



Environmental Monitoring  
in the Black Sea



*Empowered lives.  
Resilient nations.*

## **COMMUNICATION STRATEGY / COMMUNICATION PLAN**

Mar 2016

This document has been prepared in the frame of the EU/UNDP Project: Improving Environmental Monitoring in the Black Sea – Phase II (EMBLAS-II) ENPI/2013/313-169

**Draft version:** 17 March 2016

**Compiled by:**

EMBLAS-II Project Team: Kiril Iliev, Marcela Fabianova

Disclaimer: This report has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of authors and can be in no way taken to reflect the views of the European Union.

## Contents

List of Tables .....	iii
Abbreviations .....	iv
<b>1 Introduction.....</b>	<b>1</b>
<b>2 Executive Summary .....</b>	<b>5</b>
<b>3 Strategic Overview and Situation Analysis .....</b>	<b>6</b>
3.1 Background and Project Context .....	6
3.2 Strategic overview and Situation analysis .....	6
3.3 Relationship of EMBLAS with Related Projects and Initiatives .....	7
3.4 The EMBLAS Project within the legal framework of the beneficiary countries and stakeholders .....	11
<b>4 Overall Strategy, Target Groups and Stakeholders.....</b>	<b>13</b>
4.1 Overall Strategy .....	13
4.2 Target Groups .....	13
4.3 Stakeholders .....	16
4.4 Objectives .....	17
4.4.1 Overall Objectives .....	18
4.4.2 Specific Objectives.....	18
<b>5 Communication Activities.....</b>	<b>21</b>
5.1 Communication Messages.....	23
5.2 Wider Communication and Visibility Actions .....	30
5.3 Communication Channels .....	30
5.3.1 Communication Channels/Project Activities .....	31
5.4 Communication Tools and Tactics .....	37
<b>6 Visual Identity and Branding .....</b>	<b>39</b>
6.1.1 Differentiation of draft, final products and work in progress .....	39
6.1.2 Placement of Logos, visual layout templates .....	39
6.1.3 Project Logo, Color Ramp.....	39
6.1.4 Fonts, Document Formatting, Templates .....	41
6.1.5 Presentation Formats.....	41
6.1.6 Electronic Communication templates .....	44
6.1.7 Disclaimers.....	44
<b>7 Indicators of Achievement.....</b>	<b>45</b>
<b>8 Communications Strategy Management .....</b>	<b>47</b>
8.1 Division of Responsibilities.....	47
8.2 Coordination of the implementation of the Communications Strategy .....	48
8.3 Resources .....	48
<b>Annexes 50</b>	
<b>Annex 1: Web page structure and visual design .....</b>	<b>51</b>
<b>Annex 2: Document/Report Template.....</b>	<b>52</b>

Annex 3: Email template format.....	53
Annex 4: Brochure Template.....	54
Annex 5: Poster Template .....	55
Annex 6: Press Release Template .....	56
Annex 7: Social Media Presence.....	57

## List of Tables

Table 1: The EMBLAS Project and Regional and National Projects .....	8
Table 2: The EMBLAS Project in a regional context.....	12
Table 3: EMBLAS Target Groups .....	13
Table 4: EMBLAS Communication Activities .....	22
Table 5: Stakeholders and Communication Messages .....	24
Table 6: EMBLAS Communication Strategy Channels.....	30
Table 7: EMBLAS Communication Strategy Channels.....	31
Table 8: Communication messages and channels for dissemination .....	35
Table 9: Summary of EMBLAS tactics / channels / tools .....	37
Table 10: The EMBLAS Project and Related Projects .....	45
Table 11: Management of the EMBLAS Communications Strategy .....	47
Table 12: Financial resources for the implementation of the EMBLAS Communications Strategy .....	49

## Abbreviations

BS	Black Sea
BSC	Black Sea Commission (Commission on the Protection of the Black Sea Against Pollution)
BSERP	UNDP-GEF Black Sea Ecosystem Recovery Project
BSIS	The Black Sea Information System
BSIMAP	Black Sea Integrated Monitoring and Assessment Programme
BSS	Black Sea Synergy
BS SAP	Black Sea Strategic Action Plan
BS WQD	Black Sea Water Quality Database
CIS	Commonwealth of Independent States
COCONET	Towards COast to COast NETworks of marine protected areas - from the shore to the high and deep sea, coupled with sea-based wind energy potential (EU FP project)
DG	Directorate General
EC	European Commission
EEA	European Environment Agency
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
EMODNET	European Marine Observation and Data Network project
ENP	European Neighbourhood Policy
EPIRB	Environmental Protection of International River Basins project
EU	European Union
GEF	Global Environment Facility
ICES	International Council for the Exploration of the Sea
ICPDR	International Commission for the Protection of the Danube River
ICZM	Integrated Coastal Zone Management
JRC	Joint Research Centre (Italy)
JBSIEMAP	Joint Black Sea Integrated Environmental Monitoring and Assessment Programme
MSFD (CIS)	CIS Marine Strategy Framework Directive Common Implementation Strategy
MSFD MSCD	Marine Strategy Framework Directive Coordination Group
MSFD DIKE	Marine Strategy Framework Directive WG on Data and Information Exchange
MSFD ESA	Marine Strategy Framework Directive WG on Economic and Social Assessment
MSFD GES	Marine Strategy Framework Directive WG on Good Environmental Status

MISIS	MSFD Guiding Improvements in the Black Sea Integrated Monitoring System project
MONINFO	Monitoring and Information Systems for Reducing Oil Pollution (EU research project)
MSFD	EU Marine Strategy Framework Directive
NATO	North Atlantic Treaty Organization
N-BSIMAP	National Black Sea Integrated Environmental Monitoring and Assessment Programme
NGO	Non-governmental organisation
QA/QC	Quality Assurance / Quality Control
PA	Project Activity
PCO	Project Coordination Office
PERSEUS	Protecting European Seas and Borders through the Intelligent Use of Surveillance (EU FP project)
RBEC	Regional Bureau for Europe and the CIS (Commonwealth of Independent States)
SC	Steering Committee
SEA	Strategic Environmental Assessment
SeaDataNet	Pan-European Infrastructure for ocean and marine data management
SEIS	Towards a Shared Environmental Information System (EEA regional programme)
SfP	Science for Peace (Programme of NATO)
SOP	Standard Operating Procedure
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WISE	EEA Water Information System for Europe
WFD	EU Water Framework Directive

## 1 Introduction

The Project 'Improving Environmental Monitoring in the Black Sea' (EMBLAS-Phase 2; EMBLAS-II), dedicated to the protection of the Black Sea environment, was prepared by UNDP Bratislava Regional Centre for Europe and CIS (BRC) in 2013 and submitted for financial assistance to EC DG/DEVCO in the context of the ENPI East Regional Programme (see Strategy Paper 2007-2013 ).

The overall objective of the project is to improve the protection of the Black Sea environment. This objective will be achieved through implementation of initiatives, while addressing the overall need for support in protection and restoring the environmental quality and sustainability of the Black Sea. The specific objectives are as follows:

- Improve availability and quality of Black Sea environmental data in line with the MSFD and Black Sea Strategic Action Plan (2009) needs;
- Improve partner countries' ability to perform marine environmental monitoring along MSFD principles, taking into account the Black Sea Diagnostic Report II recommendations on capacity building.

The following activities will be carried out:

- **PA 1.** Support at the implementation of countries' obligations under the Bucharest and other related Conventions and Agreements.
- **PA 2.** National Pilot Monitoring Studies (NPMS) - Development and implementation of NPMS for testing and harmonisation of developed by EMBLAS-I drafts of cost-effective National Black Sea Integrated Monitoring and Assessment Programmes (N-BSIMAPs) in accordance with reporting obligations under the WFD, MSFD and BSIMAP.
- **PA 3.** Large scale implementation of training and intercomparison programmes on monitoring methods and quality assurance adhering to the ISO 17025 standard.
- **PA 4.** Joint Open Sea Surveys (JOSS) - Implementation of the Joint Black Sea Surveys methodology along the lines of the MSFD, WFD and BSIMAP.
- **PA 5.** Upgrade and operation of the web-based Black Sea Water Quality Database.
- **PA 6.** Dissemination of knowledge and best practices, public awareness and visibility.
- **PA 7.** Management and coordination of the project.

The project will support the development of partner countries' marine environmental policies and strategies and will contribute to implementation of concrete field activities in the area of monitoring and assessment of Black Sea marine environment. Main efforts will be put into establishment of sustainable schemes for testing of separate parts of National Black Sea Integrated Monitoring and Assessment Programs (N-BSIMAPs) and obtaining high quality new data via National Pilot Monitoring Studies (NPMS) in the transitional, coastal and territorial waters. Joint Open Sea Surveys (JOSS) in the Exclusive Economic Zone (EEZ) open sea waters area of Black Sea countries are planned. Significant effort will be invested in capacity building through training, harmonisation of monitoring and assessment methodologies, with strong and direct targeted involvement of partner's and local institutions staff. In order to promote ownership, an extended engagement of local experts and stakeholders shall be encouraged in the project implementation.



## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

This Communication Strategy has been developed to ensure that the implementation of the provisions of Contract N°: ENPI/2013/313-169 between the [European Union and the United Nations Development Programme - check], incorporates the information and comprehensive communication activities designed to raise the awareness of specific or general audiences of the reasons for the action and the EU support for the action in the country or region concerned (Georgia, Russian Federation and Ukraine), as well as the results and the impact of this support.

It is has been developed based on the relevant provisions of:

- Financial Regulation applicable to the general budget of the Union No 966/2012
- Communication and Visibility Manual for European Union External Actions (2010)
- Implementing Regulation No 447/2014 on the specific rules for implementing Regulation No 231/2014
- Practical Guide to Contract Procedures For EU External Actions (PRAG) 2014
- Framework agreements with the IPA beneficiary countries
- Visibility and Communications for EU-funded Projects Frequently Asked Questions
- Communication and visibility manual for European Union International Cooperation New edition – Final Draft February 2015
- Communication and Visibility Manual for European Union-funded Humanitarian Aid Actions (2014) DG ECHO

The Communication Strategy has been developed in the following steps:

- Review and analysis of the basic components of project the EMBLAS Project design, namely, goals, objectives, results and desired impact,
- Analysis of the context of the EMBLAS Project in view of the respective international and regional policies and agreements, national gaps and needs,
- Review of the EMBLAS Project Stakeholders, their legal status, functions and responsibilities within regional, national and (where applicable) local environmental policies
- Design of communication messages to meet the desired project goals, objectives and impact with the stakeholders. This has been done in view to the specific cultural and political sensibilities, highlighting the key needs of the stakeholders and stressing the value added by the project, as well as how it serves to address existing gaps.
- Identifies the key channels and tools for delivering these communication messages
- Sets out a practical implementation plan for the above (the Communication Plan).

In view of the fact that the current Contract is a continuation of, and builds upon the achievements, outputs and results of Contract (EMBLAS 1) this Communication Strategy refers to both Contracts as the EMBLAS Project, however, taking into account the desired impact of the second phase of the Action, it is based on the desired impact of phase 2. In this context the implementation of this Communication Strategy will contribute to overall project impact and sustainability of the project results.

The goals of the communication messages are:

- Provide information on donor effort and support through the measurement of the efficiency of the communication messages and estimation of the project impact

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

- Develop identification with the project goals and objectives in key stakeholders (as applicable) by highlighting how the implementation of the Action contributes to improved regional coordination of efforts to protect the marine environment, how the EMBLAS Project will support national policy, local stakeholders, improve scientific understanding and capacity for assessment of the state of the Black Sea marine environment and provide policy feedback through improved monitoring, data sets and data products.

