained in the different programmes, plans and project, as well as the quantity and quality of the Centre's publications, constitute the best arguments for ensuring a good reputation for the Centre.
2. Improving data collection and management, constituting files of coordinates and updating them constantly: networks of collaborators and external consultants, partners, universities and international research institutes in the sectors concerned, governmental institutions and organisms, NGOs and other private structures, donors, sponsors and other entities, persons and personalities of all the sectors linked to the Centre's activities and missions. The diagnosis has revealed a considerable number of various types of data (stored and not shared) in the different IT tools of the Centre's personnel. Data and files of coordinates, or other scattered data (the Centre's works, studies and productions, photos, scientific, legal and technical data). All this data is to be recovered, compiled and organized to constitute the first central files databases to be created/ and or enhanced and updated).
3. Seek to improve the attractiveness and ease of access and navigation of the sites and other web tools, systematize the establishment of links between all the web supports and tools and respect the regularity of the newsletters.
Keeping tabs on the evolution and the development of new information and communication technologies and all the data to be collected, collated and organized, will strengthen the existing databases and will contribute towards enhancing the Centre's notoriety and visibility.

All this shows that in a small structure like this Centre, the two structures as proposed by the Management, should be in direct close proximity. The management needs to know all the contact possibilities as well as the "bolts and levers" he has available in order to direct and

steer the Centre. Attaching to it the COM/PR unit and the DATA committee does not mean at all that the Management will be the only factor to intervene. On the contrary, the Management will be collaborating directly with the main specialized staff officers who are working and centralizing all these activities. These two entities, even if they do collaborate, are still not linked together.

2.5. After the study

The production procedures, lines of business and processes are not the prerogative of the workshops and toolbox and that is why the detailed management and organisation of the two proposed entities have been included in this part.

The fact of progressively illustrating all these points through the first two parts was done deliberately in order to gradually create awareness and to ensure that all those who will attend the workshops "will get into the swing of things more rapidly " (including the English and French terms used normally in the com. domain).

As for the questionnaires which make it possible to assess the audience and the impact of com. (a point raised at the 12th meeting of the SPA/RAC focal points), it is preferable to rely on the number of consultations and visits of the different web tools, contacts and requests which the Centre will receive via mail, through all kinds of mail, social, scientific, institutional and other networks. Anyhow, let us start by setting up what does need to be set up before instituting measuring instruments of our communication ; (it's nice to have flowers on the balcony, but first you must build the stairs to get to the balcony to plant the flowers and see them blossom!).

PART THREE: COMMUNICATION PROCESSES, PROCEDURES AND LINES OF BUSINESS

3.1 The process of preparing the supports, action plans and/or communication campaigns

3.1.1 Preparation of an action plan or a campaign

To carry out an action or a campaign which had been requested or decided upon, we either have a "brief" submitted by the "client" (the requester) or other data, note of intention, synopsis... a note presenting the action or the campaign to be carried out, but also the deadlines when they are linked to an event. All this data also explains the needs or requirement to be addressed by this action, what the message or content should be, as well as the objectives and targets. Once these first elements have been thoroughly debated then they can be clearly established.

We are thus in a position to choose and propose the most suitable supports, to fix the contents and the technical characteristics, volumes, quantities, duration and parameters of the action, as well as the tools, appropriate means and channels (promotion-dissemination) to be used in order to achieve our objectives.

Once the choices had been made and decided upon with the requester and validated by him, the next step is to translate the costs into figures and assess the time –scale of each stage of the process, the proposition(s) submitted, to establish the planning and retro-planning, then put all this into a recapitulative document or schedule(s).

Thus our action plan or campaign would have been determined and established.

Remark:

This process is valid no matter what the scope of the action happens to be, whether it is just one support (e.g. a business card or a simple poster announcing a conference) or a large scale action: publicity campaigns, information, awareness creation or education campaign, with TV spots, videos, documentary films, urban and roadside displays, neon sign, brochures, flyers and posters, films, press releases, infomercials, sponsoring, TV and radio debates.

3.1.2 The processes of creation, design and production of the content elements of the supports

a - Print

For all the print supports there are successive indispensable stages to be determined before going on to the next phase.

