

**COMMUNICATION TOOLS ON
THE COMMON INFORMATION SHARING ENVIRONMENT (CISE)
FOR MARITIME SURVEILLANCE**

FINAL REPORT
20th August 2014



Specific contract number 13: SI2.668664

Contract start date: 17 December 2013

Contract finish date: 17 September 2014

P.A.U. Education drafted a detailed strategy paper for designing communication tools on the Common Information Sharing Environment (CISE) for Maritime Surveillance.

Tasks and deliverables for this service contract were divided into four Work Packages (WP):

- WP 1: PREVIOUS ANALYSIS
- WP 2: COMMUNICATION STRATEGY
- WP 3: COMMUNICATION TOOLBOX
- WP 4: MANAGEMENT AND COORDINATION

WP1: Previous analysis

The strategy paper, following DG MARE's feedback, is in line with the requirements and expectations for increasing awareness and understanding of the Maritime CISE, as well as promoting support and further development. One of the new considerations was to enhance the communication tools as a potential lever to re-launch the project once the EC's Commissioners are announced after the 2014 European Elections, with the intention of raising its visibility during the new mandate.

The preliminary context analysis was done, including the study of main historical and current sources of marine data in Europe and to achieve a greater understanding of CISE's history and implementation strategy.

A target analysis was also done, mapping stakeholders throughout Europe, identifying priority targets for engagement and communication purposes.

WP2: Communication Strategy

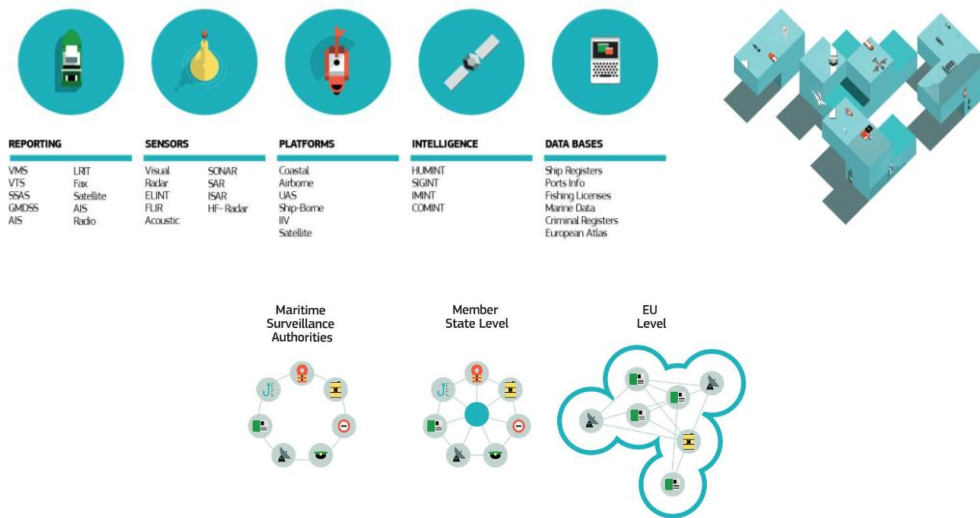
The strategy highlighted the target and concept specific communication challenges. A list of main messages were also proposed, both primary and secondary that were later validated by the European Commission team. These messages were later adapted depending on the target audience.

The final version of the concept paper (WP1 and 2) was sent in March 2014.

WP3: Communication Toolbox

Visual Identity

Taking into account the prior context and target analysis, and considering the main communication objectives and messaging, an overall visual identity was created. Once approved and with the aid of the visual guidelines, this identity was later applied to all the communication toolbox elements.



The toolbox elements are the following:

- Leaflet
- Poster
- Content for the webpages
- High-level presentation
- Operational-level presentation
- Video

Leaflet

A folded A4 leaflet was created combining elements developed for the rest of deliverables, including text and illustrations. Our project journalist and editor created the text and selected the images so that it highlighted the key information on CISE's benefits and call to action.

All graphic languages followed the visual guidelines.

We created one optimized PDF file and sent it to DG MARE. 500 copies were printed and sent to Brussels.



Poster

A 70cm x 100cm poster was designed. Both text and images are suitable for a variety of events and audiences across all Member States. We created one optimized PDF file and sent it to DG MARE. 90 units were printed and sent to Brussels.



