



TWENTY SEVENTH MEETING OF THE COUNCIL

3 - 4 April 2019, Tórshavn, Faroe Islands

DOCUMENT 21	COMMUNICATION PLANS 2017-2018 AND 2019-2020
Submitted by	Secretariat
Action requested	Take note Make suggestions Endorse
Background	<p>At its 25th Annual Meeting (2017), Council adopted a Communication and Outreach Strategy¹ (COS) and endorsed a Communication Plan² (CP) for the period 2017-2018.</p> <p>The COS provides an overarching framework for NAMMCO's communication and outreach work and addresses long-term communication objectives and overarching messages. The COS represents a 10-year initiative, with shorter legs of implementation developed in the form of Communication Plans (CP), which address periods of 2 years and define the focus and priorities for those years.</p> <p>This document briefly reviews the implementation of the first Communication Plan (CP1) 2017-2018 and proposes a CP2 for 2019-2020.</p>

¹ <https://nammco.no/wp-content/uploads/2018/03/nammco-coummunication-and-outreach-strategy-council-25.pdf>

² <https://nammco.no/wp-content/uploads/2018/03/nammco-communication-plan-2017-2018-council-25.pdf>

1. REVIEW OF THE IMPLEMENTATION OF CP1 2017-2018

1.1 Implementation output

CP1 was endorsed by NAMMCO 25 and “*Council commended the development of the 2017-2018 CP and noted that it was quite ambitious. It reiterated its full support to the work and activity of the Secretariat within the communication domain.*” [NAMMCO Council Report 2017, item 15].

As noted in the Communication and Outreach Strategy (COS), the strategy and subsequent Communication Plans (CP), “*shall consider NAMMCO’s two main handicaps in terms of visibility, outreach and communication:*

- *It is a very small and specialised organisation with a small community*
- *It has a very small and non-communication specialised secretariat.*”

The COS specifies in its *Priorities and Actions*

“An essential element for successfully implementing the COS is switching the mindset of all NAMMCO actors, in particular of the Secretariat and the Council, to communication mode so that they envisage their input to NAMMCO also in terms of communication.

Priorities are:

- *Allocating **stable resources** to communication*
- *Boosting the website activity by implementing a **blogging practice and regular updates***
- *Channelling **visitors from social media to the website** (using FB posts as trailers to larger articles on the website)*
- *Defining and implementing a **shorter-term communication plan**, the first one for 2017-2018”*

With regard to the four priorities enounced above, the output for 2017-2018 can be summarised as follows:

Stable resources: Increased resources have been allocated to communication in 2016 and 2017, compared with the previous 3 years (**Table 1**). These resources were used to contract external persons to advance on the species status sites, develop a new, much expanded and searchable website, review the COS and CP developed by the Secretariat, and produce leaflets. These resources decreased, however, in 2018 due to the overall financial situation.

Blogging practice and regular updates: A blog has been established on the website, but only one blog per year has been published. Regular updates have been made to provide information for the various meetings and News have been posted regularly, with notably the series “Behind NAMMCO” presenting the persons behind the organisation along the years.

Visitors from social media to the website: NAMMCO Facebook (FB) (established in October 2015) has gained viewers, engagement and likes, reaching 572 “likes” on 1 March 2017 and 846 per 1 March 2019. This represents a steady increase but nothing of a tidal wave. It is, however, reasonable compared to similar organisations, e.g. CAFF (with specialised communication staff) presently has 3.300 likes and an engagement per week that is often at the same level as NAMMCO. Most, if not all, internal stories posted on FB, were published as trailers to longer articles on Website News, thus supporting the visitor flow to the website.

Indeed, in the period September 2017 - March 2018, FB was a good feeder for the website and responsible for 25% of the web’s audience. This falls to 10% in the period March 2018 - March 2019. This might be explained by the fact that NAMMCO followers are not increasing that much and after the genuine interest for the new website, the interest of the NAMMCO community for the website has decreased.

In parallel, the feed from Organic Search (i.e. person reaching nammco.no after searching on the web) has increased from 26% in the first period to 56% of the web audience, while the number of first-time visitors triples from September 2017 to December 2018, from 1363 in Sep-Dec 2017 to 3908 in Sep-Dec 2018. See Document NAMMCO/27/20 for more details. This is positive, as it means that NAMMCO is becoming much more visible on the web.

A shorter-term communication plan: The first communication plan was defined and endorsed at NAMMCO 25. The planned activities and resources related to this are summarised in **Table 2**, which also presents the level of implementation.

