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**Agenda item 5. MAP Operational Communication Strategy 2026-2027: communication activities post-MAP 50 Anniversary**

**UNEP/MAP Operational Communication Strategy: update for the biennium 2026-27**

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UNEP/MAP  
INFO/RAC - Rome, 2025

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**Acknowledgment**

The present document represents the update of the MAP Operational Communication Strategy developed by INFO/RAC, MAP CU and MAP Communication Taskforce approved by Contracting Parties during COP21 in December 2019. The original document has been left mainly unchanged, nevertheless slight adaptations have been necessary to take into account progress and outcomes of the activities carried out in the current biennium (2024-25) and the consequent change of scenario.



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## 1. Background

The Mediterranean Action Plan (MAP) Coordinating Unit and MAP Components jointly operate on the basis of the Barcelona Convention and its Protocols in the framework of the Mid-Term Strategy (MTS).

This Operational Communication Strategy aims at supporting the implementation of the MTS for the period 2022 – 2027 and contributing, through joint communication and advocacy, to the successful implementation of the Barcelona Convention and its Protocols. It was developed on the basic principles of MAP Communication Strategy 2018-2023 (Annex I to Decision IG.23/3 – Governance) updated for the period 2024-29.

The strategy is in line with the UN Environment publishing, media and visual identity guidelines and also with the UN system-wide efforts to achieve greater coherence in communication activities with a growing emphasis on the Communicating as **One approach**. Relevant further policies and guidance issued will also be taken into account in its implementation.

The activities already carried out in the previous biennium will be reinforced in 2026-2027 and new ones will be planned bearing in mind the need for concrete and measurable deliverables, particularly, in terms of feasibility of planned deliverables, number and size of actions envisaged and the aggregation of actions of similar nature (PoW 2026-27).

The planned deliverables have been proposed considering that delivering activities will extend beyond 2025 in line with the new MTS 2022-2027.

The Operational Communication Strategy is compliant with the new organization of thematic Focal Points.

**The present document represents the further update of the MAP Operational Communication Strategy approved by Contracting Parties during COP21 in December 2019.**

**The original document has been left mainly unchanged, nevertheless slight adaptations have been necessary to take into account progress and outcomes of the activities carried out in the current biennium (2024-25).**

**To better clarify as UNEP/MAP Communication Taskforce has addressed the priorities envisaged by the strategy, remarks (*text in italic*) have been provided when useful to update the previous scenario.**

## 2. Gap analysis

The following gap analysis highlights MAP's communication gaps in terms of (1) Identity, (2) Messages and content, (3) Channels and networks. The analysis remains partially valid also for the biennium 2026-27, noting the significant efforts produced by MAP System to fulfill the gaps in the current biennium. The gaps originally identified in the Operational Communication Strategy 2020-21 have been mostly overcome and in the table below the last progress of current biennium and the strategic opportunities to show the progress achieved are shown.

<b>MAP Identity</b>	<b>Gaps</b>	<p><u>Brand building</u>: MAP components communicate mainly in silos, implementing their respective visual identities and communicating different messages. As a result, it is challenging for external audiences to perceive MAP as one unified entity.*</p> <p><u>MAP's name</u>: MAP's full name 'UN Environment programme/ Mediterranean Action Plan – Barcelona Convention Secretariat', is complex. This is reinforced further when it is used in combination with MAP components' names, making it challenging to perceive MAP as a single entity.*</p> <p><i>*The process started in the biennium 2020-21, has been further strengthen in the biennium 2022-23 and 2024-25), the gaps have been reduced especially through a structural use of UNEP/MAP logo, of common hashtags as #BarcelonaConvention and initiatives such as system-wide celebrations of UN observances. In general the use of joint logos of all the MAP Barcelona Convention System during the main events is already a common and successful best practice</i></p>
	<b>Opportunity</b>	<p><b>Position MAP as One System, composed of different components, but Communicating as One on regional priority issues with the goal to unify and strengthen MAP's "Brand identity".*</b></p> <p><i>*During the biennium 2024-25, even more than the previous biennium, collaboration between MAP Component has been strengthened and activities have been carried out in full cooperation using thematic competences and common expertise in communication, in the spirit of the "Communication as One" respecting and exalting specific diversities.</i></p>