Webpages

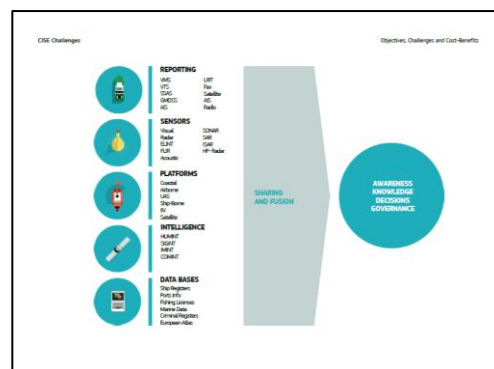
Once the concept was approved, the content for the 10 webpages was written in English. The pages follow this structure:

- What is CISE?
- Why CISE?
- CISE cost-benefits
- Roadmap
- Scenarios
- Details: IT
- Details: Legal
- Details: Organisational
- Frequently Asked Questions
- Facts and Figures

Presentation: high level audience

A professional Power Point presentation was produced, featuring infographics, scenarios and illustrations, which followed the visual guidelines. It contains 12 slides

The Power Point included extensive notes so that people in charge of presenting can use them as props.



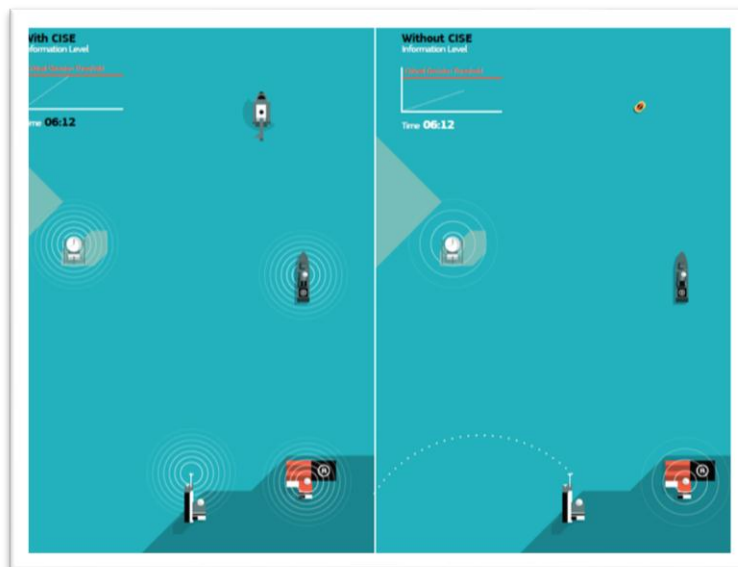
Presentation: operational audience

A longer and more exhaustive presentation (30 slides) was developed for operational audiences. The Power Point presentation features infographics, scenarios and illustrations, which follow the general visual guidelines. Each slide contains hidden extensive notes so that people in charge of presenting can use them as support.



Video

After approval of the concept of the video, a detailed script was written. A 2-minute animated video was chosen for its suitability in different formats, and for various audiences and media. It also has a narrator and music with copyright.



WP4: Meetings

There were 2 meetings with the EC team.

Kick Off Meeting, Brussels 20 January 2014

After the initial presentations, the DG MARE team informed P.A.U. Education about the objectives of the Request for Services, as well as offering an overview of the challenges regarding the general context for the initiative. The minutes for this meeting are included in

the annex.

Presentation of the Strategy Paper and Visual Identity (Phase I), Brussels 24 February 2014

P.A.U. Education presented the first draft of the strategy paper, including the main communication guidelines and messages, as well as our proposal for the visual identity. The minutes, including DG MARE's comments, are included in the annex.

ANNEX

Kickoff Meeting: “Communication Tools on the CISE”

20 January 2014

Brussels

Participants

European Commission-DG MARE

- Ms. Beate Gminder
- Mr. Olivier Fontaine
- Mr. Isto Mattila
- Mr. Staffan Ekwall
- Mr. Thomas Strasser
- Mr. Xavier Prud'hon

JRC (videoconference)

- Mr. David Berger
- Mr. Jesus Maria Hermida Carbonell

P.A.U. Education

- Ms. Natalia Ribas
- Mr. Luis Lozano
- Mr. David Reeson
- Mr. Ivo Waldburger

Introduction

- The meeting was called to kick-off SC13: Communication Tools on the Common Information Sharing Environment (CISE) for Maritime Surveillance.
- The meeting started with all participants introducing themselves and PAU giving a small presentation of their previous services with the EC.