The communication messages are grouped into three main groups:

- Related to the political context of the action
- Related to existing international agreements
- Related to national policy
- Related to indicator development, data management (cross cutting for the above three)
- Institutional and capacity building
- Raising general public awareness and sensitivity to environmental problems

The key communication messages are:

- Political context of the action
  - Promoting international cooperation.
  - Commitment to support countries having signed Association Agreements and international cooperation and neighborhood policy of the European Union.
  - Marine Strategy Framework Document as main policy instrument of the European Union for marine environmental protection,
  - benefits of implementation of Marine Strategy Framework Directive for national policy (Georgia, Ukraine) or partnering with the Marine Strategy Framework Directive and
  - improved international cooperation (Russian Federation)
- Related to existing international agreements
  - Support the Convention on the Protection of the Black Sea Against Pollution, its Protocols (mainly the Land Based Sources of Pollution Protocol)
  - indicator development;
  - indicators for assessing the state of the marine environment. Indicator based reporting for the Black Sea Commission's State of Environment Report, Implementation of the Black Sea Strategic Action Plan report, etc.
- National environmental protection policy and Institutional capacity building
  - Support National Monitoring
  - Support qualification building of national experts, national laboratories with methodologies and guidelines, international experience
  - Improve Scientific understanding of the environment of the Black Sea
  - Training and capacity building, including availability of manuals, guidelines and other materials.

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

- 
- Importance of quality control and quality assurance procedures
  - Institutional capacity building and data management
    - Sharing and public access to environmental information
    - Scientific understanding of the Black Sea including mechanism of transport of new chemicals
    - Importance of comparability of data (between different monitoring periods, between countries, etc.)
    - Database development, operation, maintenance, quality data checks
    - Advanced sampling and monitoring technologies
    - Advanced sample storage techniques
    - Scanning for unknown pollutants
    - Important role of regional administration and municipalities in implementing environmental management policies.
  - Raising general public awareness and sensitivity to environmental problems
    - The value of a healthy ecosystem
    - Managing opposing interests, public relations techniques, management of interest groups.
    - Bringing up an environmentally aware young generation.

The most effective way for delivering these communication messages has been determined, the tools for their delivery described.

The communication strategy is differentiated by project components, activities, delivering the targeted communication effort via channels most appropriate for the respective project component or activity.

The Communication Strategy establishes a visual identity and branding for the EMBLAS Project and ensures visibility of donor logos, in all outputs and project activities.

The Communication Plan ensures the respective disclaimers are visible in all project products (web page, reports, meetings, trainings).

---

## 2 Executive Summary

To be written

## 3 Strategic Overview and Situation Analysis

### 3.1 Background and Project Context

EMBLAS-II is implemented as part of the Environmental Partnership of the Black Sea Synergy (BSS) and aims to support the Black Sea riparian partner countries in their efforts to establish cooperative approaches to the common environmental challenges.

Consistently with the ENP orientation and with the conclusions of the 2008 Foreign Ministers launching meeting, the project aims at contributing to building, together with other relevant projects related to the implementation of the Marine Strategy Framework Directive, including the MISIS project (Bulgaria, Romania, Turkey), the SEIS project. Moreover, during the Black Sea Environment Partnership Seminar held in Brussels (15-16 March 2010) monitoring was one of the specific issues agreed as an important area of focus for the Environmental Partnership.

On one hand the implementation of existing commitments arising from the Convention on the Protection of the Black Sea Against Pollution and the Strategic Action Plan for the Environmental Protection of the Black Sea leaves performance expectations and on the other the implementation of the Marine Strategy Framework Directive places significant demands on the assessment of the state of the Black Sea environment based on sound data and reliable monitoring.

### 3.2 Strategic overview and Situation analysis

Bulgaria and Romania as EU Member States implement the Marine Strategy Framework Directive, Turkey as an accession country has launched recently a pilot implementation project for the MSFD (the MSFD will be implemented in selected project regions, which cover the whole coast of the Black Sea as well as parts of the Aegean-Levantine Sea and has made significant progress in updating its monitoring system to accommodate reporting for Descriptors for GES under the MSFD. Georgia and Ukraine have signed Association Agreements with the European Union, thus placing the issue of preparing for implementation of the Marine Strategy Framework Directive high on the environmental policy priorities. The Russian Federation is expanding its cooperation with EU Member States, states having signed Association Agreements with the European Union and involvement in the marine environmental policy of the Black Sea.

Bulgaria, Romania and Turkey have successfully implemented the MISIS Project, where the key objective was to improve availability and quality of data to provide integrated assessments of the Black Sea environment (especially in line with Annex I and III of the MSFD).

The Commission on the Protection of the Black Sea Against Pollution has successfully implemented a Grant Agreement with the European Commission on the implementation of the Marine Strategy in the Black Sea. The project deliverables included progress of work towards determining Good Environmental Status (sensu MSFD) in the Black Sea, update of the regional reporting templates for the State of Environment Report to accommodate reporting under the MSFD, and proposal for update of the Black Sea Integrated Monitoring and Assessment Programme (BSIMAP) to reflect MSFD monitoring and reporting requirements.

In the light of this context the EMBLAS Communication Strategy aims to (a) position the project within regional policy context of implementation of the MSFD in the Black Sea by pursuing "mirror" and complementary objectives, (b) follow and implement EU neighborhood policy and EU association

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

modalities. The achievement of the EMBLAS project's goals, objectives and impact, to be supported by the Communication Strategy should be understood in this context.

### 3.3 Relationship of EMBLAS with Related Projects and Initiatives

The relationship of EMBLAS Project to regional and national projects is presented in the table below:

**Table 1: The EMBLAS Project and Regional and National Projects**

Project	Funding source	Implementation period	Major deliverables	EMBLAS Project relevance
MISIS Project	EU	March 2012 – March 2014	Diagnostic Report as to MSFD and Bulgaria, Romania and Turkey Intercalibration reports Position paper on MSFD compliance Training programme on MSFD compliance Harmonization program State of environment of Strandzha region Technical Reports on joint cruise	High project relevance and usability of deliverables for project implementation. Gaps in monitoring, data assessed, inventory of stakeholders. Harmonization program, etc. The project deliverables will serve as inputs to the project in both Component 1 and Component 2.
STAGES Project	FP7	2013-2015	Knowledge gaps in characterization of pressures on marine environments Knowledge gaps in design and implementation of programme of measures Knowledge gaps in socio-economic analysis Effective Science/MSFD Interface Platform	<b>High project relevance.</b> Methodological and support documents for MSFD implementation.
DEVOTES Project	FP7	2013-2015	Analysis of monitoring.	Relevance for design of monitoring programs.
CleanSea Project	FP7		Marine Litter and GES, socio economic analysis of marine litter	Marine Litter and GES determination, socio economic analysis.
Identification of Hot Spots and Sensitive Areas to Eutrophication in Turkish Coastal Waters	National Funds Turkey	2008 - 2011	Update hot spots in sensitive areas in Turkish coasts Determine eutrophication risk and develop eutrophication models Determine optimum treatment technology for	

# Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

Project	Funding source	Implementation period	Major deliverables	EMBLAS Project relevance
			Nitrogen (N) and Phosphorus (P) urban wastewater Sensitivity Map	
PEGASO Project	FP7		Sustainable development in the coastal zone. Indicators for sustainable development and human activities	Potential value for socio economic analysis, development of the programme of measures in the implementation of the project.
COCONET			Marine protected areas in the Mediterranean and Black Sea – stakeholder consultations, aspects of the human pressures developed, socio economic analyses performed. Integrated MSFD compliant strategies for marine regions are under development. Running of monitoring programmes Monitoring of anthropogenic pressures	The project completed deliverables will be screened for possible use in the implementation of the project. Experience will be shared regarding project deliverables which are under preparation by this project for possible use in the implementation of the project.
PERSEUS Project			Capacity building and workshops on MSFD	Experience gained on capacity building on MSFD implementation will be used. The major significance is experience for Project Component 1.
IRIS - SES		Oct 2013 – April 2015	Deliverables related to integrated management of human activities in the sea	Development of programme of measures
MSFD Implementation in the Black Sea	European Commission / Commission on the Protection of the Black Sea Against	March 2008-Dec 2012	Activities related to determination of GES in the advisory groups of the Black Sea Commission, adoption of a MSFD based template for preparation of the State of Environment Report of the Black Sea Commission	Data for determination of GES, regional impacts And regional coordination. Improvement of use of regional structures in implementation of the MSFD. Complement and support work on MSFD GES descriptors etc.



# Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

Project	Funding source	Implementation period	Major deliverables	EMBLAS Project relevance
	Pollution			
Baltic to Black Project	European Commission / Commission on the Protection of the Black Sea Against Pollution	2010 March 2013	Regional eutrophication targets determined	
MEECE Project (Marine Ecosystem Evolution in a Changing Environment)	FP7		Work on environmental indicators which is related to MSFD	Complement and support work on MSFD GES descriptors etc.

### 3.4 The EMBLAS Project within the legal framework of the beneficiary countries and stakeholders

The relationship of the EMBLAS Project within the legal and institutional framework of the beneficiary countries is presented below:

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

**Table 2: The EMBLAS Project in a regional context**

Policy document	Scope	Relevance to EMBLAS implementation	Comments
New EU Approximation Strategy / EU Association Agreements (Georgia and Ukraine)	EU accession	Transposition of EU legislation into national legislation and relevant implementation of acquis. Designation of competent authorities for MSFD implementation. Institutional capacity building, monitoring programmes in line with MSFD.	Commitment of Ukraine and Georgia to proceed with transposition and approximation within the framework of the Association Agreements
Regional environmental cooperation (Russian Federation)	Cooperation with the European Union	Coordination of policies	
Bucharest Convention	Regional cooperation	Use facilities under regional cooperation agreements and their reporting mechanisms for determination of GES, environmental targets, programme of measures	Support the implementation of Article 6 of the MSFD related to regional cooperation. Achievement of synergies and complementary effects.
Black Sea Strategic Action Plan 2009			
National legislation	National environmental policy	Respective provisions in the fields of environmental targets, overall environmental status determination, actions required (program of measures)	Future implementation of all aspects of MSFD and its related legislation

## 4 Overall Strategy, Target Groups and Stakeholders, Objectives

### 4.1 Overall Strategy

The Communication Strategy serves to define the way in which the project's activities are presented to, analyzed and perceived by the project's audience. It defines the main communication messages to be delivered. The communication messages are directly derived from the project's goals and objectives and in this sense are an important instrument for achieving the project's objective. A loopback mechanism is planned whereby the communication messages support the quality and impact of project activities and deliverables. This shall be done mainly through the design of communications messages which motivate project involvement and contribution to its outputs and deliverables in the project stakeholders. The Communication Strategy defines the main communication messages, their rational and the pursued objective in their delivery, the channels through which they will be delivered and the tools employed for this purpose.

The overall strategy as outlined here are stems from the overall objectives of the project, namely to support the protection of the Black Sea environment specifically through improving availability of the Black Sea environmental data in line with the needs of the MSFD and the Black Sea Strategic Action Plan (2009) and to enhance the beneficiaries' capacity to perform environmental monitoring in line with the MSFD principles. In order to achieve the project objectives the communications strategy is designed to (a) ensure project visibility and public outreach and enhance its impact, (b) ensure active involvement of partners and beneficiary institutions and contribute to sustainability and reproducibility of project results, while during the implementation phase they are designed to contribute to the quality of project deliverables and impact of project activities. For optimizing project efforts the project implementation is positioned within the framework of the EU neighborhood policy (ENP), the EU marine environmental policy (the implementation of the Marine Strategy Framework Directive in the Black Sea) and its interaction with Regional Seas Conventions (the Convention on the Protection of the Black Sea Against Pollution). Lastly, but equally important is the necessity to achieve synergy with complementary efforts and projects in the Black Sea.

In order to achieve the communication strategy objectives a stakeholder analysis is presented below and the main communication messages are determined for each stakeholder group.

### 4.2 Target Groups

The Communication Strategy target groups are targets of the communication message or groups of communication messages.