Table 1. Resources allocated to Communication and Outreach in 2013-2019

	2013	2014	2015	2016	2017	2018	2019 (draft)
Website ¹	24 410	10 860	12 153	106 341	89 656	15 475	16 000
Contract ² species sites	91 285	97 827		37 120	127 695	60 628	
Contract ³			6 964	40 071	20 301	3 885	30 000
Leaflets ⁴			4 275	4 644	4 567	3 778	5 000
Travel Outreach ⁵	48 968	38 364	43 581	69 278	101 803	3 708	83 300
Total	164 663	147 051	66 973	257 454	344 022	87 167	134 300

¹ Covers development and upgrade of new website, and domain costs

² Outsourced work on information on species status on website

³ Outsourced work on development of communication strategy and leaflets

⁴ Production of leaflets and roll ups

⁵ Travel cost (for SEC staff and invited participants) and cost of booth (SMM 2015 & 2017) to meetings/event/conferences with outreach profiles (i.e., not internal meetings and not meetings/events of other IGOs with whom NAMMCO has an observer status). All outreach efforts are not represented in cost, as in 2017 and 2018, the Secretariat attended two conferences/events as invited and funded participants. The list of the events attended in 2017-2018 and the specific input of NAMMCO is presented in **Table 3**.

Table 2. CP2017-2018 implementation overview, based on the communication initiatives proposed in CP 2017-2018

Media	Action	Resources	Results intended	Implementation overview
nammco.no	- Marine mammal status updates - Life of Nordic and Arctic communities - Important website information migrated to new site	SEC	Increased information Wider public understanding Precise and updated info available on new website	Lots done, lots to do. Species status completed for all hunted species, but species remaining. Improvement to lay-out implemented.
Wikipedia	nammco site. Updating essential sites with NAMMCO references	SEC	Increasing the credibility and knowledge of NAMMCO	Not touched upon yet, due to shortage of man-power.
Blogs	- Variety and overview - Outline of first blogs - Subject list - List of contributors - SoMe actions to each blog item	SEC FAC Committees Community	More traffic to website and to FB Highlight important aspects of NAMMCO's work Produce more debates	Only one blog in 2017 and one in 2018 due to shortage of man-power. Several news items posted though and in practice news has often replaced blog posts.
Facebook	- Own posts weekly - More photos, videos	SEC Scientists Committees	More traffic to website More traffic to FB relevant debates	Regular posting of both internal and external stories and events.

	- Debate on other fora 1x weekly	Funds for purchasing videos/pix		Steady but slow increase in page likes/followers and engagement.
Leaflets	- Blue Economy (spring) - Climate Change (autumn)	External contract	Contacts and hand-outs Traffic for SoMe More info on website	The leaflet “No food – or?” and “Behind NAMMCO” were completed in 2017.
Internal newsletter	- SEC sends out 2 x year - Info from all committees - Briefings	SEC FAC Committees Community	More information across groups Ability to include in planning, funding opportunities Cooperation with like- minded groups enhanced	Not implemented due to shortage of man-power and not prioritised.
One-Page summary	Max One Page summary from all meetings within 24 hrs of completion	Chairs SEC	Increased internal information Provide material for nammco.no and SoMe	Not implemented and not prioritised, but posts on FB about most of the NAMMCO events.
National Progress Reports	Delivery by March 1st	Parties	Timing of NPR improved for utilisation as an information source Internal and external information enhanced	Implemented from 2018, but only used for updated website from the 2019 delivery due to shortage of man- power.
Jubilee	- 25 yrs -history, Council meeting - Utilise WS planned (monodontids and NASS) and set them in perspective of climate change	SEC FAC Council	NAMMCO points to the cause of its existence and its advice on management in a future of climate change Press/media/science – and fashion? Mink vs seal!	FAC decided of non jubilee-specific outreach effort. The leaflet “Behind NAMMCO” was prepared to be distributed at NAMMCO 25. 2017: FB and News series “Behind NAMMCO”, but only input from few community members. 2018: series “Behind NAMMCO” was posted for celebrating SC 25, but only input from few SC members.
Kids/Youth site	- Project proposal and application - Start of project	SEC To Nordic Council Extra staff/freela nce	Interaction with target group Interaction with education sectors Inspiration for assignments and school projects Cultural debate	Some contacts taken but not followed up due to shortage in man-power and low prioritisation.
Traditional media	- List of prioritized media outlets - List of interested journalists	SEC	Contacts in all Nordic countries + UK, FR, NL, CA, RU, JN Interested journalists identified Access points ready for news	Lists have been developed but no direct contact have been developed, except for sending of PR.
Rolling time wheel	Activities referenced for 1 year	SEC	To be added later in 2017	Developed but not added to CP.