<p><b>Messages and Contents</b></p>	<p><b>Gaps</b></p>	<p><b>Choice of topics:</b> The majority of MAP's communication activities are reactive, initiated on the occasion of meetings/events. MAP does not follow a plan and schedule with strategic priority topics to be highlighted within a specific timeframe.*  <i>*Collectively efforts have been by the MAP Communication taskforce in terms of planning in the course of the last two biennium and this gap can be considered partially overcome.</i></p> <p><b>Data availability:</b> Raising awareness about the state of the environment in the Mediterranean requires data-driven communication. However, consolidated data/trends on key topics at a regional level is sometimes unavailable.*  <i>*In the biennium 2020-21 the State of the Environment and Development in the Mediterranean (SoED), and the First Mediterranean Assessment Report (MAR I) among others have provided a solid base of data available for Mediterranean community, shedding new light on the hefty toll that the global triple crisis of climate change, biodiversity loss and pollution is taking on Mediterranean ecosystems. In the current biennium (2024-25) MAP Barcelona Convention System has officially released the 2023MedQSR, built in the previous biennium, and the Summary for Policy Makers. A dedicated website has been also produced to offer another way of consultation.</i></p> <p><b>Style:</b> MAP's style is often technical and challenging to understand for non- technical audience.*  <i>*Collectively efforts have been made to achieve a more communicative style in all the MAP Barcelona Convention System applied to different communicative products.</i></p> <p><b>Language:</b> English and French are more commonly used for communication. Yet, Arabic and</p>
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	Opportunity	<p><u>The publication of the QSR and SoED reports:</u> the reports will provide a basis for the articulation of messages on the state of the environment as part of the ongoing MAP narrative-building. This will in turn bolster advocacy efforts undertaken by MAP Leadership.</p> <p><u>The increasing awareness of the importance of the oceans:</u> whether in the context of the global response to climate change (carbon sinks), or in relation to livelihoods and food security (sea-level rise, acidification, warming, declining fish stocks, pollution/microplastics), oceans (in the broadest sense) are taking centerstage.</p> <p>SDG 14 (Life below Water): as a global goal specifically dedicated to oceans and seas, SDG14 provides an opportunity to link MAP work to the 2030 Agenda for Sustainable Development, which is captivating the attention of policymakers and citizens around the world, including in the Mediterranean region.</p> <p><u>The recognized status of the MAP-system:</u> the most advanced legal and institutional framework to have been set up on a Regional Sea;</p> <p>The favorable momentum in the Mediterranean region: evidence of such momentum includes but is not limited to the latest ratifications of the ICZM protocol and the Emission Control Area (ECA) initiative.</p> <p><b>Communicate strategically, focusing on clear and concrete objectives, in a language and a style that are tailored to MAP audiences.</b></p> <p><i>During the three last biennia, digital campaigns have been developed to disseminate the main outcomes achieved by the MAP System, focusing on flagship publications, emerging topics and cross-cutting themes through UN observance Days, Mediterranean Days, virtual meetings, on-line events, MAP Newsletter articles and editorials.</i></p>
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<p><b>Channels and Networks</b></p>	<p><b>Gaps</b></p> <p><b>Traditional Media:</b> MAP has a limited presence in traditional media. For example, in 2017, MAP's name was mentioned less than 10 times in main Mediterranean online newspapers. Media coverage of recent important events (new ratification) and main reports (QSR), was limited, in recent years.*</p> <p><i>*The SoED campaign generated significant media coverage, including a mention at the daily briefing of the UN Secretary-General Spokesperson in NY. Op-Eds by the Coordinator were also published in prominent newspapers.</i></p> <p><b>Social Media:</b> MAP's main counterparts communicate on Twitter (the large majority of Contracting Parties, Contracting Parties' officials, NGOs, International Organizations, etc.), sometimes mentioning MAP. However, MAP does not maintain a corporate account on any social media platform. All RACs maintain Twitter accounts and other social media.*</p> <p><i>*MAP Twitter account (@UNEPMPANews) has been activated and has represented an important channel to disseminate progress under the Barcelona Convention in close networking with the already active RACs accounts. This has given a voice to UNEP/MAP and enabled consistent communication, including messages on key events and priorities. Digital content ranging from videos to digital cards carrying quotes and facts and figures have been developed by the MAP Communication Taskforce.</i></p> <p>There is a need for a #Hashtag referring to the MAP mandate and objectives (examples: #HealthyMediterranean; #Action4Med; #MedEnvironment).*</p> <p><i>*Collective MAP Communication Task Force approach to social media, relies on a consistent use of MAP hashtags (especially #BarcelonaConvention) in relevant posts on the various social media platforms (mainly Twitter but also on Facebook and LinkedIn).</i></p> <p><b>Network:</b> Currently, MAP rarely communicates in partnership, yet, MAP has a wide and growing network of partners.</p> <p><i>*MAP Barcelona Convention System has successfully co-organised the MED Pavilion in cooperation with UFM and PRIMA Foundation at UNFCCC COP26 in 2022. This a significant example of joint effort made by different organizations at Mediterranean level as One continued in the other biennia.</i></p>
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	<p><b>Develop MAP presence on key channels and promote communication through MAP network of partners to help raise awareness on MAP shared issues and promote understanding of MAP's work.</b></p> <p>The vibrant Mediterranean Civil Society: Partnerships with Civil Society offer opportunities for amplifying MAP broadcasting capabilities to reach a wider audience, including at the national level. Mutually beneficial communication partnerships can be sought with Mediterranean Civil Society Organizations (including but not necessarily limited to MAP network members), for instance through the production of downloadable communication toolkits (containing printable posters, flyers, videos, etc.) on key MAP-BC themes that CSOs could use for their outreach and awareness-raising activities. Joint outreach sessions with "grassroot" organizations can also be envisaged thus giving MAP access to unchartered territories in terms of public engagement.*</p> <p><i>*During the biennium 2020-21 and even more in 2022-2025, MAP presence on key channels has been enhanced to help raise awareness on MAP shared issues and promote understanding of MAP's work. In the framework of social media use, new communication tools have been promoted. Networking with Partners and Contracting Parties has been strengthened, highlighting the potential of a close collaboration at local level with Mediterranean Countries.</i></p>
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### 3. Objectives

**Through the Operational Communication Strategy, MAP aims to implement the five Mid-Term Strategy 2022-2027 (MTS) objectives related to communication:**

1. Citizen UNEP/MAP's status as an **authoritative voice** on the environment and sustainable development in the Mediterranean and advocate the MTS vision to policymakers;
2. encourage commitment and contribution of **key stakeholders** in support of MAP priorities and **enhance public participation** in MAP's work;
3. upgrade the **MAP-Barcelona Convention system communication and dissemination capabilities**;
4. ensure **Communicating as One** and embark on **digital transformation** in the delivery of the Medium-Term Strategy;
5. enhance **"Ocean literacy"** and to engage **communication, awareness raising and education** on the coastal and marine environment towards different targets: elected officials, tourists, socio-professionals, etc. via the development of innovative tools (social marketing, Citizen Science, etc.)