Based on the function and status in respect to implementing national environmental policy as well as their role in the implement of the Marine Strategy Framework Directive the stakeholders are <sup>1</sup>:

**Table 3: EMBLAS Target Groups**

Role	Institutions	Legal status and subordination	Success indicators
Beneficiary Organizations			

<sup>1</sup> Based on the definitions of the stakeholders in the DOA and Inception Report

# Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

Role	Institutions	Legal status and	Success indicators
(a) Implementation of national policies for the protection of the marine environment, represent the Contracting Party in international agreements (Bucharest Convention), key institution for implementations of the relevant sectors in EU Association Agreements and EU policy in the Black Sea	<ul style="list-style-type: none"> <li>Georgia: Ministry of Environment and Natural Resources Protection;</li> <li>Russian Federation: Ministry of Natural Resources and Environment;</li> <li>Ukraine: Ministry of Ecology and Natural Resources.</li> <li>Advisory Groups to the Commission on the Protection of the Black Sea Against Pollution.</li> </ul>	Ministry, Commission on the Protection of the Black Sea Against Pollution	Successful implementation of national environmental policies Institutional capacity building Fulfillment of international obligations Support to the work of the Commission on the Protection of the Black Sea Against Pollution
(b) Directly involved in data gathering and assessment for the institutions in group (a)	National Agencies/scientific institutions involved in monitoring and data gathering for water resources and marine environment management.	National Agency/Scientific (Research) Institution	Performing of monitoring according to state of art techniques
(c) Provide scientific knowledge and understanding, contributing to the assessments required for (a)	National Agencies/scientific institutions involved in developing scientific understanding of the river water related and marine ecosystems, data quality control, development of data products and services to (a), (b) or (c)		Scientific research, innovation, new technologies, monitoring guidelines
(d) stakeholders not included in (b) and (c)	Regional administrative structures/coastal municipalities/ coastal (and benefitting) population, industrial sectors affecting. Institutions and companies facilitating training, data quality control, development of data products and data services to (a)	Regional (District) Administration(s), Municipalities, Industrial representatives (Managers, Directors, etc. Trade Unions), General population	Successful implementation of responsibilities towards national environmental policies, Institutional capacity building Representation of group interests
EMBLAS Project			

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

Role	Institutions	Legal status and	Success indicators
bodies:			
Steering Committee	UNDP, Project Team, Black Sea Commissioners for Georgia, the Russian Federation and Ukraine,		Successful implementation of the project. Dissemination of project outputs and deliverables
Donor Organizations			
European Union – implementation of Neighborhood policy, Association Agreements, MSFD, WFD etc. in the Black Sea	EC, DG Environment	International organization	Successful implementation of donor policy  Maximum effect of donor efforts in respect to beneficiary
United Nations Development Programme	UNDP	International organization	
Organizations and Institutions related to the implementation of the Marine Strategy Framework Directive or Marine Environment			
MSFD Marine Directors	EC officials, Marine Directors in the EU Member States	Government officials	Harmonization of methodologies, transfer of experience, development of reporting, indicators, reporting, assessment, support in the development of harmonized national and regional policies
MSFD Working Groups (Common Implementation Strategy)	DIKE, ESA, GES Working Groups	Experts, government officials, experts.	
UNECE Working Group on Environmental Monitoring and Assessmant			
European Environmental Agency	EEA		
Related projects			
Emodnet, SeaDataNet, MONINFO, MISIS, ICPDR, CoCoNet) and b) the WISE-Marine (EEA) and SEIS	Relevant project management unit, institution, etc.	Various	Data products, data exchange
General public			

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

Role	Institutions	Legal status and	Success indicators
General public not included in the categories above		Various	Raising visibility of marine environmental protection efforts, benefits of a healthy marine environment, awareness of national environmental protection efforts, personal contribution to environmental protection

### 4.3 Stakeholders

The main stakeholders of the EMBLAS Project comprise the institutions and organizations responsible for (a) implementation of policies directed towards protection of the marine environment, (b) are directly involved in monitoring and collection of direct reporting data for the ministries, (c) provide scientific understanding and knowledge in support of policy makers, (d) benefit or are stakeholders in implementation of the marine environment policies. The stakeholders in the context of the Communication Strategy include the donor and implementing organizations, namely the European Union and the United Nations Development Programme.

The main stakeholders include organisations responsible for water management and protection of the marine environment in the beneficiary countries:

- Georgia: Ministry of Environment and Natural Resources Protection
- Russian Federation: Ministry of Natural Resources and Environment
- Ukraine: Ministry of Ecology and Natural Resources

National agencies/scientific institutions/ national and local authorities dealing with monitoring and water resources management and protection of the marine environment shall continue to be involved and benefit from the project activities as in EMBLAS-I. Relevant civil society organisations shall keep being consulted and involved in relevant activities as well.

Other stakeholders in the partner countries may include (non-exhaustive list) relevant ministries and agencies responsible for fisheries and agriculture, industry, tourism and transport, selected regional and local administrations, universities, research centres and training institutions, as well as NGOs and the private sector.

A key aspect of this project is to bring together and collaborate with international organisations working in the field of environment protection to help ensure the effective coverage of relevant problems and coherence of actions.

The end-beneficiary will be the coastal populations living in the beneficiary countries, which will benefit from the improvement of the environmental quality of the Black Sea.

Thus, stakeholders of the project are the following:

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

- Environmental (biological, physico-chemical, chemical and other) data providers which are in possession of existing environmental monitoring data and want to make them available and accessible. They comprise: public and private environmental research institutes, landscape associations, nature organisations and environmental NGO's, not only from the target countries but also from the Black Sea region;
- Organizations involved in the implementation of the Marine Strategy Framework Directive (MSFD), under the Common Implementation Strategy – Marine Directors, MSFD Coordination Group (MSCD), MSFD Working Groups (Good Environmental Status -GES, Economic and Social Assessment – ESA, Data, Information and Knowledge Exchange – DIKE).
- Organizations involved in developing methodological standards for monitoring, GES determination, etc. (Joint Research Centre, Ispra, Italy) and their methodological documents, etc.
- Organizations involved in regional environmental assessment and indicators, of relevance to the project (UNECE WG on Environmental Monitoring and Assessment, European Environmental Agency).
- Actors involved in environmental (mainly biological, physico-chemical and chemical) monitoring and long-term marine research, not only from the target countries but also from the Black Sea region. They comprise: monitoring departments/sections of private and public research institutes;
- National, regional and local public authorities involved in environmental policy development, decision making and management;
- National and international bodies and committees involved in environmental issues of the Black Sea, such as Black Sea Commission, Black Sea Economic Cooperation, governmental and intergovernmental committees, UNDP, UNEP, NATO SfP, DG Environment, EEA, ICPDR, ICES etc.;
- Project Steering Committee
- Marine industry causing pollution in the Black Sea, such as oil and gas industries, shipping companies and fisheries companies/organisations;
- Public interest groups targeting sustainable Black Sea ecosystem;
- Educational organisations (universities and schools);
- General public.

As mentioned in the opening paragraph, the stakeholders differ as to their role in the institutional structure of the beneficiary and thus require a separate approach to the communication and messages delivered by the respective channels.

### 4.4 Objectives

The objectives of the Communication Strategy are

The strategy sets up approaches and tools in order to keep the stakeholders regularly informed and to ensure the visibility of the project.

On visibility, the strategy contains the requirements to be undertaken by the Project Team, all implementing partners under contract and financing agreements which specifically refer to them, and suggests activities that may be incorporated to build a communication and visibility plan that will



## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

highlight, the project objectives, the political and regional context of the project, the participation and impact of the participation of the European Union (EU) and the United Nations Development Programme (UNDP) and in the main project partners.

### 4.4.1 Overall Objectives

The overall objective is to ensure the timely communication of the project implementation, its results and relevant project events (Meetings, Workshops, activities, other project events such as press releases, press events, etc.) to relevant project partners/stakeholders.

- Ensure effective communication between project partners;
- Ensure timely notices for requirements/meetings;
- Ensure optimum results for all communications and project deliverables;
- Measure the results of the implementation of communication activities under the communication strategy execution and revise activities accordingly.

In order to maximize the impact of communication efforts:

- Activities need to be timely;
- Information used must be accurate;
- All communication and visibility activities should be carried out in close cooperation with the appropriate Delegation of the European Union or the relevant department of the European Commission;
- Messages should be designed for maximum impact and engagement of the target groups(s) and stakeholders;
- Activities should be appropriate in terms of resources (human and financial);
- Effective communication is critical to the successful implementation of the project, in order to ensure that the project results are disseminated to the widest possible audience;
- Communication activities will be implemented in partnership relations with all relevant/similar international programs being implemented in the region.

### 4.4.2 Specific Objectives

For all Project Activities the objective of supporting monitoring of achievement indicators through the feedback and response to the communication messages is to be pursued, i.e. the communication activities' feedback serves to monitor the achievement indicators for each project activity.

The specific objectives of the communications strategy for each project activity are presented below:

#### **PA1: Continue support to the implementation of countries' obligations under the Bucharest and other related Conventions and Agreements**

The major target groups for the communication activities under PA 1 are the stakeholders from the group of the Beneficiary Organizations, Ministries and the Commission on the Protection of the Black Sea Against Pollution and its Advisory Groups.

- Support the development of indicator based reporting by provision of data and compliance monitoring based on generated environmental data, dissemination of the NPMS and JOSS results

**Communication Strategy/Communication Plan**

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

- Support the implementation of the BSSAP, five year reports (State of Environment Report and Implementation of the Strategic Action Plan for the Environmental Protection of the Black Sea by developing indicator based reporting, dissemination of results amongst BSC Advisory Groups.
- Support the drafting of recommendations on the revision/update of the BSSAP 2009
- Promote further cooperation with the Commission on the Protection of the Black Sea Against Pollution.
- Support the harmonization of national policies with the implementation of the MSFD
- Support the implementation of the MSFD by developing a road map for MSFD implementation in Georgia and Ukraine.
- Demonstrate the benefits of cooperation in the implementation of the MSFD to non EU countries
- Disseminate methodologies and experience, data and indicators for the initial assessment, GES identification and development of environmental targets in line with the association agreements in Georgia and Ukraine.

**PA2: National Pilot Monitoring Studies (NPMS) - Development and implementation of NPMS for testing and harmonisation of developed by EMBLAS-I cost-effective National Black Sea Integrated Monitoring and Assessment Programmes (N-BSIMAPs) in accordance with reporting obligations under the MSFD, WFD and BSIMAP.**

The most important target group for PA 2, PA3 and PA4 (below) related communication activities are the national institutions related to the practical carrying out of environmental monitoring in the beneficiary countries. Another equally important target group are the government officials and policy makers involved through the information provided by the monitoring system and the assessments based thereon.

- Provide information sharing, data, state-of-the art knowledge on marine environmental monitoring
- Provide support to development of a monitoring system capable of sustaining the future implementation of the MSFD, WFD and meeting BSIMAP requirements, especially in the field of biological monitoring.
- Dissemination of the respective monitoring guideline documents produced within the framework of the project.

**PA3: Large scale implementation of training and intercomparison programmes on monitoring methods and quality assurance adhering to the ISO 17025 standard**

- Support the development of a monitoring programme and quality assurance system for achieving sustainability of project results.
- Dissemination of the results of training programmes
- Promote harmonized monitoring methods in compliance with the relevant requirements of the MSFD.

**PA4: Joint Open Sea Surveys (JOSS) - Implementation of the Joint Black Sea Surveys methodology along the lines of the MSFD, WFD and BSIMAP**

- Dissemination of the results of the JOSS, including incorporation and inclusion of the data generated by the JOSS into the BS WQ Database and BSIS (Black Sea Information System).

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

- 
- Dissemination of the quality control procedures established and tested in the JOSS.
  - Dissemination of data which will support the understanding of GES in the Black Sea, possibly further identify gaps and inconsistencies

### **PA5: Upgrade and operate the web-based Black Sea Water Quality Database**

The target group for the BS WQ Database operation is primarily the scientific community and institutions performing environmental monitoring in Georgia, the Russian Federation and Ukraine. Through the incorporation of indicators and other data products into the system and dissemination of these results the group of government officials, experts involved in the assessment are targeted.

- Disseminate the data products developed as a result of the upgrade of the Black Sea Water Quality Database (BS WQ DB), enhanced user experience when accessing data or data products
- Improved interaction between the BS WQ DB and other regional data management infrastructures such as Emodnet, SeaDataNet, MONINFO, MISIS, ICPDR, CoCoNet) and b) the WISE-Marine (EEA) and SEIS.

## 5 Communication Activities

The Communication activities comprise a series of planned and timed events designed to:

- influence the way in which the project's activities are presented to, analyzed and perceived by the project's audience.
- ensure targeted delivery of the communication messages,
- improve outreach, involvement and commitment to the project's goals and objectives,
- promote ownership of project deliverables
- lay the grounds for sustainability of project results.

The initial step is the design of communication messages which maximize the effect of each project activity. The communication messages themselves are directly derived from the project's goals and objectives and in this sense are an important instrument for achieving the desired impact.

Each communication message is targeted through the respective communication channels intended for the respective target group. A loopback mechanism is planned whereby the communication messages support the quality and impact of project activities and deliverables.

The planned communication activities are described in the Dissemination Plan. These comprise:

- Project Meetings
- Project Workshops
- Other Project events, official visits, etc.
- Press releases
- Press conferences
- Press visits
- Newsletters, brochures, leaflets
- Display panels, posters
- Commemorative plaques, supplies, memorabilia, promotional items, photographs
- Audio visual productions (video interviews, training videos)
- Special information campaigns

[exhaustive list of meetings/events/memorabilia/posters etc. to be checked with Olena letters, brochures, project documents, web site, social media with the respective target groups.]

The timing, planning and impact of the communication activities is presented below:

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

**Table 4: EMBLAS Communication Activities**

Communication Activity	Target groups	Plan / frequency	Main communication channels	Expected impact
Project Workshops				
Other Project events, official visits, etc.				
Press releases				
Press conferences				
Press visits				
Newsletters, brochures, leaflets				
Display panels, posters				
Commemorative plaques, supplies, memorabilia, promotional items, photographs				
Audio visual productions (video interviews, training videos)				
Special information campaigns				

---

## 5.1 Communication Messages

A communication message is *“Underlying idea or theme in an ad, or the central or primary content or information, that passes from a communicator to a receiver”*, (definition of <http://www.businessdictionary.com/definition/message.html#ixzz3oLFc5DVI>).

The communication messages to be delivered by the EMBLAS Project’s communication activities serve to:

- develop immediate understanding in the target group of the benefits of the implementation of the project by targeting their most immediate concerns and needs:
- provide prompt information on the goals and objectives of the EMBLAS Project
- motivate the target group to support, contribute and actively participate in the project’s implementation
- contribute to quality outputs and project deliverables
- activate the initiative of the target group for sustain project results and outputs following the conclusion of the project

The table below presents the key stakeholders identified above and the rationale and goal of the communication message, together with proposed textual formulation.

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

**Table 5: Stakeholders and Communication Messages**

Institutions	Rationale and objective of communication message	Relevant Project Components	Message key words (#hashtags)	Expected effect of the communication message
<ul style="list-style-type: none"> <li>Georgia: Ministry of Environment and Natural Resources Protection;</li> <li>Russian Federation: Ministry of Natural Resources and Environment;</li> <li>Ukraine: Ministry of Ecology and Natural Resources.</li> </ul> <p>Project Steering Committee</p>	<p>EU and UNDP Black Sea environmental policy, project development, organization, management and implementation.</p> <p>Goal of the EMBLAS Project to support Association Agreements (Georgia, Ukraine), enhancing international cooperation and EU neighborhood policy (Georgia, Russian Federation, Ukraine).</p> <p>Clarify the role and goals of the EU MSFD, key concepts, management cycle. Provide understanding of the MSFD as a complete marine environment management cycle (Initial Assessment -&gt; Good Environmental Status determination/Environmental Targets -&gt; Monitoring Programme -&gt; Programme of Measures -&gt; Repeat every 6 years). Provide linkages between national environmental monitoring policies and the Marine Strategy Framework Directive, including synergies, common goals,</p>	<p>PA 1: Continue support to meeting obligations under international agreements (Bucharest Convention, Black Sea Strategic Action Plan 2009, MSFD implementation by EU member countries in the region, accession countries)</p> <p>PA 2: National Pilot Monitoring Studies</p> <p>PA 3: Large Scale Training</p> <p>PA 4: Implementation of Joint Surveys</p> <p>PA 5 Operation of the web-based</p>	<p>Promoting international cooperation #MSFD, #MSFD International Cooperation.</p> <p>EU MSFD – key concepts (Initial Assessment, Good Environmental Status (Descriptors), Monitoring Programme, Environmental Targets, Programmes of Measures, 6 year management cycle of MSFD)</p> <p>Commitment to support countries having signed Association Agreements.</p> <p>Commitment to international cooperation and neighborhood policy of the European Union.</p> <p>MSFD as main policy instrument of the European Union for marine environmental protection.</p> <p>Benefits of implementation of MSFD for national policy (Georgia, Ukraine).</p>	<p>Develop understanding in the beneficiary of the project in the context of wider initiatives and commitments (national policy, regional commitments, EU association agreements and environmental policy coordination (for the Russian Federation).</p> <p>Support policy and activity coordination related to the above.</p> <p>Improved coordination and cooperation on a regional scale both through national policy and regional seas agreements.</p> <p>Develop detailed understanding of the</p>

# Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

Institutions	Rationale and objective of communication message	Relevant Project Components	Message key words (#hashtags)	Expected effect of the communication message
	<p>potential EU support.</p> <p>Clarify the opportunities for collaboration between the MSFD, Regional Seas Convention (Bucharest Convention, Black Sea Strategic Action Plan), and synergetic effects.</p> <p>Demonstrate how the EMBLAS project implementation will contribute to the national implementation of environmental policy. Support meeting commitments under international agreements including the Bucharest Convention, Association Agreements (Georgia and Ukraine), improve synergies and international cooperation (the Russian Federation).</p> <p>Demonstrate to the beneficiary the possibilities for synergy and cooperation between different initiatives and policies on a regional and international level.</p> <p>Demonstrate to the beneficiary the importance of the project for institutional development and</p>	<p>Water Quality Database</p>	<p>Partnering with the MSFD and improved international cooperation (Russian Federation)</p> <p>Support the Convention on the Protection of the Black Sea Against Pollution</p> <p>Support the activities of the BSC</p> <p>Support the work of the Advisory Groups to the BSC</p> <p>Support National Monitoring</p> <p>Support qualification of national experts,</p> <p>Support national laboratories with methodologies and guidelines, international experience</p> <p>Improve Scientific Understanding of the environment of the Black Sea</p> <p>The advantage of sound indicator development and role of indicators for assessing the</p>	<p>projects activities.</p> <p>Contribute to the overall project impact.</p> <p>Clarify the importance of the capacity of the monitoring system for monitoring policy impact and results.</p> <p>Proposed policy reform initiatives.</p>



## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

Institutions	Rationale and objective of communication message	Relevant Project Components	Message key words (#hashtags)	Expected effect of the communication message
	<p>legislative reform and initiatives.</p> <p>Demonstrate how sound marine environmental policies are based on reliable and comprehensive data and scientific understanding of the marine environment.</p> <p>Demonstrate the importance of institutional capacity to perform monitoring and assessment.</p>		<p>state of the marine environment</p> <p>Experience gained in the National Pilot Monitoring Studies.</p> <p>Improve reporting obligations</p> <p>Facilitate assessment of the Black Sea Environment,</p> <p>Support preparation of State of Environment Report, Report on the Implementation of the Black Sea Strategic Action Plan, of work of the Advisory Groups to the Black Sea Commission</p> <p>Sharing and public access to environmental information</p>	
National Agencies/scientific institutions involved in monitoring and data gathering for water resources and marine environment management.	<p>Demonstrate the importance of sustainable monitoring and development of data products and services to facilitate the required assessments for policy makers.</p> <p>Demonstrate the importance of institutional capacity (staffing,</p>	<p>PA 2: National Pilot Monitoring Studies</p> <p>PA 3: Large Scale Training</p> <p>PA 4: Implementation of Joint Surveys</p>	<p>Scientific understanding of the Black Sea including mechanism of transport of new chemicals</p> <p>Training and capacity building, including availability of manuals, guidelines and other materials.</p> <p>Importance of quality control and</p>	<p>Development of data products, services, improving data management for policy makers, and further scientific research and understanding.</p>

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

Institutions	Rationale and objective of communication message	Relevant Project Components	Message key words (#hashtags)	Expected effect of the communication message
National Agencies/scientific institutions involved in developing scientific understanding of the river water related and marine ecosystems, data quality control, development of data products and services to (a), (b) or (c)	equipment, and training) for monitoring.  Demonstrate the importance of the above for developing of a better scientific understanding of the marine ecosystem.	PA 5 Operation of the web-based Water Quality Database	quality assurance procedures  Importance of comparability of data (between different monitoring periods, between countries)  Monitoring equipment, database support,  Database development, operation, maintenance, quality data checks  Advanced sampling and monitoring technologies  Advanced sample storage techniques  Scanning for unknown pollutants	Development of indicators, for monitoring and assessment purposes.  Understanding of the importance of institutional capacity for environmental monitoring.  State-of-the-art monitoring.
Regional administrative structures/coastal municipalities/coastal (and benefitting) population, industrial sectors affecting.	Demonstrate the economic, social and political benefits of a healthier marine environment, including business development potential of improved environmental status.  Demonstrate the importance of raising public awareness at an early stage	PA 2: National Pilot Monitoring Studies  PA 3: Large Scale Training  PA 4: Implementation of Joint Surveys	The value of a healthy ecosystem  Important role of regional administration and municipalities in implementing environmental management policies.  Managing opposing interests,	Better understanding of economic, social and political benefits including development potential of a healthy eco system.  Better understanding of stakeholder

# Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

Institutions	Rationale and objective of communication message	Relevant Project Components	Message key words (#hashtags)	Expected effect of the communication message
Institutions and companies facilitating training, data quality control, development of data products and data services to (a)	<p>(Sentinels Education Program).</p> <p>Demonstrate how opposing interests of different stakeholders can be managed, reconciled if necessary, promote development of public relations capacity of the regional and local institutions</p> <p>Demonstrate the development opportunities related to development and provision of data gathering, development of data products and services for above users.</p>	PA 5 Operation of the web-based Water Quality Database	<p>public relations techniques, management of interest groups.</p> <p>Bringing up an environmentally aware young generation.</p>	<p>management.</p> <p>Better understanding of environmental data, analysis and assessment of the state of the marine environment.</p>
Donors				
EC, DG Environment	Better project impact and efficient project implementation.		Improved project impact	Improved project monitoring
UNDP	<p>Contribute to a more effective policy towards the Black Sea,</p> <p>Other benefits in line with the organization's mandate.</p>		<p>Support to implementation of policy through successful implementation of project</p> <p>Efficiency of project funds</p>	Improved policy impact monitoring, assessment of implemented policies and usage of project funds.
MSFD Marine Directors	Methodology harmonization, experience transfer, training, coordination, public visibility of the	All	Harmonization of methodologies, transfer of experience, development of reporting,	Higher level of involvement of beneficiary countries'
MSFD Working				

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

Institutions	Rationale and objective of communication message	Relevant Project Components	Message key words (#hashtags)	Expected effect of the communication message
Groups (Common Implementation Strategy)	MSFD outside the EU Member States. Development of Indicators, regional assessment, regional reporting procedures, regional reporting standards, formats and requirements, regional data transfer.		indicators, reporting, assessment, support in the development of harmonized national and regional policies	policy makers in both the harmonization with the EU MSFD implementation, as well as harmonization of methodologies and assessments, regional reporting, regional assessments.
UNECE Working Group on Environmental Monitoring and Assessment				
European Environmental Agency				

## 5.2 Wider Communication and Visibility Actions

Visibility and communication actions on a wider scale shall be achieved through:

- Communication of the project activities, outputs and deliverables to the respective institutions and stakeholders
- Interfacing with related initiatives as described in section 3.3 "Relation of EMBLAS to regional and other initiatives"

## 5.3 Communication Channels

Communication channels are the respective channels through which the communication messages are delivered. These are:

Based on the form (electronic, paper document, web page, or web service):

- Written
- Oral
- Internet
- Social media

Based on interactivity/feedback:

- Two way, face to face (meetings, events, trainings, workshops, personal communication and contact)
- Two way, not face-to-face (social media, teleconferencing, telephone, email, comments sections on web pages, in social media sites, etc.
- One way (web page, streaming video, report distribution)

Examples of communication channels are written communication (letters, emails, reports), web (internet web pages, web services, etc.), television, streaming media (YouTube, other internet video streaming services), radio (including internet audio streaming services such as podcasts, webcasts, etc.), internet news channels, email subscriptions, streaming news feeds (RSS) and others (webinars, short looping videos conveying a targeted message "vines", etc.).

The EMBLAS Project's Communication Strategy shall engage all channels of communication used in the project implementation:

These are:

**Table 6: EMBLAS Communication Strategy Channels**

Communication Channel	Form	Interactivity/ Feedback	Target groups
Project Meetings	Oral	High	
Project Workshops	Oral	High	
Other Project events, official visits,	Oral/written	High	

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

etc.			
Press releases	Written	Low	
Press conferences	Oral	Medium	
Press visits	Oral	Medium	
Newsletters, brochures, leaflets	Written	Low	
Display panels, posters	Written	Low	
Commemorative plaques, supplies, memorabilia, promotional items, photographs	Written	Low	
Audio visual productions (video interviews, training videos)	Electronic	Medium (via comments sections)	
Special information campaigns	Electronic	Medium (via feedback during information campaign)	

In relation to the Project Activities, the Communication Channels are as follows:

### 5.3.1 Communication Channels/Project Activities

The communication channels for the EMBLAS Project are closely related with the schedule of activities as well as the flow of deliverables in the project, as well as external media serving to communicate to those stakeholders not covered in the document flow and project information flow. The following dissemination channels are to be employed by the EMBLAS Project.

- Written communication (email, letters, project deliverables in the form of reports, guidelines, documents)
- Verbal communication (meetings, presentations, discussions)
- Visual presentation (project banner, poster, brochure)
- Web page, partner web pages, activities aimed to increase search engine ranking
- Social Media networks (including video streaming services such as YouTube, Dailymotion, Vimeo, etc.)
- Press (press releases, interviews)
- Television/Local radio (upon availability of budget and allocated time)

The basic communication channels for the EMBLAS Project as mapped against the project activities foreseen in the project are presented in the table below:

**Table 7: EMBLAS Communication Strategy Channels**

	Events/activities
--	-------------------

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

	Events/activities					
Communication Channel	Working and coordination meetings	Steering Committee Meetings	Supported External Meetings	Project events	National Pilot Monitoring	Joint Open Sea Survey
Verbal	x	x	x	x	x	x
Written (text in report)	x	x	x	x	x	x
Email	x	x	x	x	x	x
Project Brochure	x	x	x	x	x	x
Presentation at meeting	X	X	X	X	X	X
web	x	x	x	x	x	x
Press Release		x		x		
Social Media	x	x	x	x	x	x
Television					x	x
Radio					x	x

The basic activities in the project will consider the following in relation to the delivery of the communication messages:

### 1. Message(s) – Implementation of MSFD/regional cooperation

- Promoting international cooperation, commitment to support countries having signed Association Agreements.
- Commitment to international cooperation and neighborhood policy of the European Union.
- Marine Strategy Framework Document as main policy instrument of the European Union for marine environmental protection
- Benefits of implementation of Marine Strategy Framework Directive for national policy (Georgia, Ukraine).
- Partnering with the Marine Strategy Framework Directive and improved international cooperation (Russian Federation)
- Support the Convention on the Protection of the Black Sea Against Pollution
- Support the activities of the Commission on the Protection of the Black Sea Against Pollution

### Stakeholders

- Ministries, government officials, employees, government experts involved in policy making, Project Steering Committee

### Delivery of communication message

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Verbal clarification and statement of message in presentations, discussions. Detailed explanation and promotion of communication message key points.

**Channels:** Meetings, Web page, social media networks, project brochure and posters,

### Working example

Dedication of several/an introductory slide at meeting presentation on the project context within the implementation of the MSFD in European Union and the Black Sea by EU Member States, the importance of regional (regional seas cooperation) for its success. Stressing on the benefits for the countries having signed Association Agreements with the European Union in implementing the provisions of these agreements, noting the importance of regional cooperation in protection of the Black Sea marine environment (for the Russian Federation), win-win scenarios, stressing on the benefits and synergy in meeting commitments under the Bucharest Convention, etc.

### 2. Message(s) – Monitoring System/Policy impact feedback/scientific understanding of the marine environment of the Black Sea

- Demonstrate to the beneficiary the importance of the project for institutional development and legislative reform and initiatives.
- Demonstrate how sound marine environmental policies are based on reliable and comprehensive data and scientific understanding of the marine environment.
- Demonstrate the importance of institutional capacity to perform monitoring and assessment. Demonstrate the importance of sustainable monitoring and development of data products and services to facilitate the required assessments for policy makers.
- Demonstrate the importance of institutional capacity (staffing, equipment, and training) for monitoring.
- Demonstrate the importance of the above for developing of a better scientific understanding of the marine ecosystem.

### Stakeholders

- Ministries, government officials, employees, government experts involved in policy making, national monitoring experts

### Delivery of communication message

Verbal clarification and statement of message in presentations, discussions. Detailed explanation and promotion of communication message key points.

**Channels:** Meetings, Web page, social media networks, project brochure and posters, others.

### Working example

Dedication of several/an introductory (or at the relevant point in the presentation) slide on on the importance of the monitoring system for monitoring policy impacts, the importance of coherent data between Black Sea riparian countries for performing regional assessments of the state of the Black Sea marine environment. The benefits and synergy in meeting commitments under the Bucharest Convention

### 3. Message(s) – Social, economic and political benefits of a healthy marine environment of the Black Sea

- The higher economic value of a healthy ecosystem.



## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

- Role of municipalities and regional administration in implementing environmental management policies.
- Managing opposing interests, public relations techniques and management of interest groups
- Raising public awareness
- Bringing up an environmentally aware young generation.

### Stakeholders

- Regional administrative structures/coastal municipalities/ coastal (and benefitting) population, industrial sectors affecting.
- Institutions and companies facilitating training, data quality control, development of data products and data services

### Delivery of communication message

Verbal clarification and statement of message in presentations, discussions. Detailed explanation and promotion of communication message key points.

**Channels:** Meetings, Web page, social media networks, project brochure and posters, others.

### Working example

Dedication of several/an introductory (or at the relevant point in the presentation) in presentations, project brochure, project banner, social media networks.

4. Message(s) – Development on necessary data products and services for feedback/assessment/scientific understanding of the marine environment of the Black Sea

- Demonstrate to the beneficiary the contribution of the project for developing a better scientific understanding of the Black Sea marine ecosystem,

### Stakeholders

- Ministries, government officials, employees, government experts involved in policy making,

### Delivery of communication message

Verbal clarification and statement of message in presentations, discussions. Detailed explanation and

**Channels:** Meetings, Web page, social media networks, project brochure and posters, others.

### Working example

Dedication of several/an introductory (or at the relevant point in the presentation) in presentations, project, key statements, project brochure, poster and leaflets, web page.

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

**Table 8: Communication messages and channels for dissemination**

Communication Message	Communication channel/delivery of communication message
Promoting international cooperation. Commitment to support countries having signed Association Agreements. Commitment to international cooperation and neighborhood policy of the European Union. Marine Strategy Framework Document as main policy instrument of the European Union for marine environmental protection.	Project Reports, statements on political impact of project, Project Meetings and Project Activities Press releases, project communications (emails, notes, minutes)
Benefits of implementation of Marine Strategy Framework Directive for national policy (Georgia, Ukraine).	Project deliverables
Partnering with the Marine Strategy Framework Directive and improved international cooperation (Russian Federation)	
Support the Convention on the Protection of the Black Sea Against Pollution	Commission on the Protection of the Black Sea Against Pollution, Permanent Secretariat, Advisory Groups, Black Sea Commission Focal Points.
Support the activities of the Commission on the Protection of the Black Sea Against Pollution	
Support the work of the Advisory Groups to the Commission on the Protection of the Black Sea Against Pollution	
The advantage of sound indicator development and role of indicators for assessing the state of the marine environment Improve reporting, improve management of reporting obligations Facilitate assessment of the Black Sea Environment,	
Support National Monitoring Support qualification of national experts, Support national laboratories with methodologies and guidelines, international experience	

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен здесь отображаться.

Communication Message	Communication channel/delivery of communication message
<p>Improve Scientific Understanding of the environment of the Black Sea</p> <p>Experience gained in the National Pilot Monitoring Studies.</p> <p>Support preparation of State of Environment Report, Report on the Implementation of the Black Sea Strategic Action Plan, of work of the Advisory Groups to the Black Sea Commission</p> <p>Sharing and public access to environmental information</p>	
<p>Scientific understanding of the Black Sea including mechanism of transport of new chemicals</p> <p>Training and capacity building, including availability of manuals, guidelines and other materials.</p> <p>Importance of quality control and quality assurance procedures</p> <p>Importance of comparability of data (between different monitoring periods, between countries)</p> <p>Quality Data, long term data series</p> <p>Monitoring equipment, database support,</p> <p>Database development, operation, maintenance, quality data checks</p> <p>Advanced sampling and monitoring technologies / Advanced sample storage techniques</p> <p>Scanning for unknown pollutants</p>	
<p>The value of a healthy ecosystem.</p> <p>Important role of regional administration and municipalities in implementing environmental management policies.</p> <p>Managing opposing interests, public relations techniques, management of interest groups.</p> <p>Bringing up an environmentally aware young generation.</p>	

## 5.4 Communication Tools and Tactics

Communication tools relate to the method of delivery via the respective channels. Examples of tools are advertising, mail, brochure or other campaigns, social media, trade shows, seminars, newsletters, catalogs.

Communication tactics is the tactic employed by the person communicating such as making sure the message reaches the target group at the most appropriate time for its effect to be maximal. Examples of communication tactics which will be employed by the EMBLAS Project include differentiation of the communication messages based on the role of the stakeholders in the environmental management process in the beneficiary countries (see Stakeholders and Communication Messages above). For example the Ministry officials shall be communicated the message of (1) importance of sound data for assessment, (2) benefits to national policy, regional cooperation under international agreements and synergy effects in project products in which they are the main recipient, whereas project products intended for the scientific and research community target group shall be targeted with the messages relating to the importance of a scientific understanding of the Black Sea ecosystem including mechanism of transport of new chemicals, availability of manuals, guidelines and other materials, quality control and quality assurance procedures, advanced sampling and monitoring technologies, modern sampling methods and sample storage techniques, importance of scanning for unknown pollutants, etc.

In summary the communication tactics are presented below:

- Selective and targeted delivery of key messages based on the deliverables addressee (delivering key messages to target group (a), government officials, public servants in the Ministries in reports, communications and deliverables addressed to them, delivering key messages to stakeholders (b), (c) in reports and deliverables addressed to them)
- Ensuring visibility of all logos (and disclaimers) and ensuring overall visual identity consistency in all project products including email communications
- Monitoring of communication channels for interruptions, delays or distortions of the communication message and taking appropriate action.
- Active engagement of the target groups via mechanisms such as required feedback, required comments or other forms of engagement, designed to capture the attention of the target groups

A summary table of tactics / channels / tools is presented below.

**Table 9: Summary of EMBLAS tactics / channels / tools**

Tool	Channel	Communication channels
Advertising	Television/ Radio	Television/YouTube interview Project Start / other activities/ Project Conclusion if budget foreseen, interviews, forums, discussions
Internet presence	Social media sites/online video sites	Social media sites postings on current project activities, videos of interviews, discussions, events
Branded memorabilia (pens, notepads, stickers, T-shirts, caps, sweatshirts (for	Meetings, events, activities	All Meetings related to National Pilot Monitoring, Joint Open Sea Survey

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

Tool	Channel	Communication channels
monitoring cruises)		
Direct email notifications	e-mail	All meetings,
Email news subscriptions	Email	All meetings (working and coordination meetings, Steering Committee Meetings, Supported External Meetings)
Newsletter/brochure	Email, web, written communication	
Banner		
Project Poster	Verbal	

## 6 Visual Identity and Branding

Visual identity and branding are a key element of promoting project awareness and communicating messages. Its artistic consistency is important for associating project activities with the project itself, donors and project partners. The visual identity should be evident and consistent in all communication activities and events, including memorabilia, documents, TV or radio appearances (if planned).