Table 3. Overview of presentations at different events in 2017-2018

Month	Conference or meeting // NAMMCO contribution	Venue
May 2017 (Invited)	Danish Parliament: Conference on sustainable utilisation Presentation by NAMMCO: "NAMMCO 25 years - role, experience and responsibility"	Copenhagen, DK
September	World Seafood Congress 2017 Presentation by NAMMCO: "Sealing and Whaling and Blue Growth": Coherence or paradox?"	Reykjavik, IS
October	Arctic Circle Assembly BOS organised by NAMMCO / NTI /WWF Arctic Programme "Arctic Sealing: Threat or Blue Prospect" Presentation by NAMMCO: "Is Arctic sealing responsible in an ecosystem perspective?", associated with a screening of the documentary Angry Inuk from (A. Arnaquq-Baril, Nunavut).	Reykjavik, IS
November (Invited)	Nordic Council of Ministers: Nordismødet (Nordic meeting) "Contributing to a Sustainable North – NAMMCO".	Oslo, NO
November	EU Parliament & EU Danish Representation - The initiative of a QR Code for seal skins and products Presentation by NAMMCO: "Arctic Sealing: a Blue Activity"	Brussels, BE
November	Environmental think-tank, Think.dk Presentation by NAMMCO: "Is Arctic sealing an ecologically responsible activity", associated with a screening of the documentary Angry Inuk from (A. Arnaquq-Baril, Nunavut).	Copenhagen, DK
November	Norwegian Small Whalers Union Presentation by NAMMCO: 25 år med NAMMCO - hva er oppnådd?	Svolvær, NO
December	Venice Human Rights Cultural Festival Presentation by NAMMCO: "Arctic Sealing – an Ecosystem Perspective", association with a screening of the documentary Angry Inuk from (A. Arnaquq-Baril, Nunavut).	Venice, IT
March 2018	Gujarat International Maritime Law Academy 2018 Presentation by NAMMCO: "Conservation of resources and sustainable utilisation from the NAMMCO perspective"	Ahmedabad, Gujarat, IN
October (Invited)	Fjord and Coast Flagship – FRAM Center Presentation by NAMMCO: "How science is used in NAMMCO advice"	Tromsø, NO
November (Invited)	XXeme Séminaire du Réseau National Echouage [20 th Seminar of the French Stranding Network] Presentation by NAMMCO: "De la Rochelle à la Rochelle (– en passant par NAMMCO)" [From La Rochelle to la Rochelle, via NAMMCO]	La Rochelle, FR
December	Harbour Porpoise Symposium [organised by NAMMCO & IMR] Presentation by NAMMCO "Contributing to a sustainable North – 26 years of Regional Marine Mammal Management in the North Atlantic"	Tromsø, NO

1.2 Concluding remarks

The COS and CP 2017-2018 set a framework for NAMMCO's new targeted effort in communication and outreach. They were generated following an increased awareness of the Organisation of the necessity of being visible, and consequently the necessity of elaborating a well-defined and tuned message, anchored in facts but also in the present conservation discourse.

Prioritisation has been given to conceptualising the message to be sent out and the way NAMMCO should be presented. Presentation of NAMMCO has moved from the presentation of NAMMCO as an IGO like all others (structure, regularity of meeting...) to focussing on NAMMCO's specificity, message, global environmental perspective and not the least management success, as well as openness and international cooperation.

Communication and Outreach efforts in NAMMCO are still in their infancy. Progress has been made, resulting in a clear increase of the number of persons, students, scientists, educational institutions, and media/journalists taking contact with NAMMCO.

The effort so far has been principally borne by the Secretariat, although the COS stipulated that *"An essential element for successfully implementing the COS is switching the mindset of all NAMMCO actors, in particular of the SEC and the Council, to communication mode so that they envisage their input to NAMMCO also in terms of communication."* The Secretariat actually experiences significant difficulties in getting inputs from community members. Activities and debate are going on in all member countries and national institutions, however the Secretariat is often not included in the information loop, except for a few occasions as e.g. the summer 2018 field work in Greenland. The Secretariat has limited human resources and a significant workload, it clearly is not currently in a position to prioritise the search for further information from member countries to feed into its communication activities, if these are not provided.

