

6TH MEETING OF THE FINANCE AND ADMINISTRATION COMMITTEE (FAC)

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FAC 6 – Doc 13 SPRFMO Communication Strategy *Secretariat*

1. Introduction

When approached from a communication point of view, the current image and profile of SPRFMO in the international community is poor. The Organisation has an outreach limited only to its direct audience (Members, CNCs, Observers) and is not known by the public. This is mainly because its objectives, development and success in the management of resources have not been disseminated efficiently. Moreover, the image SPRFMO projects is old-looking and untidy, according to feedback from users. The image of SPRFMO is disseminated only through its website, which, even though it contains up-to-date information, it has a counter-intuitive, dated format that does not prompt or encourage people's interest or engagement.

2. Purpose

The purpose of this Communications Strategy is to create and develop a robust image for SPRFMO, to increase and promote its visibility in the way the Organisation wants to be seen, its recognition, its transparency, and its ability to prepare for, and respond to, information eventualities, while supporting cooperation and optimizing and tuning effective communication with its audiences.

This communications strategy is a live instrument that sets out the goals and methods of SPRFMO's outreach activities, including the message the Organisation wishes to share with the public, whom the Organization is trying to reach, why, and how, all of which translates into advancing the organisation's objectives, while strengthening and maintaining its image and key messages over time in the international arena.

The SPRFMO communication strategy has been developed by the Secretariat with important input from other organisations, which have willingly shared their experience and the lessons they have learned when creating and implementing a communications strategy.

Developing a communication strategy for SPRFMO will help:

- Focusing the Organisation's key message
- Reaching a wider audience
- Conveying SPRFMO's nature, objectives, challenges, and accomplishments
- Gaining recognition within the international community
- Influencing the efficiency and simplicity of the Organisation's internal processes
- Building new bridges and accessing new collaboration
- Improving SPRFMO's effectiveness and efficiency
- Improving SPRFMO's relationship with existing users (Members, CNCs, Observers), other similar organisations, and the media
- Becoming a driver for innovation and
- Giving SPRFMO the capacity to stay abreast of current affairs in the scientific and international arena.



3. Key Audience

The audience groups SPRFMO targets in its Communication Strategy are well defined, and are split into two groups:

- a) Internal
 - Members/CNCP/Observers
 - Scientists
 - Government officials doing work related to SPRFMO

- b) External
 - Other similar IGOs, RFBs
 - NGOs
 - Academia
 - The media
 - General public

The different audience groups are set to be addressed through the respective appropriate communication channels.

4. The Message

The objective and mandate of SPRFMO must be the message that guides all the work to be undertaken in the context of this strategy. *“The objective of the [SPRFMO] Convention is, through the application of the precautionary approach and an ecosystem approach to fisheries management, to ensure the long-term conservation and sustainable use of fishery resources and, in so doing, to safeguard the marine ecosystems in which these resources occur.”*

5. Involved Actors

- Executive Secretary
- Communications Officer
- Data Manager
- Other SPRFMO staff
- Other SPRFMO officials
- Subject experts within the Organisation
- Other Organisations



6. Identified New Possible Communication Channels

Channel		Actions	Advantages
Face-to-Face	SPRFMO Meetings	<ul style="list-style-type: none"> Catching up with Members, CNCPs and Observers Attempt side meetings. Closing the communication gap Identifying overdue catch-ups and ensure contact with users that are difficult to meet with during the year Disseminate branding material 	<ul style="list-style-type: none"> Communication is personal and relevant Allows immediate discussion, feedback, exchange of ideas Can help build understanding and involvement Enables people to feel heard
	Visits to Representatives of Members, CNCP, Observers	<ul style="list-style-type: none"> Identifying and scheduling visits to Commissioners, Ambassadors, Experts, Scientists, Policy makers After SPRFMO meetings, ensuring a visit to the host authority 	
	One-to-One meetings	<ul style="list-style-type: none"> Initiating contact when necessary (to improve compliance and understanding of SPRFMO processes) Information/branding materials 	
	External meetings	<ul style="list-style-type: none"> Presenting SPRFMO to large audience Catching up with stakeholders Identifying potential meetings in advance and preparing potential agreements Sending branding material 	<ul style="list-style-type: none"> Flexible and responsive Key communicator addresses controversial issues
	Workshops	<ul style="list-style-type: none"> Identifying workshops happening over the year which deal with subjects of interest for SPRFMO and send representation or branding material 	
Print/digitalized prints	Letters	<ul style="list-style-type: none"> Generate templates and make them part of an internal, shared standard process 	<ul style="list-style-type: none"> Direct formal communication. Will be read Can be creative, innovative and motivating Branding placement is easy Allows control over the message
	Reports	<ul style="list-style-type: none"> After every meeting. Include an Executive Summary. Adhere to Visual Identity 	
	Flyer / Poster	<ul style="list-style-type: none"> Create a few general non-date flyers/posters Create periodic fact sheets, infographics, FAQ 	
	Publications	<ul style="list-style-type: none"> Identify types of possible publications 	



Channel		Actions	Advantages
Online/on screen	Powerpoint/video Presentations	<ul style="list-style-type: none"> • Create general standard presentations about SPRFMO split by context and audience, which could be used and easily presented by any delegate representing SPRFMO in external meetings • General information, success, challenges 	<ul style="list-style-type: none"> • Concise formal communication that can achieve very large audiences in policy-making roles
	Email	<ul style="list-style-type: none"> • Template reminders and regular communication • Consistent controlled information 	<ul style="list-style-type: none"> • Target recipients • Can reach many people • Cost effective
	Website	<ul style="list-style-type: none"> • Change of website • Intuitive • Fresh • Less is more (KISS principle) • Everything needs to be up to date • News stories (frequency? Level?) • Branding video • Media kit 	<ul style="list-style-type: none"> • Fast and consistent • Can be entertaining and visually inspiring • Can be a link to other social interaction tools as social media or contact form • Good for storing information and creating awareness • Activity can be monitored
	Newsletter (information dates quickly)	<ul style="list-style-type: none"> • Every 6 months? • Content? • Sections? 	<ul style="list-style-type: none"> • Reach a large audience • Can address and respond to feedback • Can show how everything fits together and reinforces the Organisation image.
Branding	Branding material	<ul style="list-style-type: none"> • SPRFMO logo (Intellectual property rights), SPRFMO message 	<ul style="list-style-type: none"> • Sets up an image and stays in people's memory
Social Media	Facebook	<ul style="list-style-type: none"> • Social media guidelines/strategy. To be proposed. 	<ul style="list-style-type: none"> • Fast pace. Content fit to large audience • Different platform for different audience
	Twitter	<ul style="list-style-type: none"> • Facebook and Twitter vs. LinkedIn (different audience) 	
	LinkedIn	<ul style="list-style-type: none"> • Mainly addressed to the Academia. Research. Top level 	
	Wiki	<ul style="list-style-type: none"> • Include updates as part of the process-flux 	



7. Action Plan Overview – Timeline and Associated Costs

The Action Plan started to be implemented internally by the Secretariat, creating a systemization of outgoing communication with appropriate templates and trialling the new proposed visual identity.

In order to increase direct involvement with Members, narrow the language barrier existing in an international organisation, and improve the level of communication, understanding and collaboration between the Secretariat and Members and CNCs, the following steps have started to be taken:

- Executive summaries in all SPRFMO official documents and reports
- Developing and maintaining a closer relationship with users
- Providing translation of official documents wherever possible

7.1 Stage 1 – Improve, update and standardise the current SPRFMO image

Task	Timeline	Agent	Cost involved
Develop visual identity guidelines	• 1 December 2018	• In-house	• Communications Officer work hours
Develop style guidelines (to be used by Secretariat staff)	• 1 January 2019	• In-house	• Communications Officer work hours
Logo and other image elements	• 15 February 2019	• Outsourced Designer	• ~NZ\$ 1 000
Create and circulate templates for all official documents (letters, reports, CMMs)	• Letters and templates: 1 Dec 2018 • Official documents: 1 March 2019	• In-house	• Communications Officer work hours
Update all official documents to new visual identity	• Gradually after the Annual meeting 2019	• In-house	• Communications Officer work hours
Total			NZ\$ 1 000

Starting in July 2018, the Secretariat commenced the internal implementation of a SPRFMO visual identity and has worked on it by trialling different options before launching a definite change of style. The underlying idea was to achieve a visually appealing and fresher look using what was available to ultimately reinforce the image of SPRFMO by rearranging the SPRFMO logos and creating new visual elements to create a more impactful layout. Examples of the work done towards completion of the first stage:

- Templates for letters: Correct logo, same font type and size, letter head, reference number, subject line, file name.
- Templates for emails: All official emails should have the same format – Font type and size, same logo, same email signature.
- Templates for reports and SPRFMO documents: Letterhead, logo, page numbers, reference header, citation reference, sections, fonts.

Further work is still required in the tuning of the logos, templates, intellectual property rights, and design work.