The objectives set in the Communication Strategy 2024-2029 are classified under the 4 main objectives above, as appropriate:

	<b>Objectives of the Communication Strategy 2024-2029</b>
<b>Objective 1</b>	Strengthen MAP's status as an authoritative voice on the environment in the Mediterranean.
	Improve quality and dissemination of information materials.
<b>Objective 2</b>	Secure the commitment of key stakeholders in order to support MAP issues and activities; and act as advocates, directly and indirectly.
	Improve the quality and dissemination of information materials.
	Encourage participation among researchers or partner bodies.
<b>Objective 3</b>	Ensure the visibility of MAP, its role and achievements.
	Raise awareness, among a wide but defined group of audiences certain MAP communication products, such as the MAP newsletter, can nonetheless be aimed at a well-defined audience group while remaining accessible to a larger audience through a "ripple effect".
	and user groups, about the critical role that the UN Environment/MAP system plays in the protection of the Mediterranean environment and the promotion of sustainable development in the region.
	Highlight the need for good governance and integrated marine and land ecosystem management in the Mediterranean.
	Inform and mobilize the Mediterranean population with our narrative through key information and media channels.
<b>Objective 4</b>	Increase quality and quantity of media coverage.
	Improve internal communication practices within the MAP Coordinating Unit and its components.

#### 4. Communicating as One: the cross-cutting objective

"Communicating as One" supports MAP components to enhance understanding and knowledge of MAP, harmonize and magnify their message and impact. Joint communication presents MAP as a coherent entity without replacing the communication efforts of individual components but rather harnessing and amplifying them in a strategic way. The below principles and guidelines are in line with the United Nations 'Communicating as One' guide. The overall coordination of MAP communications is ensured by the CU under the supervision of the MAP Coordinator Office

##### 4.1 Guiding approaches

The Guiding approaches for Communicating as One are:

- **Emphasize the shared values, mandate and key messages of the MAP system.** Joint MAP communication strengthens each component work through underlining the importance of joint efforts towards the implementation of the Barcelona Convention and its Protocols.
- **Adapt the guidance to the component-specific context.** These guidelines are to be interpreted according to the particular context and applied flexibly to meet each component needs and capacities.
- **Component-specific messages must be consistent with agreed common positions** and should complement joint MAP mandated efforts.
- **Consistent and coherent messaging is a shared responsibility among the Coordinating Unit and MAP components.** Communicating as One does not mean that only one entity speaks or

acts as the spokesperson for MAP. MAP components can jointly identify a spokesperson on a particular issue or to lead communication and advocacy initiatives in sectoral/thematic areas according to mandates and technical competence.

- **Coordination and sharing timely information among the Coordinating Unit and MAP components is important**, particularly on component-specific communication activities covering critical or sensitive issues or issues that may have system-wide implications. Coordination on these issues at regional level is important.

## 4.2 Modes of presentation

There are three presentation modalities for communication activities, depending on the context. These modes apply to all published materials, such as websites, statements, press releases, signage, publications, events, etc. The Information Task Force members (please see section 9 for detailed information on the Task Force) have flexibility in deciding which approach responds most appropriately to a given communication initiative or product.

- **Modality 1: Presenting MAP as one identity:** This method is for jointly produced or supported communication materials, or on communication materials which aim to strategically communicate that MAP is a single entity. This presentation features the identity of MAP, represented by MAP logo and MAP visual identity guidelines (3.4).
- **Modality 2: Presenting MAP components together in partnership:** This coordinated presentation features multiple components identities through the use of MAP and components logos and MAP visual identity guidelines (3.4). It conveys that the components are working together in partnership or are co-authors of the published materials.
- **Modality 3: Presenting a component separately:** For mandate-specific communications, it is recommended to use a separate, singular identity presentation that shows one component logo and its brand, in accordance with component-specific guidance.

## 4.3 MAP Identity Guidelines

### Terminology:

To facilitate the perception of MAP as one single system, MAP is referred to as ‘The Mediterranean Action Plan’ (MAP) in external communication materials.

When appropriate, MAP is explained by mentioning that the Mediterranean Action Plan is a Regional Seas Programme of UN Environment which serves as the Secretariat to the Barcelona Convention and its Protocols.

An elaborate and consistent narrative that explains the MAP mandate and considers the achievements/success stories of components as well as progress under the BC will be crafted with inputs from the MAP Communications Taskforce.

### Visual Identity:

When “presenting MAP as one identity – modality 1” or when “presenting MAP components together in partnership – modality 2”, a common joint visual identity must be used. The consistent use of a limited color set and font help maintain a coherent and coordinated look across all products. MAP’s visual identity is aligned to the UN Environment visual identity guidelines:

- **Typeface:** The typeface family “Roboto” is UN Environment typeface for English, French and Spanish languages. Noto Kufi is UN Environment typeface for all communication in Arabic. They should be used for all external communication purposes.
- **Color:** The primary color selected is cyan, the color of the UN Environment.

**In October 2020 the Visual MAP Brand Guide has been released. It is an overview of the Mediterranean Action Plan visual identity as well as guidelines for using key graphic elements. The guidelines should be adhered to in all print, digital and yet to be defined media.**

### Language and style

To mobilize and inspire action, MAP needs to combine scientific knowledge with accessible language and style. MAP should seek to adapt our voice and tone to meet the needs of each audience and situation.

In line with the UN Environment content strategy, MAP’s style and language should:

- **Embrace being:** inspirational, accessible, credible, collaborative, human, action-oriented, simple, respectful, diverse.
- **Avoid being:** staid, ivory tower, sensational, exclusive, cold, idle, complex.

MAP official languages are Arabic, English, French and Spanish, and efforts must be made to ensure the availability of communication materials in all languages as much as possible.

## **4.4 Representation of UN Environment Programme identity**

All logos are an endorsement of the contents of the products on which they appear; the use of logos on published material indicates that it has been cleared by the designated official. The UN Environment logo must be used with caution. In particular:

- Publications featuring UN Environment logo must be approved by UN Environment Publishing Board (UN Environment Publishing Guidelines).
- Media material, such as press releases, featuring UN Environment logo must be approved by UN Environment designated official.

## **5. Key messages**

Key messages empower individuals to speak knowingly and passionately about the organization, its work, and their own role in supporting its mandate. Key messages represent a simplified strategic framework that guides communication and tone. They describe succinctly MAP’s vision and mandate. MAP key messages are in line with the UN Environment Narrative Framework.

MAP key messages are:

- **Issue:** We believe that the Mediterranean Sea and coastal area are threatened by our collective and ongoing exploitation of environmental resources.
- **Goal:** Changing our current course of action begins by informing, inspiring, and empowering people and governments to take meaningful and collective action.
- **Call to Action:** As the leading authority on environmental sustainability in the Mediterranean, we strive to set a regional agenda that leads with research, policies, and economic incentives.
- **Solution:** We will have succeeded when the Barcelona Convention and its Protocols are implemented ensuring “a healthy Mediterranean with marine and coastal ecosystems that are productive and biologically diverse, contributing to sustainable development for the benefit of present and future generations”.

**During communication campaigns and scheduled events, key messages will also be developed for specific topics \***

*\*During the current biennium 2024-25 as in the previous ones a series of messages have been conveyed through digital campaign, meetings, MED News editorials, etc.. Among others, the need to invest into a more sustainable and resilient future in the Mediterranean has consistently been conveyed in UNEP/MAP messaging, including the SPAMI Day (15 April), the Ocean Day message (8 June), the Coast Day message (25 September) and several other statements made by the UNEP/MAP Coordinator at regional events.*

## **6. Methodology**

The methodology is based on three basic steps which define messages and adapt the message to the various channels and targets. The three steps should be at the basis of any communication action:

1. Clearly identify the message;
2. Identify the target audience and tailor the message accordingly;
3. Disseminate the message through appropriate channels.

The following elements are to be considered:

- The upgrading, enhancement and strengthening of MAP own broadcasting platforms, including websites and social media platforms;
- Entering into strategic partnerships with media organizations and other multipliers, including Mediterranean CSOs that are known to have substantial reach at the national level;
- Leveraging support from UN Environment and other institutional partners, including UN Information Centres, UN regional commissions, the EU and the Arab Maghreb Union.

### Target audiences:

**Primary:** Decision makers relevant to MAP's mandate, such as Contracting Parties officials, and Focal Points;

**Second:** Main actors relevant to the MAP mandate at the national, regional and international levels, such as, MAP partners, Multilateral Environment Agreements (MEA), Non-Governmental Organizations (NGOs), Intergovernmental organization (IGOs), MCSD members, donors and business;

**Third:** Influencers, such as journalists, scientific community, academic community, NGOs

### Priority channels:

<b>Audiences</b>		<b>Platforms</b>	<b>Meetings</b>	<b>Media</b>	<b>Social media</b>	<b>Website</b>	<b>E-Mail</b>	<b>Online platforms</b>
<b>External</b>	<b>Primary audience:</b> Decision makers		X		X	X	X	
	<b>Second audience:</b> Main actors		X		X		X	
	<b>Third audience:</b> Influencers		X	X	X	X		
<b>Internal</b>	<b>Task force members</b>		X				X	X
	<b>ALL MAP staff</b>		X				X	X

## **7. Key activities**

The activities presented in this strategy aim to complement the activities established under the Programme of Work / Mid-Term Strategy 2022-2027.

The following table presents the activities to be implemented jointly, at the regional level, by the MAP Coordinating Unit and the MAP components. Each component should continue to support local mandate-specific or sub-regional project-specific communication activities, messages and products, applying their respective brand identities, provided that such mandate specific messages are consistent with the agreed common positions within the MAP system and that they complement joint MAP communication efforts

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**Overview of the Operational Communication Strategy activities:**

<p>OB1 (MTS 2016-21): Knowledge and understanding of the state of the Mediterranean Sea and coast enhanced through mandated assessments for informed policy-making.</p> <p><b>(MTS 2022-27): enhance MAP's status as an authoritative voice on the environment and sustainable development in the Mediterranean and advocate the MTS vision to policy-makers;</b></p>	
Outcomes	Activities
1.1. MAP flagship publications are accessible and tailored to MAP target audiences.	1.1.1 Develop a communication pack for MAP flagship publications.
1.2. MAP is a reference for information on Mediterranean environment, on both general and emerging topics.	1.2.1 Produce communication material to enhance accessibility of key information related to MAP mandate.
	1.2.2 Produce a biennial publication on emerging topics/threats highlighting existing knowledge gaps.

  

<p>OB2 (MTS 2016-21): MAP knowledge and MAP information system enhanced and accessible for policy-making, increased awareness and understanding.</p> <p><b>(MTS 2022-27): encourage commitment and contribution of key stakeholders in support of MAP priorities and enhance public participation in MAP's work;</b></p>	
Outcomes	Activities
2.1. MAP's multiple database and information systems are leveraged to raise awareness and understanding.	2.1.1 Upgrade a single data visualization public interface highlighting key data from MAP multiple databases.

  

<p>OBJECTIVE 3 (MTS 2016-21): Raised awareness and outreach.</p> <p><b>(MTS 2022-27): upgrade the MAP-Barcelona Convention system communication and dissemination capabilities;</b></p> <p><b>(MTS 2022-27): enhance "Ocean literacy" and to engage communication, awareness raising and education on the coastal and marine environment towards different targets: elected officials, tourists, socio-professionals, etc. via the development of innovative tools (social marketing, etc.)</b></p>	
Outcomes	Activities
3.1. MAP is reaching its targeted audiences by communicating through key channels.	3.1.1 Enhance MAP presence on the Twitter social media platform.
	3.1.2 Increase engagement with the media, both in a proactive and reactive way.
3.2. Knowledge on the state of the environment is enhanced.	3.2.1 Conduct one communication campaign for the "State of the Mediterranean Environment" (SoE). For all the campaigns, ad hoc communication material will be developed for each campaign.
	3.2.2 Conduct one communication campaign on the key topic identified for the biennium.
	3.2.3 Conduct communication campaigns at the occasion of key dates such as UN observances related to the Environment.

3.3 Knowledge on MAP mandate and action is enhanced	3.3.1 Improve accessibility of general information on MAP website, ensuring content is tailored to each targeted audience.
	3.3.2. Produce a biennial report highlighting MAP key achievements.
	3.3.3 Conduct a communication campaign for each COP.
	3.3.4 Enhance MAP visibility at high level events.
	3.3.5 Enhance MAP visibility through a periodic publication: MED News
	3.3.6 Enhance MAP visibility through multimedia products: Videos, spots, slide shows, scientific documentaries

OB4 (MTS 2016-21): The MAP brand and messages strengthened by “Communicating as One”.

**(MTS 2022-27): ensure Communicating as One and embark on digital transformation in the delivery of the Medium-Term Strategy;**

Outcomes	Activities
4.1. MAP “brand” is strengthened and unified.	4.1.1 MAP Coordinating Unit, components and project management units follow the “Communicating as One” guidelines for joint MAP products and communications.
	4.1.2 Update and integrate a set of relevant templates to be used by all MAP
	4.1.3 Update and integrate a set of presentation material (PowerPoint video, factsheet, brochure, map, roll-up and
	4.1.4 Update and integrate MAP-branded regional visibility items.
	4.1.5 Update and integrate corporate graphical layout for MAP publications: series of publication layouts.
4.2 MAP's reach is increased by joint communication.	4.2.1 MAP Coordinating Unit, components and project management units promote the annual communication campaigns.
4.3 Internal communication between Information Task Force members is enhanced.	4.3.1 Conduct regular Information Task Force meetings.
4.4 MAP Staff communication capacity is enhanced	4.4.1 Conduct communication training for MAP staff.
	4.4.2 Internal MAP networking and share of information enhanced: . Directory of all the MAP network maintenance and update (repository of NFPs designations); . On-line Event Calendar of all the MAP network initiatives maintenance and update; . Groupware of all the MAP network available: communication tool for document repository and interest groups management; . d. Surveys and questionnaires platform available; . Help desk and assistance for all the components of InfoMAP network.

## 8. Monitoring

To evaluate success, a two-pronged approach to measurement will be applied, combining relevant metrics, strategic interpretation and forward-looking insights, including the following:

1. **Quantitative measures:** quantitative indicators and targets for each activity are defined in Annex 2 - Monitoring plan;
2. **Qualitative measures:** advocacy and reputation are measured by conducting online surveys addressed to each of the target audiences.

### Monitoring timeline:

Monitoring exercises and reports presenting their results will be prepared as follows:

a biennial Evaluation to be conducted at beginning of the next biennium to be delivered by June of the same year.

Further information about the planned monitoring activities are provided in the Annex 1.

## **9. Responsibilities**

While noting that communication is “everybody’s business”, certain staff have specific responsibilities for implementing the operational communication strategy. The responsibility of the implementation of each activity is specified in Annex 1 - Detailed Activities.

MAP’s main mechanism to coordinate communication activities is the “MAP Communication Taskforce”. It provides a platform for information exchange and coordination. In particular, the Information Task Force responsibilities include:

- Support the implementation of the MAP Operational Communication Strategy;
- Enhance inter-component collaboration on communication on a timely basis;
- Promote a coherent image of MAP, and ensure quality and consistency of messaging on critical issues for which MAP needs to communicate with one voice;
- Identify new and innovative ways to demonstrate how MAP is delivering results;
- Capture and share lessons learned from both joint and component-specific communication work to support improved communication.

A focal point from each component is appointed by the component’s representative to participate in the ‘MAP Communication Task Force’. Currently representation is ensured as followed:

- CU Public Information Officer and Information Assistant;
- INFO/RAC Communication Coordinator, Deputy Director;
- PAP/RAC Programme officer;
- Plan Bleu/RAC Project Officer Information-Communication-Web;
- REMPEC Junior Programme Officer;
- SCP/RAC Communication Officer;
- SPA/RAC Communication assistant;

Each member should also act as the focal point for projects implemented under the leadership of its component.

The Communication Task Force is open to network with focal points of all MAP projects.

## **10. Timeline Schedule**

The timeline shows the planned activities for the biennium 2020-21. Some activities will be carried out in continuous, other ones scheduled at the appropriate time and other ones will be preceded by a preparation period. Further information about content and schedule of the planned activities are provided in Annex 2.