One thing that the Secretariat shall however exploit more fully for creating website updates and communication in the future is the National Progress Reports, now delivered on 1 March for the past year since 2018, i.e., with information that can have a news interest for the wider public.

Three main factors explain the reduced/lack of implementation of certain elements of the CP, in order of priority a) the lack of human resources, b) specific expertise within the Secretariat, c) the difficulty in receiving inputs from NAMMCO members to feed the outreach effort. 2018 also represented an exceptional year for the Secretariat in terms of workload, with the first Performance Review of the Organisation taking place and the absence of a Scientific Secretary for 6 months, while the level of scientific activities remained at the same level. This situation left a little time for any outreach activities and particularly new initiatives.

Overall, although many of the activities proposed by CP 2017-2018 have been implemented or progressed with, many essential elements (e.g. the completion and updating of the website) remain to be implemented. Improvements are also necessary with regards to the structuring of SoMe activities, News posting and Blog practice. All of these domains have been defined as priorities for NAMMCO in CP 2.

A NAMMCO Twitter account was opened in September 2015. Following the development of this initiative, its practice, community and followers, as well as analysing whether this effort brings any new/different opportunities for contacts will be an interesting task within the framework of NAMMCO CP2.

To continue NAMMCO communication and outreach effort and bring it to a level where it begins to snowball, two things are essential:

- a) the Organisation's will, demonstrated through the allocation of stable but also predictable resources**
- b) the involvement of the whole NAMMCO community.**

2. NAMMCO COMMUNICATION PLAN 2019 – 2020

NAMMCO Communication Plan 2019-2020, NAMMCO CP2, is based on the experience gained from the implementation of NAMMCO CP1 and is presented in the following pages.



NAMMCO COMMUNICATION PLAN 2019 – 2020 (CP 2)

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(The text appearing in italic in the document is taken from COS 2017 and CP 2017-2018)

Function of the Communication and Outreach Strategy (COS) and the Communication Plan (CP) (COS 2017 and CP 2017-2018)

The COS¹ provides an overarching framework for NAMMCO's communication and outreach work. It also provides the basis for and underpins the communication activities of individual NAMMCO actors (Parties, Chairs, Committees and Working Groups).

The COS, adopted by NAMMCO 25 (Nuuk, April 2017), addresses long-term communication objectives, overarching messages, various target groups and different types of communication channels. It focuses on both external and internal communication. It helps to further the visibility activities of the organisation and it supports its transparency.

Making the work of NAMMCO more widely known among priority target groups and strengthening NAMMCO as an international actor is a long-term project. The COS should be seen as a 10-year initiative, but with shorter legs of implementation in the form of Communication Plans (CP) addressing shorter periods of 2 years.

The CP builds on the COS but goes into much more detail. The present CP describes the focus of the two-year period 2019-2020 and outlines the activities planned.

COS 2017 Vision

NAMMCO is perceived as the pre-eminent and most effective forum for the conservation and management of marine mammals in the North Atlantic.

COS 2017 Mission

To provide factual, timely and clear information on marine mammals and related issues

COS 2017 Key messages

- NAMMCO is the credible and relevant international forum for issues concerning Marine Mammals in the Arctic and Northern Atlantic Ocean;*
- NAMMCO supports the preservation of biodiversity, by ensuring the sustainable use of marine mammal resources;*
- NAMMCO strives to convey the many-sided aspects of species and stock management and consequently the multifaceted nature of conservation issues;*
- NAMMCO ensures that issues associated with the Arctic region and the environment of marine mammals are highlighted and given priority;*
- NAMMCO supports food security and resilient communities by underpinning sustainable use of marine resources and addressing the effect of climate change on a marine food resource.*

¹ NAMMCO Communication and Outreach Strategy 2017: <https://nammco.no/wp-content/uploads/2018/03/nammco-communication-and-outreach-strategy-council-25.pdf>

Governing principles (COS 2017)

To be efficient, NAMMCO Communication needs to be developed for both the long and short terms, and also needs to be proactive, responsive and cooperative, factual and not emotional.

- *Proactive communication is a prerequisite for NAMMCO because of the small size and specialised scope of the organisation.*
- *NAMMCO deals with a controversial field, and attention shall be given to conducting responsive and cooperative activities rather than reactive and confrontational ones.*
- *NAMMCO communication must be factual. Fact based, responsive and cooperative communication is much more productive and has much more potential as a breeding ground for exchange and understanding.*

The communication strategy shall consider NAMMCO's two main handicaps in terms of visibility, outreach and communication:

- *It is a very small and specialised organisation with a small community*
- *It has a very small and non-communication specialised secretariat.*

Besides these principles, the COS also specifies that communication efforts and their output need to be evaluated and subsequently adjusted and tuned. The implementation of each CP should, therefore, be reviewed.

Key information (from CP 2017-2018)

Marine mammals:

- *Convey the pluralities of marine mammal species and stocks and consequently the pluralities of conservation issues.*
- *Report on the conservation status of marine mammal stocks.*
- *Explain conservation issues for marine mammal stocks in the light of climate change.*
- *Report the positive stories, such as the increase of humpback and fin whale populations in the North Atlantic and the recovery of stocks.*
- *Inform about the advance in the general knowledge of marine mammals through the work conducted in NAMMCO and NAMMCO countries.*

Community life:

- *Inform about the importance of marine mammals in the life of Nordic and Arctic communities (food resource, culture, art, social identity and cohesion) and of the effects of imposed EU restrictions (EU bans).*

NAMMCO:

- *Inform about NAMMCO procedures and achievements.*
- *Explain the process behind the management advice, its transparency and credibility.*
- *Convey the effectiveness of management measures.*
- *Explain how direct and indirect removals are equal in terms of management.*

Climate & Environmental changes:

- *Convey that, in the time of climate and environmental changes and their likely tremendous effects in the North and in the Arctic, it is essential to concentrate on conservation issues, i.e. issues important to the survival of the species.*

Target groups (from COS 2017)

Internal target audience:

NAMMCO community and actors: Council, Committees and Working and Expert Groups, and the Secretariat are internal target groups as well as the NAMMCO observer organisations.

External target audience:

Eight primary external target groups have been identified for NAMMCO's external communication and outreach work:

- *Users of marine mammals in the Nordic and Arctic regions*
- *Policy Makers / Managers*
- *Journalists/Media working on Arctic and Environmental issues*
- *Wider public in Member Countries*
- *Marine mammal conservation- and Arctic-focused NGOs, INGOs, IPOs*
- *Marine mammal- and Arctic-focused Scientific and Research Community*
- *Nordic politicians*
- *Youth, children and educators, member countries' educational networks*

Focus areas 2019 - 2020

Message: - whaling and sealing in a global environmental perspective

Research, refine and develop the message under three themes

- Whaling and sealing in a blue economy & global environmental perspective
- Absolute and relative environmental cost of whaling and sealing
- Marine mammals as environmental-friendly contributors to food security

Actions:

Get the message across & increase the visibility of NAMMCO, through 5 actions

- Complete species sections and maintain general updates of NAMMCO.no
- Increase activity on SoMe² through regular posts on Twitter & Facebook
- Participate in high profile events
- Update Wikipedia site on NAMMCO and marine mammal species
- Increase internal communication and information flow and generate contributions.

² SoMe: Social Media

Key communication channels for 2019-2020 and specific priorities

Website

nammco.no is the most important information site and transparency channel of the organisation, internally as well as externally. It is the hub and umbrella of all internal communication activities, and the host of the NAMMCO archive. The website must have a logical layout, which makes it easy for the user to navigate and explore and motivates them to do so. It is of utmost importance that it is kept updated, and particularly the information relevant to stock statuses. The National Progress Reports are now delivered on March 1 and shall be used for updating and informing on national activities:

2019-2020: 1) structure the practice of updating and using the website.

- Use the information contained in the NPR to update on national activities
- Generate blogs

2) search engine optimisation (SEO)

2019: finalise and update the species status pages.

- Finalise missing species
- Update all with results from the 2017, 2018 and 2019 SC annual meetings

2020: update all the general information on the website.

Social Media (SoMe)

2019-2020: structure the practice of using SoMe within the Secretariat and develop rules for posting and non-posting.

Facebook is seen as a forum for communicating with the wider NAMMCO community and a forum that can attract audiences to the website for more information. It should also work as a vehicle for establishing NAMMCO as a relevant, open-minded and dialogue-oriented organisation, promoting information that supports efforts towards the conservation of marine mammals. It should also reflect on activities in NAMMCO at all levels and represent NAMMCO-related national activities.

2019-2020: generalise the use of FB by Secretariat's staff.

- All meetings of Council, committees and subsidiary bodies, as well as any NAMMCO events, should be announced as FB events. For all meetings (except FAC's and HoD's) and events, there should be an announcement, a start story, and posts and photos during the meeting and a final post (with group pictures).
- The release of any NAMMCO reports and publications shall be posted on FB.
- Posts of wider interest should be boosted to increase the contact with new viewers and create the opportunity to increase the number of likes and followers.
- Contact should be established with national representatives, who can post national activities, also in their country's language.

Twitter is a new SoMe for the NAMMCO Secretariat (account opened in September 2018). Its visibility and public needs to be increased and this require time and effort dedicated to engaging with this platform.

2019-2020: develop the use of Twitter within the Secretariat. See above under FB for requirements.

Leaflets for print and PDF

NAMMCO aims to produce one or two leaflets per year on subjects vital to its mission and relevant to one or more of its target audiences. The leaflets provide materials to distribute at meetings, conferences and booths. They shall be brief and easy to read and accessible on the website. A small number may be photocopied in high quality.

2019-2020: produce one or two leaflets related to the message in focus.

Internal communication

Internal communication and circulation of information between NAMMCO's different actors shall be supported and reinforced to increase commitment and support to NAMMCO outreach.

2019-2020: improve internal communication.

- **A short internal newsletter** should be circulated before summer and as new-year wishes to facilitate the flow of information between committees and actors and provide to the community an overview of NAMMCO activities. The Secretariat is responsible for the newsletter, but all NAMMCO actors shall contribute.
- **A one-page summary** of highlights and context (or FB post) should be produced for NAMMCO events/meetings, which can be used in the newsletter and feed posts on the website and FB.
- **Plans for fieldwork projects** should be communicated to the Secretariat in May, with links to their blogs and their institute information site.

External communication

External communication should be reinforced to increase the visibility of the Organisation and help conveying the message in focus.

2019-2020: focus on

- **Wikipedia** sites on NAMMCO and individual species of marine mammals should be updated in order to ensure that NAMMCO information is correct and utilized, and NAMMCO is seen as a trustworthy source of information and news about marine mammals in the North Atlantic.
- **High profile events** and specifically events connected to marine blue economy and marine-related SDGs, should be attended with presentation and booth focussing on the NAMMCO CP theme. Relevant events in 2019 are: UN DOALOS // ICSP-14 (at UN HQ/Oceans & LOS, New York), the Arctic Circle Assembly (Reykjavík), Our Ocean 2019 Conference (Bergen), World Marine Mammal Conference (Barcelona) and Homeward Bound 2019 (Antarctica).

Overview of the communication initiatives in 2019-2020

Media	Action	Resources	Results intended
nammco.no	Finalise and update species status (deadline 2019). Review and update all information (deadline 2020). SEO	- Secretariat - NPR - Inputs from NAMMCO members & community on national activities and debates	Web becomes a hub for NAMMCO outreach. Increased information and knowledge given to the wider public and thereby enhanced credibility and understanding.
Blog	Generate more blog posts, especially on timely issues of relevance for NAMMCO.	- Secretariat - Open to community - Open to outsiders	More traffic to website and to FB. NAMMCO's perspective in/on global conservation issues shared and known.
SoMe	Structure practice and develop rules for engagement	- Secretariat - Open to community	Regular information flow to the NAMMCO community. Connection with those beyond the current community. Enhanced traffic to the website.
Facebook	Regularise the practice of posting. NAMMCO specific post weekly as a minimum.		
Twitter	Increase the practice. Engage in dedicated efforts to enhance followers	- Secretariat	Information distributed on NAMMCO activities. Be seen as a relevant actor in international research and management of marine mammals.
Leaflets	Produce 1-2 leaflets on message in focus.	- Secretariat	Hand-outs available for contacts made during events. Educational resource that can be shared with others.
Internal communication	To be developed – see below.	- Secretariat - Community, both scientists and managers	Contribute to a sense of belonging and to synergy. Generate commitment to outreach.
Newsletter	Sent out in June and Dec.		
One-page summary	One-page summary/FB post for all meetings within 48 hrs of end	- Secretariat - Chairs	Increased internal information. Provide material for nammco.no and SoMe.
Fieldwork & project plans	Fieldwork plans delivered in June. Project plans as incoming	- SC members	
External communication	To be reinforced	- Secretariat - Parties	Increase visibility and message outreach.
Wikipedia	NAMMCO site Updating essential sites with NAMMCO references	- Secretariat	Increasing the visibility and knowledge of NAMMCO's work.
High profile events	Attending events. Making presentations or manning a booth	- Secretariat - Parties	Increasing the visibility of NAMMCO and its credibility.
Review of implementation	Review the implementation and circulate to Council	- Secretariat - Community	Tuning to obtain a better adjustment between goals and effects.