7.2 Stage 2 – Website

Task	Timeline	Agent	Cost involved
Upgrading Content Management System	<ul style="list-style-type: none"> 20 December 2018 	<ul style="list-style-type: none"> In-house and outsourced web developer 	<ul style="list-style-type: none"> Communications Officer work hours IT manager Designer/web developer ~NZ\$ 3 000
Developing a new website design that is consistent with visual guidelines	<ul style="list-style-type: none"> 30 December 2018 	<ul style="list-style-type: none"> In-house and outsourced web developer/designer 	
Put up a live version of the website (work continues to be done on the back-end)	<ul style="list-style-type: none"> 15 January 2019 	<ul style="list-style-type: none"> In-house and outsourced web developer/designer 	
Generate a plan for content migration and updating of information contained in the current website	<ul style="list-style-type: none"> Final date should be this sub-item should be 30 June 2019 at the latest 	<ul style="list-style-type: none"> In-house and outsourced web developer/designer 	<ul style="list-style-type: none"> Communications Officer work hours
Final version of the new website	<ul style="list-style-type: none"> 30 July 2019 	<ul style="list-style-type: none"> In-house and outsourced web developer/designer 	<ul style="list-style-type: none"> Communications Officer work hours Designer/web developer ~NZ\$ 1 000
Further website development. Add-ons and applications (interactive data display, integration with database)	<ul style="list-style-type: none"> Continued work as identified and required 	<ul style="list-style-type: none"> In-house and outsourced web developer 	<ul style="list-style-type: none"> Annual estimate: ~NZ\$ 10000 (2019-2020 FY)
Total			NZ\$ 14 000

The website is the main introductory element when someone wants to find out anything about SPRFMO. The current website is dated, disorganised, and its management is proving slow and challenging, making the Secretariat’s work slower and more difficult when working against tight deadlines. This is why the Secretariat has embarked in the task of giving the website a better more appealing look, that is more consistent with current visual and technological needs, with a view to ultimately automating the display of data and information.



7.3 Stage 3 – Social Media Presence

Task	Timeline	Agent	Cost involved
Presence and content plan for Facebook and Twitter	<ul style="list-style-type: none"> 15 January 2018 	<ul style="list-style-type: none"> In-house 	<ul style="list-style-type: none"> Communications Officer work hours Advertise pages ~NZ\$ 100
Presence and content plan for LinkedIn	<ul style="list-style-type: none"> 15 January 2018 	<ul style="list-style-type: none"> In-house 	<ul style="list-style-type: none"> Communications Officer work hours Subscription ~NZ\$ 1 100
Wikipedia and other relevant sources of information	<ul style="list-style-type: none"> 15 January 2018 	<ul style="list-style-type: none"> In house 	<ul style="list-style-type: none"> Communications Officer work hours
Total			~NZ\$ 1 200

A SPRFMO profile has been created in most social media in order to secure the name of the Organisation and ensure it's not used by others in a way that could damage the image of SPRFMO. The social media presence aims to discern the different audiences of the Organisation and scheme the type of content that each should be presented with.



7.4 Stage 4 – Infographic and Information Material

Task	Timeline	Agent	Cost involved
Plan for identification and development of ad-hoc material	<ul style="list-style-type: none"> • 15 January 2018 	<ul style="list-style-type: none"> • In-house 	<ul style="list-style-type: none"> • Communications Officer work hours
Image Bank	<ul style="list-style-type: none"> • Item 1: free images – continued work • Item 2: sourced from Members and CNCPs – 20 December 2019 • Item 3: purchased stock – 30 March 2019 	<ul style="list-style-type: none"> • In house and collaboration with others 	<ul style="list-style-type: none"> • Communications Officer work hours • SPRFMO Specific media bank: ~NZ\$ 1000
Development of visual elements (infographics, newsletter proposal, media kit, FAQ).	<ul style="list-style-type: none"> • 1 July 2019 	<ul style="list-style-type: none"> • In-house and outsourced designer 	<ul style="list-style-type: none"> • Communications Officer work hours • Designer ~NZ\$ 2 000
Database integration and data automation. Estimation stage development	<ul style="list-style-type: none"> • 1 July 2019 • 30 September 2019 • 30 December 2019 	<ul style="list-style-type: none"> • In house (Comms and Data) and outsourced designer 	<ul style="list-style-type: none"> • Communications Officer work hours • Data Manager work hours • Database/web development company: ~NZ\$ 15000
Purchasing branded material according to SPRFMO needs	<ul style="list-style-type: none"> • 30 December 2019 • 30 July 2019 	<ul style="list-style-type: none"> • Outsourced 	<ul style="list-style-type: none"> • Publications ~NZ\$2000 • Meeting gifts ~NZ\$ 3000 • Branding for external meetings ~NZ\$ 3000
Total			~NZ\$ 26 000

The branding products of SPRFMO should aim to have the smallest possible footprint, and be as functional, useful and practical as possible. Some options have been quoted below:

- Presents for meeting hosts and external meeting counterparts.
- Drinking bottles: re-usable, non-plastic, SPRFMO-branded, fair trade.
- [Tote bags](#): upcycled organic materials, non-plastic, fair trade.
- Metallic straws: set of two straws and a cleaning brush, in a branded cloth bag or a branded portable and resistant container.
- [Notepads/journal](#): branded, 100% recycled materials, [fair trade](#).
- Pens: branded, bamboo.
- [Sports cap](#): branded, recycled organic materials.
- [Bamboo power bank](#): branded (probably pricier so best for higher level persons).
- [Bamboo folder with sticky notes](#): branded.
- [Sun chargers for devices](#): branded.
- Key rings: branded.
- [Backpack](#): branded.



7.5 Stage 5 – Branding Material

Item	Timeline	Agent	Cost involved
Purchasing branded material according to SPRFMO needs	<ul style="list-style-type: none"> • 30 December 2019 • 30 July 2019 	<ul style="list-style-type: none"> • Outsourced 	<ul style="list-style-type: none"> • Publications ~NZ\$ 2 500 • Meeting gifts ~NZ\$ 4 000 • Branding for external meetings ~NZ\$ 3 500

8. Strategizing the approach

Anticipating the Obstacles

- Keeping any subscription to programs or software used in communications active and up to date.
- Having back up administrators and a clear content plan and communication schedule.
- Keeping all templates easily accessible.

Strategizing Instruments and Formats

- Approach: One standard image – homogenize the image. Less is more. KISS principle – Keep It Short and Simple (key in a multicultural environment).
- What will we use to spread the word – branding material, flyers, publications (regulations, convention, infographics, video).
- Social responsibility: engagement with the community.
- Media kit (sent to Members and the media – language ad-hoc for lay people).

Strategizing Brand Placement

- Contact media, scope news and respond/clarify where required.
- Contact other stakeholders and start communication. Scope for collaboration.
- Research on external meetings to which we can send an observer representative and/or branding material.
- Research on other Organisations to have MoU and exchange timelines with realistic goals. Communicate these initiatives to the wider public.

9. Communication Style (Proposed)

The SPRFMO has three main communications channels: internal communication (letters/emails), the website, and social media.

The common approach for the three channels would be in style: keeping the message as short as possible. This relates to the multicultural element of the Organisation. We need to make sure our message is understood clearly by all our users, especially those whose first language is other than English. For this, plain simple English needs to be used – the so-called KISS principle should be implemented in all writing: *Keep It Short and Simple*.

The audience for the three channels is, however, different from one another and; therefore, the approach in each channel needs to be clear:



1. Direct communications (letters and emails to Members, CNCs, Observers): it needs to be in clear, formal English, with all the elements of protocols and diplomacy. This needs to be referenced communication and it should be reviewed and authorised by the Executive Secretary.
2. The SPRFMO website: it needs to contain up-to-date information required by the Convention, Rules, and CMMs, in a simple, easily accessible manner. Language needs to be as simple as possible as this will be the main introduction for anybody who wants to learn about SPRFMO. The approach should be to keep the website as clean as possible and have only information that is necessary. Contact information should be readily available. Both communication and images should be conceptual. Images of people should be avoided.
3. Social media: social networks, specifically Facebook and Twitter, should be the one place to interact at a closer level with users, and depict people and create a more intimate relationship with information about what the Secretariat is doing, using a less formal (but not colloquial) language. Images of meetings, meeting participants, etc should be made available in this medium rather than the website.

10. Communication Strategy Implementation (Proposed)

The development of a Communication Strategy has been highlighted in the Report of the Performance Review Panel (PRP) as one of the Key Recommendations *“Recommends that the Secretariat develop a communications strategy in order to enhance communications with Members, CNCs and observers, to cost-effectively increase the visibility and profile of SPRFMO in the wider international fisheries community, and to ensure that there is a targeted approach to communications which bring direct benefits to the organisation.”*

The Secretariat has developed this Communication Strategy as a first approach to tackle the PRP recommendation. The FAC is invited to consider whether, following the PRP recommendation, the annual budget for the financial year 2019-2020 should include the cost associated to the Implementation of the Communication Strategy (NZ\$ 46 000).

Still, further developments need to be done to fine tune target audiences, the groups to be influenced, the purpose, messages and expected outcome of the Communication Strategy. Furthermore, the expenditure of staff resources and external additional resources on communications should be reassessed in terms of a more accurate Communication Strategy implementation.