### 6.1.1 Differentiation of draft, final products and work in progress

The EMBLAS Project Project Activities comprise the development of a number of manuals, guidelines, reports and similar products. The drafting, preparation, inputs of experts, reviews, comments, discussions and finalization of these documents require the extensive coordination of all involved partners and (where applicable) the comments, reviews and approval of the financing organizations. In order to create a distinct visual perception of the progress of the development of the documents the layout of drafts differ from the layout of the final document. Layout elements which differ are the layout of the title page of documents. In addition it is preferred that drafts are printed with comments, notes and other edits in "track changes" mode if the document layout and practicality allow it. This should be done without compromising readability. Where possible a summary of changes, key notes, points and items to be discussed can be presented on a separate list (preferred), or a short chapter at the beginning of the document.

The overall layout of the draft document and final document is presented in the Annex.

### 6.1.2 Use of the project acronym EMBLAS

The project acronym EMBLAS (Environmental Monitoring in the Black Sea) has gained significant usage frequency since its introduction. Its use in the description of project activities such as "The EMBLAS Joint Open Sea Survey", the "EMBLAS National Pilot Monitoring Studies" is strongly encouraged in order to establish the acronym as branding for the project. However its overuse which may lead to caricaturization of the acronym should be avoided.

### 6.1.3 Placement of Logos, visual layout templates

The project shall comply with the relevant requirements for logos, how consistent layout templates contribute to development of a project identity, ownership and increasing project impact. In particular the following shall be complied with:

- Where is the project logo to be placed.
- Placement of EC Logo according to requirements. Quote requirements.
- Placement, format and positioning of UN Logo according to requirements. Quote requirements.
- Placement of partner organization logo should be on lower level, to indicate the organization is subcontractor. In cases where they co-finance the activity by a substantial amount, they may be allowed to place their logo on an equal scale with the Project Donors.

### 6.1.4 Project Logo, Color Ramp

The Project Logo is:



**EMBLAS**

Environmental Monitoring  
in the Black sea



**EMBLAS**

Environmental Monitoring  
in the Black sea

The logo is to be displayed on all project materials in the upper left corner, where the size and position is to be on the same level as the donor organizations' logos.

The color scale for sub headings and other images should be consistent with the logo and the presentation template. In cases where the presentation comprises text, key points, comments, etc. these should be placed on the background of one of the presentation templates (below). Where images, videos or other graphic material present or illustrate a key concept, the background image should be omitted to avoid over cluttering and dilution of visual impact. The project logo in the presentation template should be visible at all times, however.

The colour palette and gradient ramp should be any of the following:

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.



### 6.1.5 Fonts, Document Formatting, Templates

All printed and document materials shall employ the Arial or Arial narrow fonts. Document formatting, layout, headers, footers, table of contents and other related elements shall follow the color and layout provided in the Guidelines for the project reports preparation.

### 6.1.6 Presentation Formats

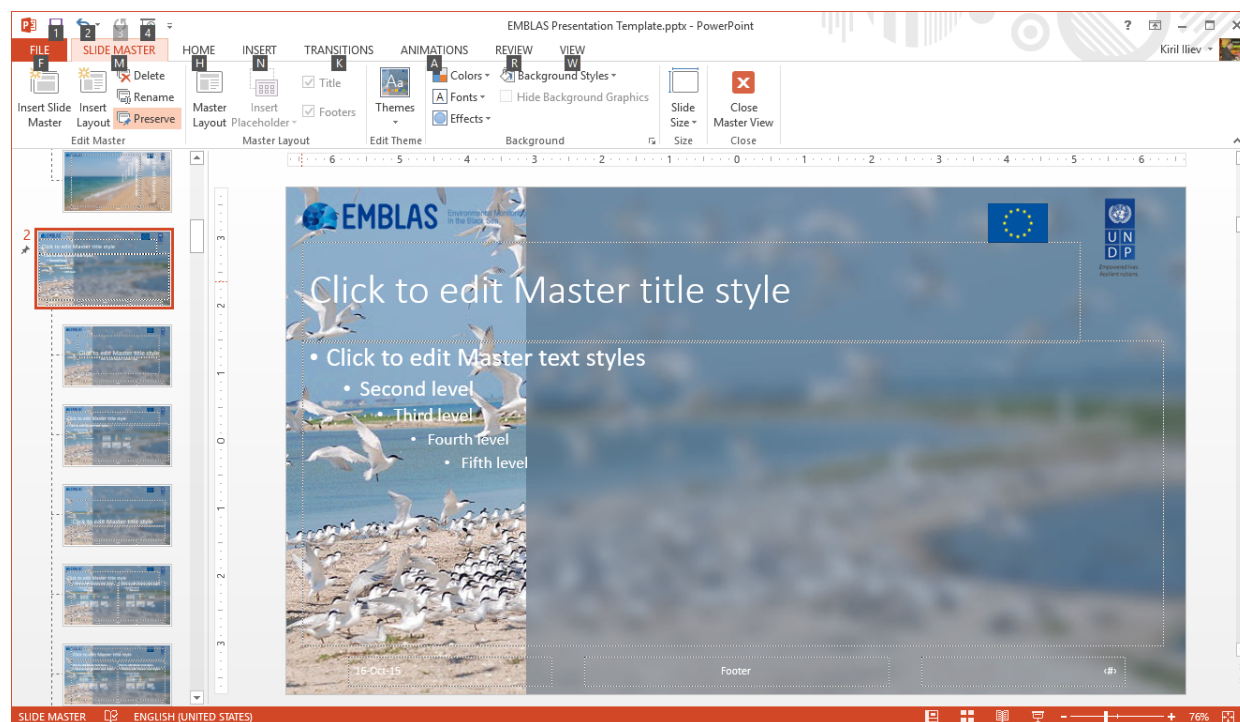
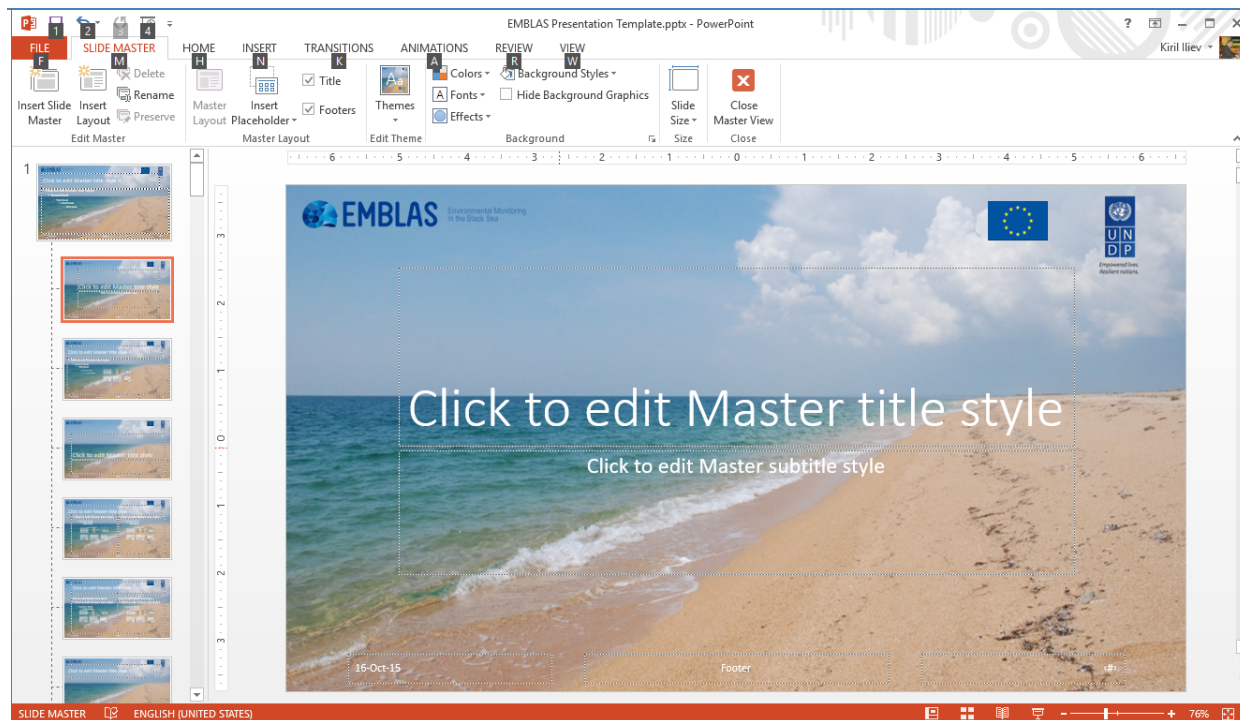
The Powerpoint (or other presentations) should use images from the main slider of the web page to ensure consistency. Due to the prominent placement of the web page slideshow and its images, the images are associated with the EMBLAS Project by the users. This also allows visual consistency among different media.



## Communication Strategy/Communication Plan

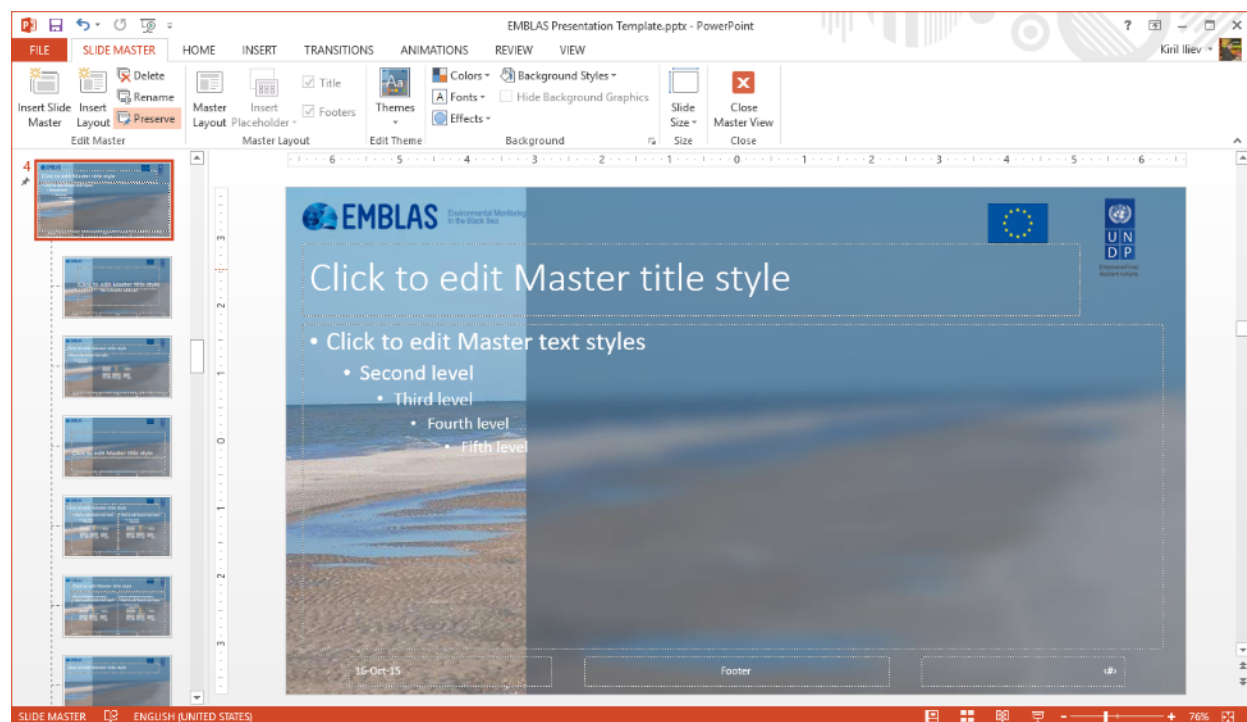
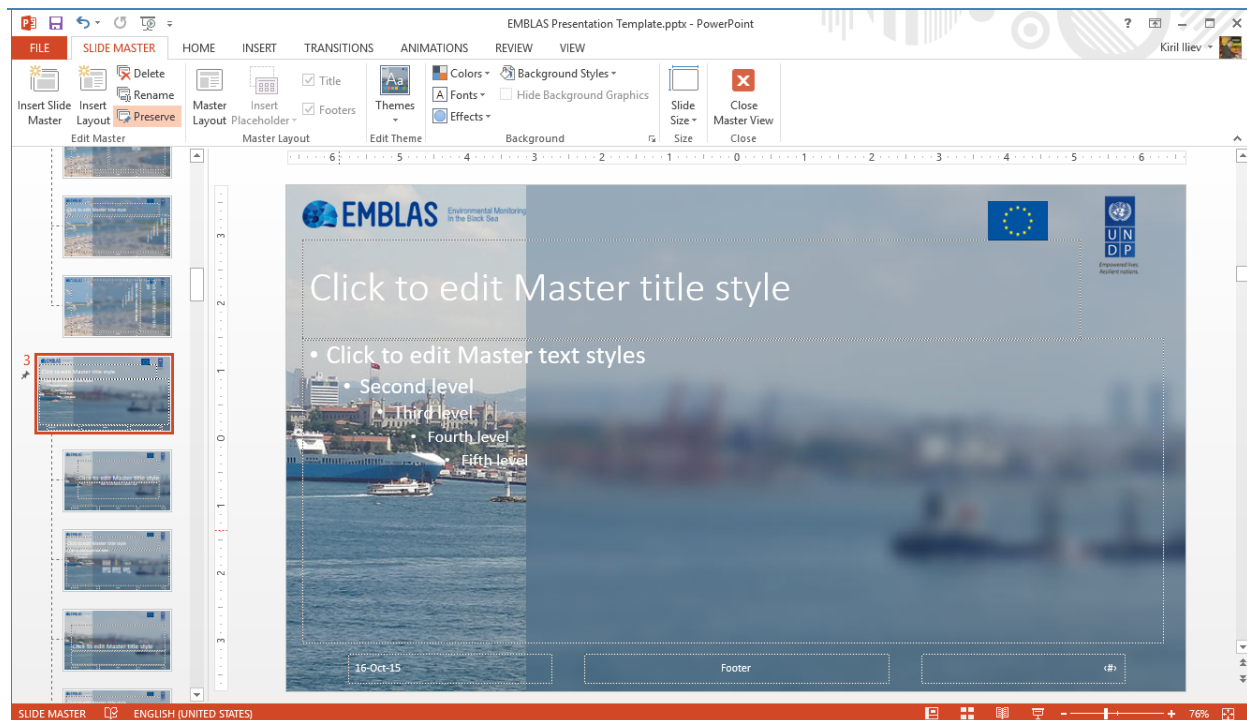
Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.



