Communicating
EUtransport
research

Communicating EU transport research

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Communication, why?

Communication, dissemination and exploitation — a team working on an FP7 project is called upon to take part in various activities that will bring their research to the attention of as many relevant people as possible.

What we call here 'communication' is more than just an additional reporting burden. A central goal of communication about research projects, from the perspective of the European Commission, is to account for EU spending on research funding by:

- showing **how European collaboration has achieved more than would have otherwise been possible**, notably in achieving scientific excellence, contributing to competitiveness and solving societal challenges
- showing **how the outcomes are relevant to our everyday lives**, by creating jobs, introducing novel technologies, or making our lives more comfortable in other ways
- **making better use of the results**, by making sure they are taken up by decision-makers to influence policy-making and by industry and scientific community to ensure follow-up

There is an enormous difference between communication strategically planned with these objectives in mind and ad hoc efforts for the sake of meeting contractual requirements. How often do we hear people say 'lets make a video to inform everyone' before giving any thought to what is to be achieved? How often do we resort to facts and figures, assuming they will be enough to convince people?

COMMON MISTAKES: NON-STRATEGIC COMMUNICATION	BETTER PRACTICE: STRATEGIC COMMUNICATION
Focus on deciding media before message	Targets, audience and message clarified before deciding on the media to choose for the message.
Creative people come up with a 'cool' and fun idea	Creative people plan to achieve desired outcomes
Focus on media	Focus on audience, message & content
Content and message are secondary to medium and often cannot answer 'why' or 'what' questions	Medium is considered as a tool to achieve objectives

With a little creativity, strategic communication efforts can help publicise your work in such a way that you will profit: through new business opportunities, a larger network or increased awareness about your work. This short guide will help you attain just that. You will be given a clear overview of contractual requirements and their intended use. You will be inspired by some good practices from fellow project coordinators. And you will find a helpful checklist to help improve your own communication activities right from the start of your project.

Finally, the European Commission will be only too pleased to spread the word about the good work of the projects it is supporting. Once you have some worthwhile material available, you will find ways in which we can help you pass on the message.

What is **required?**

The following contractual requirements apply to communication and dissemination under FP7, according to the Grant Agreement (Annexes I and II):

- Beneficiaries are to take appropriate measures to **engage** with the **public** and the **media** about the project and to **highlight the financial support** from the European Union.
- The Commission is authorised to publish information on the project.
- Each beneficiary is to ensure **that their foreground (the project's results) is disseminated, within two months.** If it fails to do so, the Commission may disseminate that foreground.
- Any dissemination activity has to be reported in the plan **for the use and dissemination of foreground.**

GUIDANCE NOTES ON PROJECT REPORTING REQUIRE	INTENDED USE
• An executive summary, a summary description of the project content and objectives, a description of the (expected) main results, the potential impact (including the socio-economic impact), the main dissemination activities and the exploitation of results/foregrounds • Link to website if applicable and declaration as to whether it is up to date	Material earmarked as 'publishable' may be used on public websites such as Cordis, so it needs to be accessible to a lay audience. The executive summary of the final publishable report should be ready to be published online as a short article for the web, or serve as the basis for a simple press release. It should therefore focus on outcomes, not processes, and present the research in the context of socio-economic and political developments. The summary should also be easily understood by a non-specialist reader looking to find out more about what is happening with European research funds.
• The final report should include a plan for the use and dissemination of foreground, to spread awareness, demonstrating the added value and positive impact of the project on the European Union as well as a list of all dissemination activities.	The results of the project, once finalised, should be used: by policy makers, companies, fellow researchers, schools, or any other parties that may be interested. This is why communication is not over once the project has come to an end. Sometimes, it is only after a couple of years that research outcomes find a use!

What could that look like?

Some good practices from projects

Think about how your research relates to everyday problems
Rigobert Opitz, *technical coordinator ASSET-Road:*

'Communication is not a one-off action, but a continuous effort. Our success was largely determined by the smooth cooperation between the general project management and the technical project management.