- **Editorial creation** : texts may not have been provided, depending on the supports, these are then drafted for editorial texts with the designers-editors, defining taglines, display texts, slogans ... all this to be determined with the requester.

Whether they are supplied by the requester, or by the specialists in the domain concerned

or by the designers-editors, all the texts (from the business card right up to the encyclopaedia) must be re-read, corrected and finally fine-tuned with the requester and then validated **by him**.

- **Artistic and technical creation:** it starts with the collection and production of other elements, such as shooting (either in a studio or during coverage) iconographical research, other client's data: graphics, layout, diagrams, geographical maps, and drawings, caricatures... to be produced, adapted or reproduced.

Once the collection and selection of all the support content elements had been assembled and arranged, such as the first visual items, sketches, and pre-models, they are then submitted to the requester and discussed until an agreement is reached (ready for printing and agreement on the final model). Thus the last stage is reached with the production of technical models (in HD) and digital files which are taken to the printer with test prints and colour reference codes, whilst checking at the same time that he has the same font and software versions as those which had been used.

Important remark for the planning and schedules of these different stages:

These management and follow-up tools must be updated when the deadlines for returning the corrections, validations and B.A.T (ready for print) had not been respected, because then planning of the next stages and schedules will often have to be modified, re-negotiated and updated.

- **Technical production:** first the supplier is to check the models and technical files received to see whether they are in conformity, then he checks the printing plates (offset plates, screen printing, software for digital printing). The pages are set up as well as the imposition printing for folding and the finish mode) supplied in the "ozalid" form or "run proof" and prototype for all derived objects.

Thus we reach the end of the "Pre-press" stages, i.e. all the stages prior to printing and the last possibility of modifying any element whatsoever, and the last B.A.T (ready for print) whose validation will then authorize the printing and the production as well as the finishing operations.

All these various stages mean that we must have recourse to different service providers and sub-contractors with which it will be necessary to verify and update the quotations and scheduled budgets, planning times fixed and the details of our control and monitoring interventions as well as those of the requester (as this is sometimes necessary depending on the supports).

Remark:

The process we described in detail on the "print" is known as the "graphic chain" by the communication professionals. The mastery of this process is extremely important in the recruitment of the main production staff of the communication agencies.

b - Website

Stages in the creation of a website

Definition of specifications including the following data:

- A list of all the missions, messages, activities, products, desired subjects and items, to be presented, listed in detail by emphasizing the centre's strong points and main references, clients and partners.
- The objectives to be achieved in the light of the knowledge we have of the different target audiences and the themes, subjects and data, research objects and web consultations. All this will help to adopt a more or less "marketing" approach.
- The existing data and standards to be respected and adapted for the presentation of your visual identity, your contacts and your brand image (graphical charter).
- The specific functionalities necessitating specific developments and adapted solutions for particularly atypical projects.
- A more precise and well organized list of the site's themes: depending on your activities and "products" you must emphasize the main themes on your site and this will help to have an editorial line and especially to structure the contents and define the site's arborescence.

* **Site's arborescence:** arborescence is a bit like an architectural construction akin to a genealogical tree by putting the different themes in order which had been defined in the previous stage and by transcribing them on interlinked pages.

* **Navigation menus:** the menus are somewhat like the starting basis for arborescence, our "tree", and the sub-menus are the development of the branches. Hence the importance of choosing the right "key-words" to designate the main themes as they will be useful for referencing (the keywords are the basis for research done by the search engines). A detailed list per theme will make it possible to go further into detail of the sub-themes. The navigation of a site entails a set of links which make it possible to access the main contents of the site depending on the site's arborescence. The menu, or the menu bar, will be horizontal or vertical and in some cases there will be a combination of the two types of navigation.

At this stage we can stress the essential communication aspect in the specifications .

As for the purely technical part, the production of the site, this part pertains more to IT and digital technology so that we will skip this part rapidly. This part pertains more to the activities and specialisations which are different from those we are talking about.

It should be pointed out however that there is quite a number of standards softwares and software packages which make it possible to build simple and especially static sites yourself with basis IT knowledge ("business card" site, institutional sites limited to only the presentation of an organism, a company, its team and its contacts, corporate site and other sites... most of these are static and some have the possibility of more or less limited dynamic functionalities).