## Communication Strategy/Communication Plan

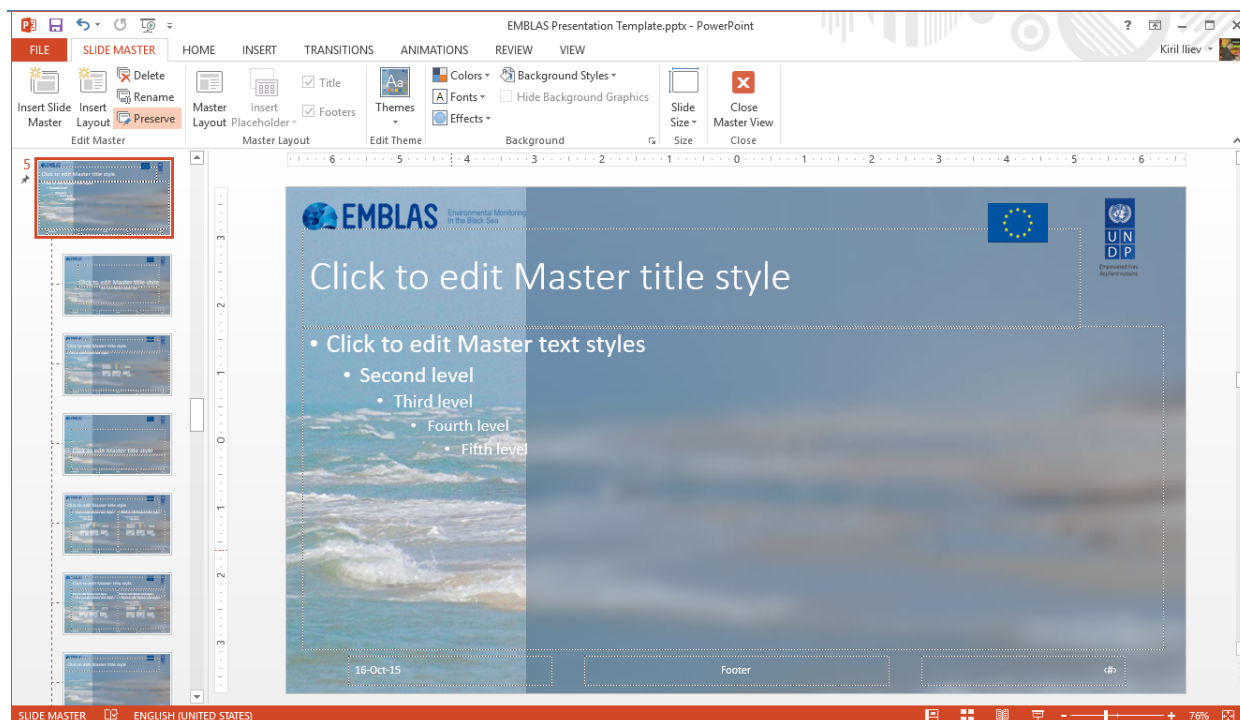
Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.



## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.



### 6.1.7 Electronic Communication templates

Email communications shall have a consistent signature including the project logo, position and contact details of the project staff

### 6.1.8 Disclaimers

Disclaimers shall be part of every project item produced. This is an important requirement of both **Communication and Visibility Manual for External Action of the European Union** as well as the **Joint Visibility Guidelines for EC-UN Actions in the Field**. The disclaimer is a fixed text that shall be placed on all EMBLAS project products, including publications, project web page and audio-visual material. This text is intended to clarify that the EU does not have any responsibility for what the project's outputs.

The text reads:

**“This publication/website/video has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of <name of the author/ contracted person/ implementing partner> and can in no way be taken to reflect the views of the European Union”**

The text shall be placed in all outputs of the project, located where acknowledgements and similar text is positioned preceded by a bolded Disclaimer statement. It should not give the impression of “fine print” since this generates an impression of insincerity and lack of openness. The font size should not be reduced by more than 50% of the original body level text font size, preferably not by more than 75% and can be italicized.

## 7 Indicators of Achievement

The indicators of achievement of the EMBLAS Communications Strategy are based on the situation analysis, the overall objectives of the project and the desired impact on the target groups. Directly they allow the quantification of the effect communication activities and, indirectly - the assessment of the efficiency of the respective communication channel and the tactic employed. They are further differentiated by communication message(s) and the targeted group, allowing monitoring of communication activities impact by target group.

**Table 10: The EMBLAS Project and Related Projects**

Project communication activities	Target Groups	Indicators of achievement/ impact
Project Meetings		<ul style="list-style-type: none"> <li>Minutes of meetings, achievement of purpose of meetings</li> </ul>
Project Workshops		<ul style="list-style-type: none"> <li>Minutes, training materials, number of (relevant) participants, workshop goal achieved</li> </ul>
Other Project events, official visits, etc.		<ul style="list-style-type: none"> <li>Minutes of project event, number of people impacted</li> </ul>
Press releases		<ul style="list-style-type: none"> <li>Number of press releases,</li> <li>distribution of press releases, (quotations) in press, quotations in other sources.</li> <li>number of people reached by target group type</li> </ul>
Press conferences		<ul style="list-style-type: none"> <li>Number of press conferences, minutes/notes of press visit</li> <li>Attendance by relevance</li> <li>number of people reached by target group type</li> </ul>
Press visits		
Newsletters, brochures, leaflets		<ul style="list-style-type: none"> <li>Number of press conferences,</li> <li>attendance,</li> <li>number of people</li> </ul>

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

Project communication activities	Target Groups	Indicators of achievement/ impact
		reached by target group type
Display panels, posters		Distribution and visibility of posters, panels, memorabilia
Commemorative plaques, supplies, memorabilia, promotional items, photographs		
Social media		Number of reactions, followers, shares and other social media activity (social media site specific)
Audio visual productions (video interviews, training videos)		Number of views % of views by target group
Special information campaigns		Information campaign specific indicators



## 8 Communications Strategy Management

The communication activities will be monitored by the Project Management Team, the UNDP and EU Programme Managers and Project Experts. This will be organized on an ongoing basis, where the design, planning and implementation of the project activities will be monitored for content and delivery of the key messages, target stakeholder response, perception and reaction to communication messages will be analyzed and fed back into improving the communication impact. Development of quantifiable indicators to directly test the impact of the communication messages, via, for example surveys, questionnaires, interviews is not planned and this will be carried out on an ongoing basis via assessments and evaluations.

In particular the delivery of the following key messages will be specifically monitored.

- Understanding of project in the context of wider initiatives and commitments (national policy, regional commitments, EU association agreements and environmental policy coordination (for the Russian Federation).
- Policy and activity coordination related to the above.
- Improved coordination and cooperation on a regional scale both through national policy and regional seas agreements.
- Detailed understanding of the projects activities and pursued project impact.
- Clarify the importance of the capacity of the monitoring system for monitoring policy impact and results and performing the monitoring according to state-of-the-art monitoring.
- Development of data products, services, improving data management for policy makers, and further scientific research and understanding.
- Development of indicators, for monitoring and assessment purposes.
- Understanding of the importance of institutional capacity for environmental monitoring.

### 8.1 Division of Responsibilities

The roles, functions and responsibilities of the Project Management Team are described in detail in Chapter 4.7 of the Inception Report.

The main roles and functions of the project management team in relation to implementation of the Communications Strategy is presented below:

**Table 11: Management of the EMBLAS Communications Strategy**

Name	Organization, position	Function in project	Responsibilities in Communications Strategy
Vladimir Mamaev	UNDP Europe and the CIS, Regional Technical Advisor for International Waters	Overall project management	Oversee and approve
Jaroslav Slobodnik	EMBLAS Project Team	Team Leader	Monitor overall project

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

Name	Organization, position	Function in project	Responsibilities in Communications Strategy
	Leader		progress,
Olena Marushevskaya	PR Expert	PR activities	Design and implement PR activities regarding NPMS and JOSS, press conferences, press releases, project news-letter on the results of monitoring cruises
Kiril Iliev	Communications and Coordination Expert	Communications and Coordination Expert	Develop and support the implementation of communications strategy, activities, project visibility and report on project impact.
Jarmila Makovinska	Monitoring expert	Monitoring Expert	Support the implementation of communication strategy in relevant components and key messages
Marcela Fabianova	UNDP Regional Bureau for Europe and the CIS, Water Programme Analyst, Istanbul Regional Hub	Project coordination	Monitor project progress, support implementation of communication strategy, visibility and communication activities
Lilia Spasova	UNDP Ukraine	EMBLAS Project assistant	Support activities in communication strategy