I would advise anyone to dedicate a complete work package to dissemination and communication, making a single person responsible for it. Such a package would cover things like the printing of information leaflets, fact sheets, web design, demonstrations and conferences. It would not be exaggerated to dedicate 10 % of the total budget to communication.

Of course, we also experienced some failures. For one, we found that people aren't very interested in joining small project user groups or meetings. It is much better to link up with an existing event and to use the leverage that partners can provide. As an example: our presence at the European City of Science exhibition in Paris gave us the opportunity to demonstrate to huge streams of people — ranging from children to ministers — what we are working on. International cooperation with the Tanzanian government resulted in a conference with really interesting discussions and also in several contracts to put our findings into practice.

A clear success was that we managed to attract quite a lot of press attention. I believe it was important that we were able to demonstrate something concrete: we have test sites at three locations in Europe. Here, the press could see and understand what

our research amounts to. Both the regional and national press attended the opening of our test sites. We simply invited them using a regular press release that was also circulated by the media departments of our partners.

Although we have developed many specialised technologies, in the end our project deals with broader issues relevant to many people, like road safety and traffic jams. Technical reports are simply not suitable for a general audience. You will need to think about how your research relates to everyday problems and issues and find ways to show just that.'
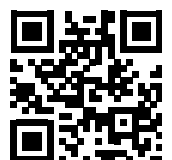
TV coverage:
http://tiny.cc/sf2yn

In the end, communication is part of everything you do
Rosemary Gault, *project manager Rapolac:*

'A very useful investment in communication we've made was to hire a freelance journalist. We hired him for no more than four days, but the impact has been huge. He has helped us prepare for interviews, commented on and revised texts that we'd written, and drafted and distributed press releases.

We also hired a local company to produce a video, which explains very well what the project is about. We are lucky that the Rapolac concept is comparatively easy to bring across: rather than cutting material in the desired shape, you build it up and hence waste less. I would show the video when giving presentations, and we made copies that we can distribute.

At the very beginning of the project, the website was maintained separately. It didn't work very well, because the general management was too remote from the content. Later I started doing the web updates myself. In the end, communication is part of everything you do anyway.

Finally, we have been driving a truck around the UK and the European continent, visiting schools, companies and events. Although the truck was funded from a national budget, it also showcases some of the results of Rapolac. In particular, we made a number of sample parts, showing how the material looks and what features can be built. These have been lent to schools and exhibitions and have been very useful in interesting potential clients. We have had a number of enquiries on the basis of these parts.'

Press release:
http://tiny.cc/mteys

Truck:
http://tiny.cc/fp4jy

July 2008
RAPOLAC researchers proving new manufacturing technology
Automated control a major step towards viability for the aerospace industry

A new manufacturing technique for the aerospace industry is moving towards commercial viability thanks to an international research project.

RAPOLAC (Rapid Production of Large Aerospace Components) is a three-year project to prove the commercial viability of the shaped metal deposition (SMD) process. The project is now at its halfway point, and on track to achieving its aims.

RAPOLAC involves eight academic and industrial partners from the UK, Belgium, Italy and Argentina. All participants met at the University of Catania, Sicily, in June 2008 to discuss progress.

Research project manager Rosemary Gault, of the University of Sheffield, says:
"The RAPOLAC project is progressing well, with universities and businesses working together to bring this promising new technology to the factory floor. We are demonstrating that SMD is a viable method of producing large components that meet the high standards of the aerospace industry, and which offers significant cost and environmental benefits.

"In particular, the demonstration of automated control by our partners at the University of Catania is a major step towards making this technology a commercially viable one."

Automated control

SMD produces components by welding a continuous metal wire into the desired solid shape. This reduces the wastage involved in machining parts from a larger block, and removes the need for the expensive tooling used in forging.

The RAPOLAC project is using the prototype SMD cell at the University of Sheffield's Advanced Manufacturing Research Centre.

The movements of the robot welding arm within the SMD cell are automated, but the welding torch itself currently has to be manually controlled by a skilled technician.

For the technician, this is a tedious job - and for the firm, it is an expensive waste of staff resources. Developing an automated control system that will let the cell run itself without the need for continual supervision is vital for the commercial viability of the technology.

The Catania team have now demonstrated fully automated control on a simplified version of the SMD cell which they have constructed at their own laboratory.

Press release

It is worthwhile to collaborate with others to amplify your work
Michele Cocco, *project coordinator Argomarine:*

'Our project deals with signalling oil spills and predicting their evolution. Rather than focusing exclusively on the small circle of scientists working in this field, we have also tried to involve people to whom the preservation of the marine environment — and hence our project — is relevant. For example, we have been organising local workshops with coastguards and municipalities. We have also produced an applet for smartphones that can be used by people at sea — like recreational sailors, fishermen and scuba divers — to report oil spills when they find any.

Sending out a press release is a good way to promote these actions. For us, it was helpful to include a link to a video clip that introduced our work. We hired professionals for that, so that the imagery and style were very accessible. Professionals have also recently helped us in creating a social media presence, which has definitely increased our visibility. I think it would be advisable to dedicate a budget to this type of assistance right from the start of a project.

Being active in communication meant that I, as the coordinator, encouraged all the partners to think about what we could do. It also means having the contacts and resources to react in a timely and efficient way whenever something happens that could be relevant to your work. In our case, right after the accident with the Costa Concordia ship, the partners discussed whether we could somehow respond. Since one of the main concerns at the time was possible oil leakages, we decided to make a simulation and issued a press release. This resulted in plenty of reactions.
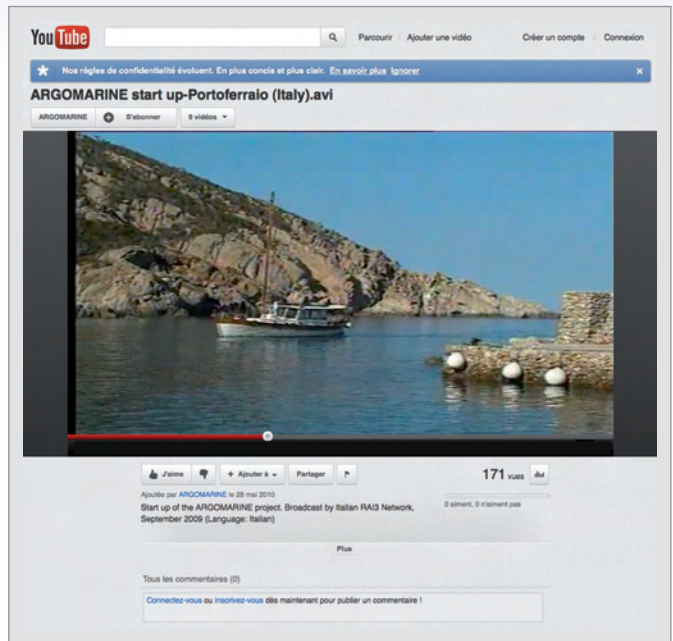
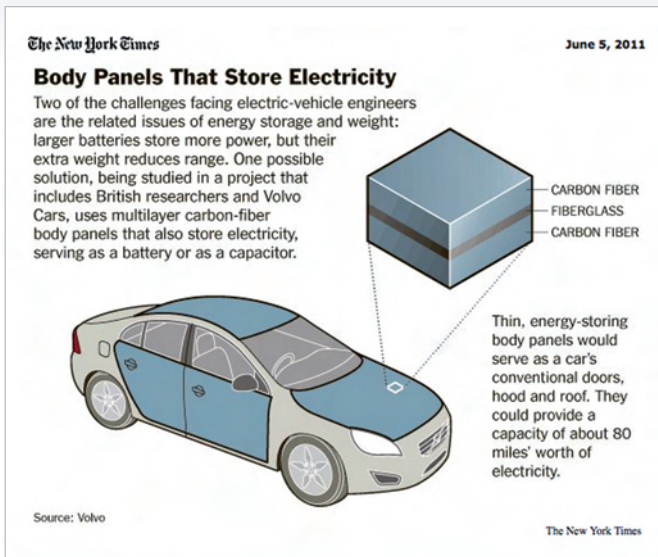Finally, we found it worthwhile to collaborate with others and amplify our work. As an example, our final workshop will take place at the Maritime Days, where thousands of people will be present. We have also established contacts with another EU-funded research project working on a closely related topic. I expect that we will organise a cross-project demonstration soon.'

Project video:
http://youtu.be/_5biJLVZjxg

The key to a successful media campaign is in the planning
Colin Smith *(media officer)* and **Emile Greenhalgh** *(project coordinator), STORAGE:*

The New York Times   June 5, 2011

Body Panels That Store Electricity

Two of the challenges facing electric-vehicle engineers are the related issues of energy storage and weight: larger batteries store more power, but their extra weight reduces range. One possible solution, being studied in a project that includes British researchers and Volvo Cars, uses multilayer carbon-fiber body panels that also store electricity, serving as a battery or as a capacitor.

CARBON FIBER
FIBERGLASS
CARBON FIBER

Thin, energy-storing body panels would serve as a car's conventional doors, hood and roof. They could provide a capacity of about 80 miles' worth of electricity.

Source: Volvo

The New York Times

'The STORAGE project has attracted quite a lot of attention, ranging from *Der Spiegel* to the New York *Times*. As a result, there has been considerable interest in the technologies being developed and the subsequent impact they could have on future automotive applications (and beyond). In fact, Volvo has estimated that the advertising exposure from the STORAGE project has been worth € 112 million, from the press release (January 2010) up to May 2011. If you set that off against the cost, it is good value for money! To give an idea of what it involves for a team of researchers:

- Initial meeting (1 hour) — This involves meeting with your press officer to discuss the project. The press officer will need to take notes for the press release and work out the campaign timeline.
- Editing process (1 hour) — a draft release will come back to you for approval. You will need to look at the release to ensure the copy is accurate.
- Speaking to the press — As a rule of thumb, always remember that broadcast (TV) will take the most time and online media may take the least amount of time as they tend to use press releases verbatim.

- Interviews (1-2 hours) — If your story has a really interesting visual element, always remember that the broadcast press may want to come and interview you in a lab. You may need to invest extra time preparing the lab for filming.
- Long-term support — Be prepared to put in some long-term support into your press campaign if it has been very successful, as you may get further coverage in other countries over a longer period of time. You may also get calls for collaborations and enquiries about your research from funders and other stakeholders. Develop a plan for responding to enquiries in a timely way. For example, a web page you can refer people to, which will reduce the time spent repeating general information to callers.

After issuing our press release, we received a huge number of queries from the press as well as approaches from industry for more information about STORAGE. For example, we received an invitation and funding to visit Singapore and Canada (Montreal), organised by the FCO to present the technologies to researchers and industries in these countries, with the aim of initiating future collaborations. Similarly, exposure from STORAGE led to the project coordinator being invited by Tourism London to represent London.

If we were to give a single tip for future project coordinators: the key to a successful media campaign is in the planning. Before you even begin a campaign, it is important that the key people involved all agree on the answers to the following:
- What do we want to achieve with this the publicity? For example, do we want more students to apply to our department? Do we want funding? Do we want the public to learn about this interesting area of research?
- Who are our audiences? Are they schoolchildren, other academics, policymakers, business, industry or the general public interested in science?
- How will we achieve our objectives?'

Full article in the New York *Times*:
http://tiny.cc/oxrpk

Face-to-face contact is still the best way to build a network
Sigrun Matthes, *project coordinator ECATS:*

'The ECATS project aimed to create and co-ordinate a closely knit network of experts across the continent with the goal of making aviation more sustainable. Following this, we used communication first of all to let the network grow, targeting experts from airlines and airports, but also regulators, administration and engine manufacturers. Only at the final stage did we promote the project among a wider audience through a non-technical, magazine-like publication.

It may be hard to decide on day one what you want to communicate and how, but it is important to have a detailed idea about who you are really targeting some time during the first six months of a project. In our case, we were trying to reach scientists, but not just our closest colleagues. So we thought hard about what, when and how researchers from different backgrounds and with varying interests would want to hear from us as part of our communication strategy. We also updated this strategy regularly as we went along.