WP1: Previous analysis

- DG MARE's Integrated Maritime Policy (IMP) comes from President Barroso's recommendation from previous experiences in Portugal in 2007: i.e. the Portuguese creation of a Ministry of the Sea integrating all issues and activities related to the marine and maritime.
- One of DG MARE's recurring problems (beyond fisheries) is that it doesn't "do": its main task is to link and coordinate what other people are doing elsewhere, according to its IMP.
- CISE is one of IMP's pillars (the other being Maritime Spatial Planning, Marine Knowledge and the Sea basin strategies). This new "Internet of many different databases" or "computers talking to each other across MS and maritime sectors" (explanatory images by Beate Gminder) is necessary to coordinate, improve and optimise data collection and usage in the EU.
- CISE is a future scenario where data is shared and its collection coordinated, built upon the existing reality of MS, functional sectors and other existing or potential players.
- CISE is not a "system" (quote) as it wouldn't contain nor process data, but rather a system of bridges (legal and political solutions) and offers an operative shared language (IT solutions) to connect systems on a "need to know" and "responsibility to share" voluntary basis across sectors and MS
- The EC wants to communicate the necessity and benefits of CISE, so that all the relevant parties (MS, sectors, private) develop the systems and applications to make it a reality and allow EUR28 to better adapt into the future by overcoming cultural and professional inertia against change and sharing of information.
- DG MARE acknowledges the difficulties to communicate the above, which have not been too successful in the past (justifying the present Request for Services)
- Some clear benefits:
 - reduces costs / saves money
 - reduces inefficiencies / overlapping / duplications
 - improves capacity, speed and quality of responses
 - sets new collaborative environment for interchange, cooperation and trust
 - empowers operators
 - allows for relevant sharing and accessing of data
 - integrates and multiplies the effectiveness and potential of European maritime intelligence
 - allows for safer, cleaner and more secure seas
 - "Big data automated pre-analysis" would improve and facilitate the work of operators
 - CISE could provide with new opportunities, products and services
- Some communication challenges
 - CISE is not a threat nor based on control

- Interoperability and functioning are difficult to visualize (more so while CISE is not yet developed)
- Individual/sectorial visualizations are different and not shared
- Cooperation is good and empowering (efficiency, capacity, quality, networking, responsiveness)
- The “my system”, “my views”, “my security” preconceptions and other ownership problems
- Cooperation and interchange with the military
- Trust (vertical and horizontal) across/within sectors and MS
- There are about 400 different authorities to engage
- No “new screens” example (users do not want more complexity nor added tasks)
- CISE is not (yet) “a sellable product”: it is at an early stage and depends on voluntary and unanimous engagement for its development and application
- Some objective data
 - Even those who a priori get their own data in sufficient quantity, admit to having a gap above 40% (independent expert audits)
 - More than 40% of all info is gathered twice or more times
 - CISE could reduce threats by 30% (anywhere where there may be European interests at stake)
- Cost: EUR 143 Mil over 10 years
- Benefits: over EUR 2 Bil over 10 years
- The UE needs integrated structures to confront globalized challenges
- There are real threats
 - CISE’s IT requirements are being investigated and proposed by DG MARE; the JRC and DG DIGIT, based on predicted case situations, data flows and data models (semantic and structural requirements)
 - As technical and procedural problems have their respective solutions (workable) the main problem is changing mindsets and looking into the future.
- The five CISE layers are:
 - legal
 - organizational
 - semantic
 - technical
 - political
- The 7 functional sectors (user communities) are:
 - border control
 - law enforcement
 - customs
 - marine environment
 - maritime safety and security

- defense
- fisheries control
- Other potential users could be science (including physical monitoring and weather), maritime transport, underwater heritage, etc.
- CISE is not...
 - A new (inter)national surveillance system
 - The EU taking over sectorial or MS responsibilities
 - Biased or Interest-driven
 - mandatory
- CISE is DG MARE's responsibility because such an ambitious and revolutionary sharing environment could only be supported and forwarded by the EC, based on sound evidence and strategy, although it will be up to MS and private companies to develop and implement it. If the EC doesn't do it, nobody will
- There's been extensive and independent expert evaluation of needs, gaps, benefits and attitudes
- Although also eager, the most problematic sectors are law, transport, border control and the military
- There is also need to improve communication and engage support internally (EC+EP+ECouncil)
- Some direct references:
 - US National Information Exchange Model:
<https://www.niem.gov/Pages/default.aspx>
 - US Maritime Information Sharing Environment: <https://mise.mda.gov/drupal/>
 - FP7 Maritime Security and Surveillance - Case Study
 - OPERAMAR
 - Reference documents by Olivier Fontaine (*to be studied*)

WP2: Communication Strategy

- CISE's "ENVIRONMENT" is therefore more of an "ATTITUDE" (and network) rather than a "system or platform".
- IDENTIFY BENEFITS: sector by sector and task by task
- CREATE PERSONAS: operators and working scenarios
- FIND ANALOGIES and EXAMPLES (e.g. the http protocol)
- OVERCOME ATAVISTIC REJECTIONS to sharing and communicating
- PROJECT INTO THE FUTURE (users, mentalities, necessities)
- ENGAGE PRIVATE DEVELOPERS (business opportunities)
- LINK TO POSITIVE EUROPEAN INTEGRATION
- EMPOWER CIVILIAN OPERATORS AND DECISION MAKERS (related to democratic management of gathering, processing and accessing information)
- Another CISE asset is the unpredictability of other potential benefits and

opportunities: LINK TO “EXPLOSIVE GENERATION” OF NEW AND BENEFICIAL USES IN TECHNOLOGICAL JUMPS SUCH AS INTERNET, etc.

- Some strengths:
 - BEING ABLE TO KNOW MORE is good
 - BEING ABLE TO COMMUNICATE MORE is good
 - BEING ABLE TO COOPERATE MORE is good
 - GUARANTEEING COMPETITIVENESS AND RESPONSIVENESS is good
 - REDUCING COSTS WHILE IMPROVING POTENTIAL is good
- USE DIRECT EXAMPLES OF POTENTIAL BENEFITS/REAL THREATS
- COMMUNICATE THE ALTERNATIVE SITUATION: IF WE DON'T DEVELOP CISE...
- List scenarios and drawbacks, contextualized against globalization and increasing competition for ocean-based knowledge, resources and services
- NEED FOR PRESS REPORTS by APRIL 14: messages to policy makers
- Need to identify communication objectives, strategy and tools to explain, engage and facilitate development of CISE, within EU bodies and across MS and sectors
- CISE is a new ATTITUDE and NETWORK dependent on individual contributions (systems, applications, contents...)
- CISE is necessary for Europe, and similar challenges have been overcome before

WP3: Communication Toolbox

- The Communication Toolbox will consist of the elements established in the Request for Services, however P.A.U. Education are free to convey any tools that they may deem necessary to facilitate the promotion of the key CISE concepts in the strategy paper.
- P.A.U. Education will write the leaflet using information taken from the communication Strategy paper to be published in April. DG MARE will give PAU a draft copy of the strategy paper in order to prepare content at an earlier date. The content should reflect strategies currently being prepared by DG MARE and their implication for future actions.
- The video will be around 1'30 in length and will be put together using existing footage taken from various EC audiovisual banks. It may include animation, the nature of which will be confirmed at a later date.

WP4: Management

- PAU team and the EC team will set conference calls when necessary during the duration of the contract.
- There will be an interim face to face meeting in Brussels instead of the final meeting PAU originally proposed
- PAU will send the EC the invoice for the pre-financing of the project.
- PAU will send the EC the timing of the project with tasks and deliverables.

Presentation “Communication Tools on the CISE”

24 February 2014, Brussels

Introduction

The meeting was called for P.A.U. Education to present the Strategy Paper “Communication tools on the Common Information Sharing Environment (CISE) for the Maritime Surveillance”

Participants

European Commission-DG MARE

- Ms. Beate Gminder
- Mr. Olivier Fontaine
- Mr. Staffan Ekwall
- Mr. Xavier Prud'hon

JRC (videoconference)

- Mr. David Berger
- Mr. Jesus Maria Hermida Carbonell

P.A.U. Education

- Mr. Luis Lozano
- Mr. Ivo Waldburger

The response to the proposal was positive overall. DG MARE approved the analysis and approach and deemed it valid to continue along the suggested lines, introducing some corrections and updates. P.A.U. Education sent a Word document version of the proposal the day after the meeting so that DG MARE could compile their collective feedback more easily.

Feedback from the meeting

Feedback was related to three main aspects:

1. As described in the proposal, some definitions need fine-tuning, and this depends on working closely with DG MARE to find the right message and wording. The precise definition of CISE, as well as other technical aspects and communication nuances, will then be developed according to the strategic and creative guidelines included in the paper.
2. Some of the issues, concepts and parts appearing in the different documents and communications that we used to develop our proposal are no longer valid, because of the changing nature and conditionings of CISE implementation. These

issues will be corrected in response to their feedback and we will incorporate and adapt to them.

3. Parallel to the fulfillment of this Specific Contract, DG MARE will use the materials as part of their presentation of CISE to the new commissioner (expected Autumn 2014) in order to place CISE higher on DG MARE's communication priority list. This could mean seizing the chance to "re-launch" CISE, extending their requirements for communication.

The following is a list of the EC team's comments:

- Add a new section to the proposal developing suggestions for a new name, which could strengthen the opportunity to re-launch CISE.
- Confirmation of our advice regards the subtle and considered use of negative messaging and "inverted psychology" (to deal with pride, tradition and real threats, for example).
- Confirmation of the third category of objectives (political, technical and cultural), as well as a third category of mixed target audiences.
- Confirmation of our suggestion to use the roadmap as the main tool to root CISE in 3rd party agendas.
- Confirmation on the use of Scenarios and Personas.
- Consider carefully the recent evolution of competition between military and civilian entities, as the former are looking for new functions to justify their continuity, competing for duties, missions and budgets.
- Changing the focus from "what we will do" to "what we have already achieved".
- In relation to the above, consider subtle ways to raise CISE visibility and branding in projects currently developed thanks to CISE, but that do not use the name or mention it at all (transparently sharing ownership, which must reciprocally include the EC).
- Consulting the layman summary "CISE for dummies".
- Being aware while referring to the "7 user communities", as the landscape is very different according to the MS. Some countries have fully integrated maritime surveillance (military + civil), while others have 7 (or differently combined) sectors. This can be tackled by highlighting tasks or functions instead. In any case, we are allowed to reuse the 7 sector picture if we believe it is justified to help increased understanding.
- Regarding the visual identity, we need to simplify colour codes, and make interactions, alternatives and sharing of information more obvious.
- The European maritime domain includes any European ships anywhere in the world, as the waters immediate to them.
- Do not use the "more than 500 datasets" figure, as these have not been properly mapped and doing so could invade stakeholders' proprietorship.
- The stakeholders' map image should be less "MARE-centred".

- They ask for the inclusion of the suggested Press Release at no added cost.
- They ask for a more detailed description of the suggested Online Survey (in contrast to Open Consultation processes).
- Idem for the workshops, linking them to the Technical Advisory Groups.

CISE definition

- No longer mention “integration”
- Change “European” to “In Europe”
- Mention direct and indirect benefits
- Change “programme” to “application” (or clearer alternatives)
- Change “DG MARE” to “the EC”
- Change “intelligence” to “data”
- Put the focus on MS doing things voluntarily, assisted by the EC
- Mention that CISE is for “Maritime administration”
- Check the document on impact assessment to identify KPI per sectors.

Communication dimensions

- Change “compliance” to “determination”
- Make sure to mention that CISE is voluntary
- Confirmation of the possibility to (cautiously) use the concepts of accountability and responsibility to foster engagement.

Secondary objectives

- Beware of concerns from promoting independent developments (but do promote them)
- Check the industry’s White Paper on the “pay per view” business model
- Development will be in the charge of public authorities, and then be open to private third parties once “standards” are decided.

The creative approach

- Describe short, mid and long term tasks.

Main messages

- The EU has almost no operational roles beyond controlling MS inspectors, protocols and authorities.
- Give sufficient visibility to the European Agencies.
- As throughout: avoid the words “intelligence”, “standards” and “DG MARE”, and allocate protagonism to MS.

- DG MARE does not try to impose, nor wants to give, the image of “selling” something.
- Develop strategies to make co-ownership more explicit in the main messages.
- Bear in mind that CISE is still at political and operational level only, and that “maybe there are only about 12 or so persons per MS that are aware of CISE as for now”, so make reaching out a priority.
- Change the “need to know, responsibility to share” motto to “dare to share”. Because our opinion is that this motto is not adequate (e.g. it implies risks), we will work to find a suitable alternative.

Visual Identity

- Check a recent EMSA presentation using similar images
- Depict interoperability, complexity, actions, common grounds and sharing in the images
- Consider Xavier Prud'hon's draft illustration on CISE
- Use the visual identity to produce an animation instead of the video