As for the more complicated sites containing several functionalities and a great number of requirement necessitating particular programming, developments and appropriate content solutions, which would ensure the site's progress, regular updates and many other options, it

would then be preferable to choose a professional agency to design the site and ensure its development and maintenance.

Obviously the communication part will continue collaborating mainly on those points indicated in the first part of the specifications, pertaining to:

- The adaptation and application of the graphical charter.
- Site's editorial content: the key word and the texts may be modified or simplified, at the advice of the professionals, in order to facilitate the best choice of words for the domains and for the referencing and their advice could be useful in drafting for the web.
- Collaboration also for other elements and not just for the text, for the supply and selection of photos, videos and films and where they should be placed. Depending on the scope of the site, its management and the complexity of some of the updates, a contract with the professionals could also include some coaching and even additional webmaster training.

As with the other suppliers who design and produce, it is necessary to keep tabs on the quotations and planning, the monitoring of the various stages, whilst bearing in mind the validation and updating of the plannings and budgets.

c - Audio-visual

We will find the same preparatory steps as with the previous supports: namely the brief, notes of intention, synopsis, and determination of the target audiences, messages and objectives.

This should make it possible for us to determine the characteristics of the support we want to have, namely the type of video, films, spot, animation, synthesis images, real images, the duration, content of the commentaries or other dialogues... and any other element required by the director/producer.

Next is the pre –production stage, involving mainly the writing of a scenario, a storyboard and a first technical editing. All this must be in harmony with the previously supplied elements. The remarks, discussions and joint agreement with the client will lead to the validation of this first stage and the elaboration of a budget.

Depending on the content it may be necessary to identify the sites and different filming areas, search for the decors and accessories, determine the filming equipment, look for film extras and/or arrange a meeting with real persons who will intervene (such as professionals, consumers etc.), and prepare and design synthesis and/or animation images as the case may be.

The last preparations before the filming are indispensable, such as the film technical editing, setting up the work plans for each film set and for each day of filming as well as the filming schedule. After the successive validations of these operations and as the pre-production phase is finished we then move on to the filming itself whilst respecting the scheduled planning and budget and the slightest overrun must be pointed out rapidly so that it can be corrected and the planning updated and the costs of the overrun can be estimated.

Post-production refers to all the post-filming activities, such as artistic creations and technical

activities. At this stage video and film spots are produced. The plans to be retained have to be chosen, then there is the pre-cut, image editing, searching for the music, background music, sound effects, dubbing, subtitling, sound editing and mixing, film grading and the final copy: the master copy. All these operations need to be successively validated by the client.

d – Relating to events

As for event supports and actions, they refer mostly to signage (digital printing) and publicity and other derived objects (serigraphical printing).

They are thus in line with the various stages described in the part on print supports.

Their particularities reside in the accessories, their placement and setup (kakemono, graphic layout, roll up...).

3.2 Dissemination

We have described the preparation and production processes of the communication supports. Once they are finished they must be promoted and disseminated.

In the first two parts we several times referred to the absence of organisation, structures, responsibility and lack of financial resources for this activity at SPA/RAC. Thus it is useful to recall the multiple actions and means of dissemination.

Recalling main means of promotion and dissemination:

Publicity and promotion campaigns, multi-medias, press releases, radio and TV spots.

Apart from the SPA/RAC files through which emails can be sent for the promotion of the centre's works, actions and studies, the newsletter and the use Facebook and Twitter pages, we would still particularly insist on the promotion and publicity on the web, as at present it is one of the first information and publicity supports. There are specialized agencies which produce Web supports and they are setting up more services for purchasing publicity space, announcements and e-mailing campaigns as they are familiar with the search engines, data collection tools and e-mail address files on the specialized networks per sectors of activity. They can thus aim at the targets per specialized sectors as well as individually depending on your main interests and your profiles. (These are the results of the development, utilisation and application of ITs, and algorithms for the selection, classification and regrouping of data).

As for the rest of the dissemination and distribution supports, there are postal enterprise services who have files per profession and per sector of activities for direct mailing campaigns.

Other dissemination actions include urban and road displays, direct mailing, interviews, TV and radio spots, flyers, publicity objects and derivatives and launching events for the presentation of new products.

The process of preparing communication material:



