

**THIRTY-FOURTH SESSION OF THE IPCC
Kampala, 18-19 November 2011**

IPCC-XXXIV/Doc. 20
(26.X.2011)
Agenda Item: 5.4
ENGLISH ONLY

REVIEW OF THE IPCC PROCESSES AND PROCEDURES

Communications Strategy

(Submitted by the IPCC Secretariat)

REVIEW OF THE IPCC PROCESSES AND PROCEDURES

Communications Strategy

At its 33^d Session, the Panel accepted the “Guidance on IPCC Communications Strategy” and requested the Secretariat to elaborate an IPCC Communications Strategy in line with this “Guidance”, to be delivered for approval by the Panel at its 34th Session.

In the absence of the Senior Communications Manager of the Secretariat, whose recruitment is not yet finalized, the Secretariat commissioned the preparation of the IPCC Communication Strategy to a consultant selected for his experience working with the IPCC and knowledge of the challenges that the IPCC faces with the prevailing external environment. The consultant has held discussions with a number of stakeholders, including the Heads of the Technical Support Units, on previous versions of this document. However, the attached document does not have the approval or acceptance of the Executive Committee.

The Communications Strategy will be finalized once the attached document is discussed in the Plenary and appropriate guidance is provided there.

Contents

- A. Background**
 - 1. Opening Remarks**
 - 2. Strategic Context**
 - 3. Objectives**
 - 4. Considerations**
 - 5. Tactical Requirements**
 - 6. Discounted options**
 - 7. Conclusion to Background**

- B. A Communications Strategy for the IPCC**
 - 1. Recommendations**

- C. Next steps**

- D. Appendices**
 - 1. Example Proposed Workflows**
 - 2. Example Proposed Budgets**

A. BACKGROUND

1. Opening Remarks

This document responds to the decision taken at the 33rd Session of the IPCC to accept the *Guidance on IPCC Communications Strategy*¹; and furthermore the IPCC's decision to request Secretariat "to elaborate an IPCC Communications Strategy" in line with this guidance" and to "include in this strategy a proposal for a formal set of procedures, including the role tasks and responsibilities of the involved individuals, to allow the IPCC to make timely and effective responses to urgent inquiries."

It takes into consideration the recommendation of the InterAcademy Council (IAC) external review of the IPCC, completed in 2010, that the IPCC "should complete and implement a communications strategy that emphasises transparency, rapid and thoughtful responses, and relevance to stakeholders, and which includes guidelines about who can speak on behalf of the IPCC and how to represent the organisation appropriately."

Context

The document follows an earlier communications strategy developed in advance of AR4 by an external consulting firm in 2005. It recognises that the governments remain the principle audience of IPCC products, but that the importance of the media as a secondary audience has greatly increased since the publication of AR4. The *Guidance* acknowledged that "as the recognition of the IPCC and the profile of its work have grown overtime, so, too, have the requirements placed on the organization to communicate effectively, particularly with the media."

As requested by the *Guidance*, therefore, this document includes "a contingency plan for managing rapidly escalating communications needs, such as when individual queries gather momentum and risk causing serious reputational damage."

Communicating the IPCC

This communications strategy seeks to recognise and take into account the IPCC as a "unique organisation". The *Guidance* stated that "the communications activities of the IPCC should include... clearly communicating how the IPCC functions, how the IPCC is governed, and how the IPCC reports are produced."

Communicating the structure and original remit of the IPCC clearly will mutually reinforce the five major communications principles laid out in the *Guidance*— namely that communications should: be objective and transparent; be policy relevant but not policy prescriptive; use content drawn from IPCC reports; recognise the IPCC is a unique organisation; and be timely and audience-appropriate.

This Communications Strategy further recognises that a good understanding of the reports cannot be attained without a good understanding of the processes that generated them. By clarifying the threefold remit of the IPCC's procedures; the process of mandating topics for Reports; the process of appointing its authors their relationship with the IPCC; and the two-stage

¹http://www.ipcc.ch/meetings/session33/ipcc_p33_decisions_taken_comm_strategy.pdf

review process by experts and governments of IPCC products, the IPCC should therefore be able to build a robust and self-reinforcing communications strategy.

The strategy recognises that this task is also being addressed in some of the other recommendations of the IAC report such as the appointment of a Senior Communications Manager, and is intended to function within this framework.

2. Strategic Context

The remit of the strategy – as described in the *Guidance* – is to support the “ability of the IPCC spokespersons to provide neutral and objective statements that are grounded in the assessments reports” as “this will be essential to preserving the trust and confidence placed in the IPCC by decisions makers and other key audiences”.

The strategy recognises that reports prepared by its Working Groups and Task Forces are the central purpose of the IPCC and it is principally aimed at allowing Working Groups and Task Forces to communicate their findings effectively and to benefit from the additional support offered by a new communications strategy within the IPCC.

The *Guidance* states “a critical analysis of the media occurrences involving the IPCC over the last two years would be helpful in developing these communications procedures”. There therefore follows some examples of such occurrences as well as some conclusions drawn from these occurrences, which have been used to drive the subsequent strategy.

- An error made in AR4 (2007) relating to the melting of Himalayan glaciers. Due to an absence of error-reporting procedures, the error was not addressed sufficiently quickly by the IPCC. An official statement was only released in January 2010, by which time the story had become entrenched internationally and significant damage had been done to the reputation of the IPCC.
- The appointment of one author in the 2011 Special Report on Renewable Energy (SRREN) was perceived by sections of the media as a conflict of interest because of the role of the organization the author is employed by as an advocacy body for international response to climate change. This perception was caused by a lack of media understanding – and therefore education by the IPCC – of the rigorous process of appointing IPCC authors and the broad range of backgrounds of these authors.

Other incidents where the IPCC has arguably suffered from contagion from external factors include:

- ‘Climategate’, centred on data held at the University of East Anglia’s Climate Research Centre, where staff included some IPCC lead authors work in their own capacity and which rapidly became a story affecting the IPCC.

Conclusions arising

The following conclusions have been drawn from the above and other occurrences

- The IPCC has suffered from a lack of awareness of the likely media reception of some of its communications, including in different media cultures and political climates around the world
- The IPCC has suffered from a lack of consistent procedures for responding to multiple sorts of inquiries. (It is worth noting in this context that some past communications have been dealt with successfully by the IPCC – for instance, the publication of the IAC report was identified in advance as a source of potential reputational issues and the response was well-executed. But such procedures have been ad-hoc, rather than formalised in a way that can be followed on other occasions.)
- The IPCC has suffered from a lack of effective timeliness in its responses to incoming media inquiries in particular.
- Although it is both desirable and feasible in theory to distance IPCC appointees from the IPCC when they are not working or speaking in an IPCC context, in practice large sections of the media cannot be expected to observe such fine distinctions.
- Large sections of the media do not distinguish between the different internal functions and groupings within the IPCC – instead grouping all communications simply as ‘coming from the IPCC’, which fails to represent IPCC procedures and Working Groups.
- Large sections of the media either fail to recognise or fail to report the full, threefold mandate of the IPCC, which incorporates climate science, impact and mitigation.

3. Objectives

This document seeks to address these strategic weaknesses within the context of the IPCC principles. Specific objectives include that communications and the procedures behind them should:

- Be timely – aiming to respond to all media requests within 48 hours of their being received.
- Demonstrate the role and mandate of the Working Groups and Task Forces, as well as the role and policy relevance of IPCC products.
- Achieve much better coherence and cohesiveness between the communications of Working Groups and Task Forces.
- Reference official IPCC reports and conclusions, while avoiding IPCC representatives communicating personal views.
- To create a culture that allows the IPCC to take the initiative in its communications across a range of different contexts and scenarios

4. Considerations

Due in part to the uniqueness of the IPCC as an organisation, some considerations have been taken into account in the creation of this Strategy and must continue to be taken into account during its implementation.