## 8.2 Coordination of the implementation of the Communications Strategy

Describe how the management of the Communications Strategy will be carried out

## 8.3 Resources

To be completed

**Table 12: Financial resources for the implementation of the EMBLAS Communications Strategy**

Communication Activity	Description	Amount



---

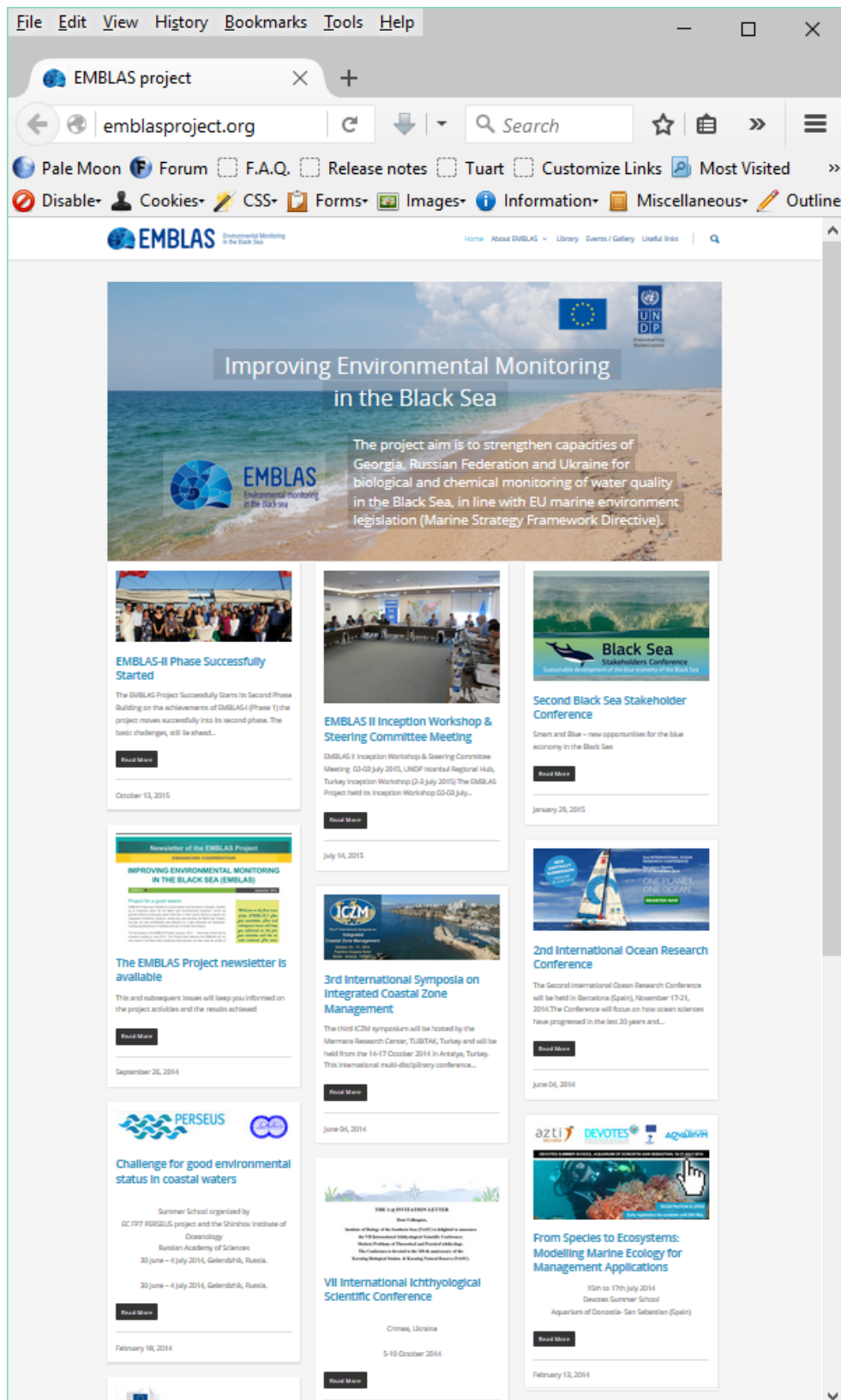
## Annexes

## Communication Strategy/Communication Plan

Ошибка! Используйте вкладку "Главная" для применения Heading 1 к тексту, который должен отображаться.

Empowered lives.  
Resilient nations.

## Annex 1: Web page structure and visual design



## Annex 2: Document/Report Template

### Report template – version 1

<div data-bbox="199 526 351 571"> <b>EMBLAS</b></div> <div data-bbox="363 526 502 571">Environmental Monitoring in the Black Sea</div> <div data-bbox="539 526 657 622"></div> <div data-bbox="406 766 670 891"><b>Black Sea Monitoring Guidelines Macroplankton (Gelatinous plankton)</b></div> <div data-bbox="454 1064 622 1081">Final Draft Aug 2015</div>	<p>This document has been prepared in the frame of the EU/UNDP Project: Improving Environmental Monitoring in the Black Sea – EMBLAS.</p> <p>Project Activity 3: Development of cost-effective and harmonized biological and chemical monitoring programmes in accordance with reporting obligations under multilateral environmental agreements, the WFD and the MSFD.</p> <p>August 2015</p> <p><b>Compiled by:</b> Shiganova T.A.<sup>1</sup>, Anninsky B.<sup>2</sup>, Finenko G.A.<sup>3</sup>, Kamburska L.<sup>4</sup>, Mutlu E.<sup>5</sup>, Mihneva V.<sup>5</sup>, Stefanova K.<sup>4</sup></p> <p><sup>1</sup> I.P. Shishov Institute of Oceanology, Russian Academy of Sciences, 36, Nakhimovskiy prospect, 117997 Moscow, RUSSIA.</p> <p><sup>2</sup> A.D. Kovalevskiy Institute of Biology of the Southern Seas, 2, Nakhimov prospect, 299011 Sevastopol, RUSSIA</p> <p><sup>3</sup> National Research Council - Institute of Ecosystem Study ISI, Pellanza, Italy -</p> <p><sup>4</sup> Akdeniz University Department of Basic Aquatic Sciences Izmir, Turkey</p> <p><sup>5</sup> Institute of Fisheries, blv. Primorski, Varna 9000, Bulgaria</p> <p><sup>6</sup> Institute of Oceanology, Str Parvi May 40, Varna, 9000, PO Box 152, Bulgaria</p> <p><b>Acknowledgement</b> Principal author greatly appreciates all the comments, especially those of Dr. Violeta Velikova.</p> <p>Disclaimer: This report has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of authors and can be in no way taken to reflect the views of the European Union.</p> <p style="text-align: center;">2</p>
<div data-bbox="236 1317 295 1332"><b>CONTENTS</b></div> <div data-bbox="236 1332 646 1803"><p>1 Introduction.....4</p><p>2 Purposes of macrozooplankton (gelatinous plankton) monitoring.....4</p><p>3 Sampling.....5</p><p>3.1 Equipment.....5</p><p>3.1.1 The nets and their devices.....5</p><p>3.1.2 Sampling site and sampling depth.....6</p><p>3.2 Sampling procedure and sub-samples calculation.....8</p><p>3.3 Sampling frequency.....8</p><p>4 Preservation.....8</p><p>5 Taxonomical identification.....8</p><p>6 Calculation of gelatinous plankton abundance and biomass.....8</p><p>6.1 Calculation of M. leidyi and B. ovata abundance and biomass.....8</p><p>6.2 Calculation of ctenophores (M. leidyi, B. ovata and Pleurobrachia pileus) length, weight, length/weight ratio and biomass.....10</p><p>6.3 Measurements of length, weight of jellyfish Aurelia aurita.....12</p><p>6.4 Measurements of length, weight of jellyfish Rhizostoma pulmo.....12</p><p>7 Sampling information note.....13</p><p>8 Quality control.....14</p><p>8.1 Use of standardized equipment.....14</p><p>8.2 Standard sampling methodology.....14</p><p>8.3 Sample storage and processing (identification and counting).....14</p><p>8.4 Inter-laboratory proficiency testing, Reporting and data storage procedures.....14</p><p>8.5 Staff training.....15</p><p>8.6 Data control (data checking).....15</p><p>References.....16</p><p>ANNEX 1 Taxonomic composition of the most important groups of gelatinous meso- and macrozooplankton and their distribution in the national waters of the Black Sea countries*.....20</p><p>ANNEX 2 Identification of the Black Sea gelatinous organisms.....22</p><p>ANNEX 3 References for gelatinous species identifications.....27</p><p>ANNEX 4 Examples of data reporting / Dataset description format.....28</p></div>	<div data-bbox="954 1254 1184 1288">Black Sea Monitoring Guidelines – Macroplankton Final Draft Aug 2015</div> <p><b>1 Introduction</b></p> <p>Pelagic gelatinous zooplankton organisms where adults have size over 10 mm according to Omori and Ikeda (1984) have been included into the Black Sea macrozooplankton, although some of the species included in this manual have benthic stage in their ontogenic development and the representatives of hydromedusae often have smaller size. The main components among them comprise representative of Ctenophora (Scyphomedusae, Hydromedusae) and Ctenophora. There are two species of Scyphomedusae (Rhizostoma pulmo (Macr., 1778; Aurelia aurita (L., 1758)); three species of ctenophores, (one native species Pleurobrachia pileus (D.F. Müller, 1776) and two invasive Mnemiopsis leidyi (A. Agassiz 1865) and Beroë ovata sensu Mayer 1912, one more (Molgops vitrea L. Agassiz, 1865) Mediterranean species was recorded in two locations of the Black Sea but its naturalization in the Black Sea is not definitely known (Cizturk, et al., 2001); 12 species of Hydromedusae (two of them are alien species Blackfordia virginica Mayer, 1910 and Bougainvillea megas (Kinn, 1956) in the Black Sea) (Annex 1).</p> <p>Gelatinous plankton plays important role in the functioning of the marine ecosystems and in the cases of excessive proliferation its role is negative. Since 1980, native gelatinous species have considerably increased their population size and distribution areas in the Black Sea. They often created blooms during past decades under the influence of different anthropogenic factors and climate change, the first among which were man-made eutrophication and increasing surface water temperature.</p> <p>As it was mentioned above, two invasive ctenophores were introduced in the Black Sea, first the Mnemiopsis leidyi in 1982 that greatly affected the Black Sea ecosystem (Vinnogradov et al., 1989) and ten years later its predator Beroë ovata (Konsulov and Kamburska, 1997). Both species were released with ballast waters into the Black Sea (Ghabooli et al., 2011). These two invaders are playing now a role of drivers of entire pelagic ecosystem functioning, both bottom-up and top-down (Shiganova et al., 2014). In addition, these invasive ctenophores Mnemiopsis leidyi and Beroë ovata spread further in the adjacent seas. First Mnemiopsis leidyi dispersed in the Sea of Azov via Kerch Strait (Shubertskina et al., 1991), then it was brought with ballast waters to the Caspian Sea (Ivanov et al., 2009) and spread south, to the Sea of Marmara (Shiganova, 1993) and to the eastern Mediterranean Sea (Shiganova et al., 2001a), Adriatic Sea (Shiganova &amp; Malaj, 2009), Levantine Sea (Gili et al., 2009; Fuentes et al., 2010), Italian (Boero et al., 2009) and Spanish waters (Fuentes et al., 2010). Both currents and shipping are probable ways of Mnemiopsis transport within the Mediterranean Sea (Ghabooli et al., 2014).</p> <p>Beroë ovata followed M. leidyi - first it spread from the Black Sea to the Sea of Azov (Shiganova et al., 2001b), the Sea of Marmara (Tarkan et al., 2000) and further to the eastern and western Mediterranean (Shiganova et al., 2007; Shiganova and Malaj, 2009).</p> <p><b>2 Purposes of macrozooplankton (gelatinous plankton) monitoring</b></p> <p>The main goal of gelatinous plankton monitoring is to determine species composition, pattern of distribution, biomass, abundance and, using obtained data, to assess the impact of gelatinous plankton species, both native and non-native, on the ecosystem functioning.</p> <p>The objectives of gelatinous plankton monitoring are as follows:</p> <ul style="list-style-type: none"><li>• Identification of species composition, their abundance, biomass and spatial distribution;</li><li>• Early registration of new non-native gelatinous macroplankton species introduction in the region;</li><li>• Study of seasonal, annual, interannual and long-term variability in macrozooplankton abundance, biomass and species composition;</li></ul> <p style="text-align: center;">4</p>

---

## Annex 3: Email template format

---

## Annex 4: Brochure Template

---

## Annex 5: Poster Template

---

## Annex 6: Press Release Template

---

## Annex 7: Social Media Presence

Facebook Web Page

Twitter account

VK account

Google+ account

Instagram and Pinterest accounts

Youtube, Dailymotion, Vimeo accounts

LinkedIn account