2022-2023	I	II	III	IV	I	II	III	IV
1.1.1.							X	X
1.2.1.	X	X	X	X	X	X	X	X
1.2.2.							X	X
2.1.1.	X	X	X	X	X	X	X	X
3.1.1.	X	X	X	X	X	X	X	X
3.1.2.	X	X	X	X	X	X	X	X
3.2.1.								
3.2.2.					X	X	X	X
3.2.3.	X	X	X	X	X	X	X	X
3.3.1.	X	X	X	X	X	X	X	X
3.3.2.							X	X
3.3.3.							X	X
3.3.4.	X	X	X	X	X	X	X	X
3.3.5.	X	X	X	X	X	X	X	X
3.3.6.	X	X	X	X	X	X	X	X
4.1.1.	X	X	X	X	X	X	X	X
4.1.2.		X		X		X		X
4.1.3.		X		X		X		X
4.1.4.		X		X		X		X
4.1.5.		X		X		X		X
4.2.1.	X	X	X	X	X	X	X	X
4.3.1.	X	X	X	X	X	X	X	X
4.4.1.	X	X	X	X	X	X	X	X
4.4.2.		X		X		X		X

## UNEP/MAP Operational Communication Strategy – Annex 1: Detailed activities

ACTIVITIES		DELIVERABLES	ACTIVITIES DETAILS	FOCAL POINT	TIMELINE	AUDIENCES	CHANNELS
<b>OB1 (MTS 2016-21): Knowledge and understanding of the state of the Mediterranean Sea and coast enhanced through mandated assessments for informed policy-making</b>							
<b>(MTS 2022-27): enhance MAP's status as an authoritative voice on the environment and sustainable development in the Mediterranean and advocate the MTS vision to policy-makers</b>							
1.1. MAP flagship publications are accessible and tailored to MAP target audiences	1.1.1 Develop a communication pack for MAP flagship publications	A communication pack for MAP flagship publications	Produce a set of communication material tailored to MAP audiences to increase the accessibility and the relevance of MAP's flagship publications (such as the State of the Mediterranean Environment). The communication pack can include: an executive summary, data visualization products, an interactive report webpage, factsheets at country level to provide localized content, etc. Dissemination of the communication pack is ensured through activity 3.2.1.	INFO/RAC and CU with MAP COM TF	To be initiated 12 months before the publication date	Primary, second and third	Websites, emails, social media
1.2. MAP is a reference for information on Mediterranean environment, on both general and emerging topics	1.2.1 Produce communication material to enhance accessibility of key information related to MAP mandate	Communication material to enhance accessibility of key information related to MAP mandate	Produce a set of communication material tailored to MAP audiences to increase the accessibility of information on key topics (biodiversity, pollution, etc.). Material can include: factsheets, data visualization products, videos, etc.	INFO/RAC and CU with MAP COM TF	January - December 2020	Primary, second and third	Websites, emails, social media
	1.2.2 Produce a biennial publication on emerging topics/threats highlighting existing knowledge gaps	Biennial publication on emerging topics/threats highlighting existing knowledge gaps	Every biennium an emerging topic/threat with a knowledge gap is identified and a publication is developed to present available knowledge on the topic and relevant MAP activities. Dissemination of the publication is ensured through Activity 3.2.2.	INFO/RAC and CU with MAP COM TF	To be initiated 12 months before the publication date	Primary, second and third	Websites, emails, social media
<b>OB2 (MTS 2016-21): MAP knowledge and MAP information system enhanced and accessible for policy-making, increased awareness and understanding.</b>							
<b>(MTS 2022-27): encourage commitment and contribution of key stakeholders in support of MAP priorities and enhance public participation in MAP's work;</b>							
2.1. MAP's multiple	2.1.1 Maintain and upgrade a single data visualization public interface highlighting key data from MAP multiple databases	Maps and data products	MAP multiple databases (MED POL, BCRS, etc) are leveraged and connected	INFO/RAC			Websites

database and information systems are leveraged to raise awareness and understanding		elaborations using a customized data visualization public interface highlighting key data from MAP multiple databases	through a single platform highlighting a selected set of pertinent data/information. The platform is user friendly and accessible to all MAP audiences. To increase accessibility, data are presented through data visualization tools such as maps or graphics. The data visualization tools are automatically generated from MAP databases. Information presented include data on the state of the environment, MAP actions, Status of ratification of the Barcelona Convention and its Protocols, information on Focal Points. The platform can generate dashboards, ready to be downloaded and used off-line.		January - December 2020	Primary, second and third	
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**OBJECTIVE 3 (MTS 2016-21): Raised awareness and outreach.****(MTS 2022-27): upgrade the MAP-Barcelona Convention system communication and dissemination capabilities;****(MTS 2022-27): enhance “Ocean literacy” and to engage communication, awareness raising and education on the coastal and marine environment towards different targets: elected officials, tourists, socio-professionals, etc. via the development of innovative tools (social marketing, etc.)**

3.1. MAP is reaching its targeted audiences by communicating through key channels	3.1.1 Enhance MAP presence on the Twitter social media platform	MAP presence on the Twitter social media platform developed	The MAP corporate Twitter account has been created to facilitate the dissemination of information on MAP activities and achievements, as well as on the State of the Environment in the Mediterranean.	CU and with the support of MAP COM TF	March 2020	Primary, second and third	Social media
	3.1.2 Increase engagement with the media, both in a proactive and reactive way	Engagement with the media, both in a proactive and reactive way Increased	Engagement with the media is increased both in a proactive and reactive way to ensure MAP is perceived by journalists as a reference on all issues linked to the Mediterranean environment: Proactive: a powerful news is identified and actively pitched to journalists. Type of news should be considered carefully, and MAP needs to engage with the media only when there is something powerful to say. Reactive: MAP is responding to a news story that was generated by an external actor. Reactive media opportunities require minimal effort and can result in significant exposure.	CU and with the support of MAP COM TF	Continuous	Third	Email, social media, and in-person

3.2. Knowledge on the state of the environment is enhanced	3.2.1 Conduct one communication campaign for the 'State of the Mediterranean Environment' (SoE). For all the campaigns, <i>ad hoc</i> communication material will be developed for each campaign	A) One communication campaign for each 'State of the Mediterranean Environment' publication	Regional campaigns are conducted in partnership with MAP's components and projects at the occasion of the launch of publication or/and key dates (environment day, Mediterranean Coast Day, etc.) with the goal to improve knowledge on the state of the environment. Each campaign is using multiple channels to reach all MAP targeted audiences, in particular traditional and social media.	INFO/RAC and CU, with MAP COM TF for the dissemination	To be initiated 12 months before the publication date	Primary, second and third	Media, Social media, websites
	3.2.2 Conduct one communication campaign on the key topic identified for the biennium	B) One communication campaign on the key topic identified for the biennium					
	3.2.3 Conduct communication campaigns at the occasion of key dates such as UN observances related to the Environment	C) Communication campaigns at the occasion of key dates such as UN observances related to the Environment					
3.3 Knowledge on MAP mandate and action is enhanced	3.3.1 Improve accessibility of general information on MAP website, ensuring content is tailored to each targeted audience	Accessibility of general information on MAP website improved, ensuring content is tailored to each targeted audience	MAP evergreen webpages are redesigned/rewritten, and data-visualization tools are used in order to facilitate understanding for all MAP targeted audiences.	INFO/RAC and CU, with MAP COM TF	January - December 2020	Third	Websites
	3.3.2. Produce a biennial report highlighting MAP key achievements	Annual report highlighting MAP key achievements	A biannual concise report is produced to highlight MAP key achievements. The report is not exhaustive but focus on a limited number of selected topics/actions which are all summarized and accessible to targeted audiences.	INFO/RAC and CU, with MAP COM TF	Report to be ready by mid-December every year	Primary	Websites and email
	3.3.3 Conduct a communication campaign for each COP	Communication campaign for COP 22	A communication package is prepared for each COP to increase visibility of the event. Key decisions taken at the COP are shared with relevant audiences. E4	INFO/RAC and CU, with MAP COM TF	COP22	Primary, second and third	Media, Social media, websites



	3.3.4 Increase MAP visibility at high level events	MAP visibility increased at high level events	MAP is communicating about its presence at key meetings and participate in conversation on social media. General MAP presentation materials are available and disseminated during meetings accordingly.	Focal point for each meeting (all RAC)	During the meetings (real time)	Primary, second and third	Social media
	3.3.5 Increase MAP visibility through a periodic publication: MED News	MED NEWS - the MAP Newsletter	Quarterly produced and delivered. Main sections: MAP Progress, Droplets, upcoming Events, Sustainable events. Active participation of INFO/RAC NFPs will be developed and an enlargement of contributors to other regional institutions and NGOs will be strengthened. New reorganization of thematic NFPs will be taken into account.	INFO/RAC and CU with all MAP COMM TF	Quarterly	Primary, second and third	Website
	3.3.6 Increase MAP visibility through multimedia products: Videos, spots, slide shows, scientific documentaries	Videos, spots, slide shows, scientific documentaries	Specific video will be developed in the framework of regional events and campaigns: spots, clips and documentaries according to the target.	INFO/RAC and CU with all MAP COMM TF	Yearly	Primary, second and third	Website, socia media
<b>OB4 (MTS 2016-21): The MAP brand and messages strengthened by “Communicating as One”</b> <b>(MTS 2022-27): ensure Communicating as One and embark on digital transformation in the delivery of the Medium-Term Strategy</b>							
4.1. MAP 'brand' is strengthened and unified	4.1.1 Each MAP component and project follow the 'Communicating as One' guidelines for joint MAP products and communications	'Communicating as One' guidelines for joint MAP products and communications to be followed by each MAP component and project	Guidelines to 'communicate as one' are updated and available for joint MAP products and communications. It includes a set of key common advocacy messages, a common established visual identity, an editorial style guide and a media outreach guide. Joint communication presents MAP as a coherent entity without replacing the communications efforts of individual component rather, it can harness and amplify them in a strategic and streamlined way.	INFO/RAC and CU with MAP COMM TF	January - December 2020	Primary, second and third	All platforms
	4.1.2 Update and integrate a set of templates to be used by all	Set of templates to be used by all MAP components and projects	A set of templates is created and available to all components. It includes templates such as PowerPoint, report, factsheet, roll- up, etc.	INFO/RAC and CU with MAP COMM TF	Second quarter 2020	Primary and second	Meetings, websites