- Full-time dedicated communications resources of the IPCC are limited, and are currently allocated to one Senior Communications Manager and one Information Officer. This is alongside the large amount of volunteer time committed by Working Groups to not only research but also communications and media activity following the publication of an IPCC product.
- As the *Guidance* states, “IPCC communications load varies greatly – depending on both the cycle of its Reports and the level of external interest in the IPCC”. The IPCC therefore should not allocate large resources towards a communications function that may only be fully deployed at times of peak demand.
- Major decisions require approval by a Plenary session, which is a time-intensive process due in part to the infrequency of these sessions.
- The global reach of the organisation. The IPCC has a truly global footprint for both its Working Groups and its communications. However, this also means that the media cultures into which the organisation is communicating vary greatly in terms of their likely response to IPCC communications. This widens the number of territories in which “rapidly-escalating communications needs” (*Guidance*) can originate and “and risk causing serious reputational damage to the whole organisation” – and therefore the scope of a reactive communications framework.
- The above point also means that a large range of languages need to be available within the communications framework.
- The nature of the media. Journalists when hard pressed often do not take into account the internal distinctions in a large organisation, especially one as large and unique as the IPCC.
- IPCC authors volunteer their time for the writing and dissemination of reports, meaning commitment to communications activities is not uniform among the large number of people involved.

5. Tactical requirements

Different types of tactical communications requirements can broadly be divided into proactive communications – i.e. those generated by IPCC processes and reports – and reactive requirements, i.e. those generated by incoming requests from journalists and other parties.

5.1 Proactive Communications

Circumstances requiring proactive communications fall into the following categories:

- Release of Assessment Reports.
- Release of Special Report or Methodology report.

- Announcements of the initiation of a report, its scope, and schedule for preparation (including nominations, review periods, completion to encourage broader stakeholder input).
- Announcement of elections to the Bureau – including Chairs, Co-Chairs, etc.
- Announcement of selection of Lead Authors (LAs) and Coordinating-Lead Authors (CLAs).
- Corporate Communications on behalf of the IPCC as a whole, including announcements of internal restructurings (for instance, the creation of the Executive Committee).
- Reiteration of IPCC findings at the occasion of relevant conferences (e.g. UNFCCC COP, UNCSD, etc)

All of the above may generate press releases, website announcements, and different proactive strategies to support them. For all such proactive communications, the IPCC Senior Communications Manager should have access to broadly-based resources to identify, in advance, the likely media response in different regions to such communications activities and possible flashpoints arising from them. Examples of such pre-emptive media strategies would include:

- Providing advice on the announcement of the election or appointment of Bureau members, Working Group chairs, and Task-Force chairs, CLAs and LAs in advance of these announcements taking place.
- Working with Co-Chairs to select spokespeople from a Working Group, Task Force or author team for a given topic, providing them with media training, and ensuring they are briefed to include in their responses reference to the structure and workings of the IPCC itself (see section 1 *Communicating the IPCC* above). N.B. given the global nature of the IPCC, LAs and CLAs do not need to be limited to communicating in their own regions but, subject to language, can also communicate to media in other regions. Indeed, both in terms of the expertise available and also to actively demonstrate the global nature of the IPCC, international communications by Working-Group and any Task Forces spokespersons should be welcomed.
- Extending communications activities to include announcements of when reports are initiated from the IPCC, in order to underline the working processes of the IPCC and the fact that the Working Groups are mandated by, and responsible to, IPCC member governments.

Types of outreach to support proactive communications may include:

- Press releases (see below)
- Press teleconferences
- Interviews by media-trained IPCC spokespersons
- If appropriate, expert-authored articles in the press commissioned by the Senior Communications Manager.
- Printed materials including leaflets and materials
- Web content

5.2 Reactive Communications

Reactive communications represent a broad spectrum of activity for the IPCC, ranging from media inquiries received centrally and directed towards the Chairman to a multitude of everyday media interactions conducted by Working Group Co-Chairs and Chapter Groups concerning their IPCC-related work. A key aim of this strategy is to provide a framework allowing such parties to communicate successfully not only their individual field of work but also on behalf of the IPCC as a whole. In order to create the conditions for this, guidelines and definitions will be required for their use.

Another key aim is to provide the resources for reactive requests to be addressed successfully on behalf of the IPCC as a whole. It is noted that reactive media stories of any type can spread quickly internationally and therefore a degree of central coordination is necessary in order to achieve this goal.

On such occasions, the Senior Communications Manager and relevant Working Groups need to be able to draw swiftly on a globally-based communications resource in order to take into account the considerations and objectives outlined above.