Even in today's digital world, face-to-face contact is the best way to build relationships. So we have extensively used expert panels, conferences and meetings. Where possible, we organised these back to back with existing events to secure our audience. We also tried chairing sessions ourselves to establish better contact with the other participants. Most people can't drink as much coffee as there are coffee breaks, so we get lots of input from our stakeholders at those moments!

We realised that there is often a gap between experts from, say, engineering and atmospheric sciences, even if they each study the environmental impact of air transport. To bridge this gap early on, we started targeting students. We organised four week-long schools where lecturers and students from different disciplines and from both in- and outside our consortium got together and broadened their knowledge and competences outside their main field of study. The links you establish at such occasions make it much easier to keep in touch later on.'

How can it **work for you?**
Checklist for strategic communication and dissemination

❶ GOALS AND OBJECTIVES

1. ARE THERE ANY?

❏ Has the project specified the final and intermediate aims of its communication, what impact is intended, what reaction is expected from the target audience? For example:

- ❍ Receiving feedback
- ❍ Influencing the attitudes of decision-makers so that they will support a technology
- ❍ Having people make a decision or take action

2. ARE THEY GOOD?

❏ Are the objectives not too ambitious, nor too weak?

❏ Is it indicated when the goals should be achieved, taking into account different stages of the research and possible intermediary outcomes?

❏ Are the objectives specific and measurable, rather than vague? Does the project envisage ways of measuring its communication efforts and impact? For example:

- ❍ Number of requests for information from the policy-maker audience
- ❍ Trends in website visits
- ❍ Number of presentations to policy, provider or academic audiences
- ❍ Speaker evaluations from conference presentations
- ❍ Survey of end-users

❷ AUDIENCE

1. IS IT WELL DEFINED?

❏ Is each target audience a relatively homogenous group of people (not: 'the public at large' or 'all stakeholders')?

- ❍ Who would be interested in learning about the study findings?
- ❍ Who could or will be affected directly by the outcomes of the research?
- ❍ Who are not directly involved, but could have an influence?

3. DO THEY TAKE INTO CONSIDERATION A BROADER CONTEXT?

❏ Rather than focusing only on the provision of factual information, is the project research positioned within a broader socio-economic and policy context, so that it will be easier to explain the results and their relevance to policy makers and citizens? Is it clear how there is added value from working at European level? Things to consider:

- ❍ How can the issue addressed by this research be described in qualitative and quantitative terms? Does it link to any broader societal issue?
- ❍ What makes the issue urgent? Which are the consequences if no action is taken?
- ❍ What is the context and what are the causes of the issue?
- ❍ Which parties have an interest in the research?

- ❍ Does each target audience have a clearly defined demographic character (such as age and country of residence)?

❏ Can the indicated audiences be further specified? For example: from 'the general public' to 'citizens commuting by train to work in one of the EU-10 countries' or from 'decision makers' to 'Europarliamentarians involved in the design of the new transport policy 2013'.

2. DOES IT INCLUDE ALL RELEVANT TARGET GROUPS?

❏ Does the project aim to address both a direct audience and intermediaries or partners to reach more people?

❏ Has the project considered the possibility of audiences at local, regional, national and European level?

❏ Is the audience external (not restricted to consortium partners)?

③ MEDIUM/MEANS

1. DO THEY SUIT THE AUDIENCE AND GOAL?

❏ Has the project considered the structure and purpose of its website and other communication means, taking into account the fact that uninformed outsiders could also visit?

❏ If the project aims specifically to influence policy, will it produce any non-technical policy briefs targeted at decision makers? Which decision makers (national, European, local, working on which policy)?

❏ Does the project envisage any efforts to show its work to a local or regional citizen audience: open door days, regional press activities, etc.?

❏ Does the project specify how each audience relates to each medium and vice versa, using a variety of appropriate means if needed?

EXAMPLES OF INTERPERSONAL COMMUNICATION	EXAMPLES OF MASS MEDIA COMMUNICATION
• Dialogues, face to face conversation • Group discussions • Conferences • School visits • Tours • Round tables • Exhibitions • Meetings • Workshops • Open days • Demonstrations • Telephone calls • E-mail information service (question and answer) • Internet debate	• Newspapers and magazines • Press releases • Newsletters • Manuals • Brochures, booklets, flyers • Letters • Radio • Television • Video • Posters • Stickers • Banners • Billboards • Website
Smaller audience, lower costs, more effort (more effect?!) Interactive, good for acquiring input Flexible (easy to change tone, strategy and content)	Potentially large audience Uses the credibility of the mass media

2. WILL THEY BE NOTICED BY ANYONE?

❏ Has the project considered ways of multiplying/disseminating the information and communication material? Once a brochure, database or website has been produced, how will people know it exists and who will know about it?

❏ Have dissemination partners been specified? Dissemination partners can help amplify and multiply a message. Rather than aim to build an audience from scratch, the project should indicate which partners to use and how.

❏ Will the project maintain any contacts with the (local or regional, specialist or non-specialist) press? Ideally, contacts should be made from the start of the project and exploited throughout.

❏ If a newsletter is planned, how will the project make sure there will be a useful mailing list?

3. DO THEY GO BEYOND THE OBVIOUS?

❏ If input or contributions are needed, are there mechanisms in place to make communication interactive so as to obtain responses?

❏ Will the project produce any material to ease and support communication? For example, video clips, the organisation of demonstrations or the production of demonstrator objects?

4 EXECUTION

1. HAVE RESOURCES BEEN ALLOCATED (TIME AND MONEY)?

❑ Does the proposal include a work package on communication?

❑ Will there be a separate dissemination and communication strategy?

❑ Does the project cover working arrangements for communication, ideally where the project's procedural management and content management do not function in isolation?

❑ Does the project involve all consortium partners in communicating?

❑ Has the project taken into account that communication is a continuous process, not a one-time effort when the project ends?

❑ Has the project considered how to respond effectively to such things as publication in high-ranking journals or a sudden new event related to the project's theme?

2. ARE PROFESSIONALS CONSULTED?

❑ Will the project consider how to 'brand'; using a recognisable visual identity and tagline?

❑ Has the project dedicated resources to professional assistance with the drafting of press releases, maintenance of the website and other communication tasks? Larger institutions usually have an in-house capacity for this.

❑ Have resources been devoted to professional, attractive graphic design?

3. IS CONTINUITY ENSURED?

❑ Are there any arrangements to ensure that information will not be lost once the project comes to an end?

❑ Does the project provide for any feedback loops back to the European Commission that can help with amplifying the message, for example by notifying an event, or before publishing a press release?

A WORD OF WARNING

When working with external professionals, the costs of hiring them need to be justifiable economically and in terms of effectiveness. Shopping around among several service providers can assure best value for money.

We are aware that from time to time participants in projects funded under the framework programmes are contacted — often by telephone — by organisations seeking **payment in return for publishing** information on the work being done in their projects. As with 'cold calling' in general, the claims and assertions made should be treated with appropriate caution before deciding on the best course of action.

Contrary to some of the 'sales pitches' used, **these publications and their services have not been endorsed by the Commission.** Common tactics to secure business include vague references to high-level contributions from decision makers, or making project participants believe that their activities have been singled out on account of special merit, which may not be the case.

How can we help you?

Whether your project is organising a public event or press demonstration, or has just delivered a set of exciting results: the European Commission may be able to help you spread the word. Do not forget to inform your project officer about interesting topics, news and events concerning your project. We can help raise your profile. In addition, several freely accessible tools are at your disposal:

Cordis News *http://cordis.europa.eu/news/*	Cordis is the European Commission's research results portal. It works from its Luxembourg office, where suitable stories are selected on a daily basis to be published on the site.	You may submit your news (by means of a press release or otherwise) via http://tiny.cc/gk1pf/
Cordis Wire *http://cordis.europa.eu/wire/*	Cordis Wire functions as a small press agency, issuing news releases and event announcements submitted by FP projects.	Requires one-time registration at http://tiny.cc/gc54k/
Futuris and Innovation Magazine *http://www.euronews.net/ sci-tech/futuris/*	These are both short documentary-style television magazines in various European languages, appearing at least 22 times on the EuroNews channel throughout Europe.	EuroNews has editorial independence, but we are in contact with them to suggest good stories. Since it is television, this is interesting for visually appealing projects and demonstration activities. Please contact your project officer if you would like your project to be put forward.
Openaire *http://www.openaire.eu/*	The Open Access Infrastructure for Research in Europe is an electronic gateway for peer-reviewed articles and other important scientific publications (pre-prints or conference publications).	You may (voluntarily, for transport projects) submit your publications to http://tiny.cc/wlu4x/
Research*eu *http://ec.europa.eu/research/ research-eu/*	This formerly print magazine will soon reappear as an online platform, covering European research in depth, often in thematic issues.	Please check the website for the latest news.
Success stories	In-house collection of research successes that find their way to policy briefings, European Commission publications and press releases.	Please contact your project officer about any project outcomes that illustrate the added value of European cooperation, for example: job creation, efficient sharing of facilities, a 'world first', or successful real-life application of your research.
Transport research on Europa.eu *http://ec.europa.eu/research/ transport/*	This is the website of the transport directorate of DG Research and Innovation. It maintains an up-to-date calendar of public events along with a news section and in-depth coverage of transport research outcomes.	Please contact your project officer with news and events relating to your project for inclusion on our website.
Transport Research Knowledge Centre *http://www.transport-research.info/*	This website is run on behalf of the European Commission to give an overview of all European transport research. It includes an event calendar and accessible summaries of project results.	You may submit up-to-date information on your project as well as any news and events via *http://www.transport-research.info/*

What formal references
to make?

You are requested to indicate at all times that your project has received funding from the European Union, using the European emblem on your promotional material.

High-resolution emblems can be found here: *http://europa.eu/about-eu/basic-information/symbols/flag/*

Logos of the FP7 programme can be found here: *http://ec.europa.eu/research/fp7/index_en.cfm?pg=logos*

The written formulas are taken from Annex II to the Grant Agreement:

Promotional material and publicity	**II.12.** Unless the Commission requests otherwise, any publicity, including at a conference or seminar or any type of information or promotional material (brochure, leaflet, poster, presentation etc.), must specify that the project has received research funding from the European Union and display the European emblem. When displayed in association with a logo, the European emblem should be given appropriate prominence. [...] Any publicity made by the beneficiaries in respect of the project, in whatever form and on or by whatever medium, must specify that it reflects only the author's views and that the European Union is not liable for any use that may be made of the information contained therein.
Patents	**II.28.** Patent applications relating to foreground, filed by or on behalf of a beneficiary, must include the following statement to indicate that the foreground was generated with the assistance of financial support from the European Union: *The work leading to this invention has received funding from the European Union Seventh Framework Programme ([FP7/2007- 2013] [FP7/2007-2011]) under grant agreement n° [xxxxxx].*
Results	II.30. All publications or any other dissemination relating to foreground must include the following statement to indicate that the foreground was generated with the assistance of financial support from the European Union: *The research leading to these results has received funding from the European Union Seventh Framework Programme ([FP7/2007- 2013] [FP7/2007-2011]) under grant agreement n° [xxxxxx].*

How to obtain EU publications

Free publications:

- via EU Bookshop (http://bookshop.europa.eu);

- at the European Commission's representations or delegations. You can obtain their contact details on the Internet (http://ec.europa.eu) or by sending a fax to +352 2929-42758.

Priced publications:

- via EU Bookshop (http://bookshop.europa.eu);

Priced subscriptions (e.g. annual series of the Official Journal of the European Union and reports of cases before the Court of Justice of the European Union):

- via one of the sales agents of the Publications Office of the European Union (http://publications.europa.eu/others/agents/index_en.htm).

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With a little creativity, strategic communication efforts
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This short guide will help you attain just that.

You will be given a clear overview of contractual
requirements and their intended use. You will be inspired
by some good practices from fellow project coordinators.
And you will find a helpful checklist to help improve
your own communication activities right from the start
of your project.

Studies and reports

Publications Office