	4.1.3 Update and integrate a set of presentation material	Set of presentation material	A set of material presenting MAP is created and available to all components to facilitate a unified MAP presentation to targeted audiences. It includes PowerPoint, video, factsheet, brochure, map, roll-up and posters.	INFO/RAC and CU with MAP COMM TF	Second quarter 2021	Primary and second	Meetings websites
	4.1.4 Update and integrate MAP's branded regional visibility items	MAP's branded regional visibility items	A set of visibility items is available to distribute during key meetings. In particular, MAP invests in branded USB keys in order to disseminate publications in a paper free manner, in line with its sustainable meeting strategy.	INFO/RAC and CU with MAP COMM TF	January - August 2020	Primary, second and third	Meetings websites
	4.1.5 Update and integrate corporate graphical layout for MAP publications: series of publication layouts		A different layout studied and developed for each kind of publication of MAP. Printing is duty of MAP CU and other partners.				
4.2 MAP's reach is increased by joint communication	4.2.1 All MAP components participate in annual COM campaigns	All MAP components participation in annual COM campaigns	Regional communication activities are shared and disseminated through all MAP components channels.	All RACs	Continuous	Third	All platforms
4.3 Internal Communication is enhanced	4.3.1 Conduct regular Information Task Force meetings	Conduct regular MAP Communication Task Force meetings	Thematic and periodical meetings between the Information Task Force members are organized. Meetings are held through online platforms and in-person meetings. It includes team building, brainstorming and focus groups, synergy and internal communication.	INFO/RAC and CU with all MAP COMM TF	In person meeting: every 6 months Online meetings: every month	Internal	In-person and by skype
4.4. MAP Staff communication capacity is enhanced	4.4.1 Conduct communication training for MAP staff	Communication trainings for MAP staff	Trainings for non-communication staff are conducted on communication subjects, such as writing for external audiences, using social media, etc.	INFO/RAC	1 webinar every 6 months	Internal	Online platforms

	4.4.2. Internal MAP networking and share of information enhanced with different tools	a. Directory of all the MAP network maintenance and update (repository of NFPs designations); On-line Event Calendar of all the MAP network initiatives maintenance and update; Groupware of all the MAP network available: communication tool for document repository and interest groups management; Surveys and questionnaires platform available; Help desk and assistance for all the components of InfoMAP network.	Maintenance and updating of all the tools continuously assured by INFO/RAC.	INFO/RAC	Continuous	Internal	Online platforms
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## UNEP/MAP Operational Communication Strategy – Annex 2: Monitoring Plan

	Indicators	Target 2022	Target 2023	Total	Baseline	Results 2021	Results 2022	Total 2022
<b>OBJECTIVE 1</b>								
1.1.1 Develop a communication pack for MAP flagship publications	A communication pack is created for each flagship publication.	1	1	2				
1.2.1 Produce communication material to enhance accessibility of key information related to MAP mandate	Communication material is produced for each MTS thematic (at least two by topics = 14).	7	7	14				
1.2.2 Produce a biannual publication on emerging topics/threats highlighting existing knowledge gaps	A communication pack is created for each flagship publication.	0	1	1				
<b>OBJECTIVE 2</b>								
2.1.1 Create map and data products with a single data visualization public interface highlighting key data from MAP multiple databases	A public interface is created to visualize key data from MAP databases	1	1	2				
<b>OBJECTIVE 3</b>								
3.1.1 Enhance MAP presence on the Twitter social media platform	MAP Twitter accounts updated on a weekly basis at least Each year the number of followers enlarged	100% -	100% +20%	100% +20%				
3.1.2 Increase engagement with the media, both in a proactive and reactive way	Press coverage increased	+10%	+10%	+20%				
3.2.1 Conduct one communication campaign for each 'State of the Mediterranean Environment' publication	A campaign plan is developed and implemented for each State of the Environment	1	0	1				
3.2.2 Conduct one communication campaign on the key topic identified for the biennium	A campaign plan is developed and implemented	0	1	1				

3.2.3 Conduct communication campaigns at the occasion of key dates such as UN observances related to the Environment	A campaign plan is developed and implemented	2	2	4					
3.3.1 Improve accessibility of general information on MAP website, ensuring content is tailored to each targeted audience	Measured by online survey	-	-	-					
3.3.2. Produce a biannual report highlighting MAP key achievements	One report is produced every two year		1	1					
3.3.3 Conduct a communication campaign for each COP	A communication pack is created for the COP COP is covered by major Mediterranean media and on social media	0	1	1					
3.3.4 Increase MAP visibility at high level events	Content is posted on MAP social media at the occasion of high- level events	content posted for 12 events	content posted for 12 events	content posted for 24 events					
3.3.5 Increase MAP visibility through a periodic publication: MED News	Measured by online survey and number of subscriptions	+10%	+10%	+20%					
3.3.6 Increase MAP visibility through multimedia products: Videos, spots, slide shows, scientific documentaries	Measured by online survey and number of web sites visits	+10%	+10%	+20%					
<b>OBJECTIVE 4</b>									
4.1.1 Each MAP component and project follow the 'Communicating as One' guidelines for joint MAP products and communications	Measured by online survey	-	-	-					
4.1.2 Update and integrate a set of templates to be used by all MAP components and projects	a set of templates is created/updated (including report, PowerPoint, factsheet, roll-up)	-	-	-					
4.1.3 Update and integrate a set of presentation material	a set of press material is created/updated (including report, PowerPoint, factsheet, roll-up)	-	-	-					
4.1.4 Create and update MAP's branded regional visibility items	Visibility items are created and produced	Visibility items available	Visibility items available	Visibility items available					

4.1.5 Update and integrate corporate graphical layout for MAP publications: series of publication layouts	Publication layout series available	5	0	5				
4.2.1 All MAP components participate in annual COM campaigns	Number of components participating in annual COM campaigns	7	7	7				
4.3.1 Conduct regular Information Task Force meetings	Two in-person meetings are conducted and monthly network activities	100%	100%	100%				
4.4.1 Conduct communication training for MAP staff	Number of teleconferences conducted	2	2	4				
4.4.2 Internal MAP networking and share of information enhanced: a. Directory of all the MAP network maintenance and update (repository of NFPs designations); b. On-line Event Calendar of all the MAP network initiatives maintenance and update; c. Groupware of all the MAP network available: communication tool for document repository and interest groups management; d. Surveys and questionnaires platform available; e. Help desk and assistance for all the components of InfoMAP network.	Number of accesses to informative tools and registered users' number	+10%	+10%	+20%				