6. Discounted Options

Below are some alternative options that have been examined and discarded in the creation of the recommended Communications Strategy:

6.1 The creation of a global IPCC communications department?

The profile of the IPCC and its global audience of governments, media organisations and private-sector companies – as well as the general public – place it alongside the top rank of international organisations in terms of the communications demands placed on it.

Such equivalent organisations would typically be resourced as follows:

- A Communications Leader recruited from a small pool of senior international talent.
- Regional directors based around the world with a close understanding of the issues facing the organisation in those areas.
- A support team of press officers concentrated at the organisation's international HQ.

Option 1 would therefore be the budgeting and recruitment of an equivalent team for the IPCC. We consider this option inappropriate to the IPCC for the following reasons

- Cost – resourcing such a team is in a different order of magnitude to the IPCC budgets
- Workflow – it would be hard to justify such a large team during those periods when the IPCC is *not* regularly being called on to communicate proactively.
- Recruitment – it is unlikely that someone from the senior pool of talent mentioned above would move laterally into such a broad-based and flat-structured organisation as the IPCC, and one with its governmental mandate and reporting lines.

a. The expansion of current centralised department?

A second option would be the creation of a larger central communications function at the IPCC office in Geneva – numbering around six people with a range of language capabilities – which would also be able to draw on the Government Focal Points in different regions, as demanded by the proactive and reactive communications agenda, in order to access their local awareness. While more attractive from a budgetary perspective, this would also come with limitations, including:

- A lack of high-level, specific communications expertise in the regions.
- A potential lack of availability of resources / redundancy among Focal Points in the regions in order to deal with “rapidly escalating” situations.
- Cost – the expansion of the central function would still incur significant extra costs on the IPCC on a resource that would not be deployed for much of the year.
- Accountability – it would be difficult for the Senior Communications Manager to obtain serious accountability from the Government Focal Points as they are representatives of sovereign states.

We believe that neither of the two options are practicable or attractive for the IPCC for the reasons given.

Conclusion to Section A

It is paramount that any resource will combine speed and flexibility – as defined in the section of the Guidance entitled “Rapid Response” – with the breadth and awareness to take into the account the multiple media cultures in which the IPCC will be engaging in both proactive and reactive media relations.

As demonstrated, the effect of the IPCC’s global footprint is that a similar IPCC communication – either on science, impact, mitigation, the appointment of authors, or the tasking of Working Groups or any Task Forces by the IPCC – will be perceived differently in different media cultures. As the *Guidance* states “responses will often require inputs of both scientific and communications expertise and the organisation needs to find a balance between the need to ensure approved language and the need to respond to the media cycle.”

It is clear, on any reading of comparably news-worthy organisations, that the above requirements cannot be delivered by the IPCC’s currently-allocated full-time communications resource of a Senior Communications Manager and information officer at the organisation’s headquarters in Geneva.

B. A COMMUNICATIONS STRATEGY FOR THE IPCC

1. Recommendations

In order to address the requirements of the IPCC within its attendant constraints, as outlined in Section A, and best equip the organisation going forwards, the following recommendations are made.

1.1 The creation of a Global Communications Group for the IPCC

It is recommended that a Global Communications Group (GCG) be appointed for the IPCC, composed of top-level, part-time communications consultants based in each of the main regions of the world. This group would provide a flexible resource for both the Working Groups / Task Forces and for the Senior Communications Manager in Geneva. For the criteria and appointment of such a Group, please see section 1.4 below. The GCG would fulfil three roles:

- Individual members of the GCG would be made available to the individual Working Groups and Task Forces to assist in the production of communications materials for Working Group reports. This would effectively give the TSUs a pool of “preferred suppliers” already familiar with the working of IPCC to undertake communications work for their Working Group or Task Force.
- To remain on standby, monitoring the media profile of the IPCC across the global regions
- To be convened by the Senior Communications Manager in the following situations:
 - When preparing for a round of proactive global communications by the IPCC
 - At short notice, in order to rapidly coordinate a global response to a significant positive or negative media occurrence.

It is further recommended that the Global Communications Group members are mandated to liaise with the Government Focal Points in their regions and to route communications feedback from those Focal Points to the Secretariat via the Senior Communications Manager; as well as to the rest of the Global Communications Group.

1.2 The creation of an IPCC Communications Steering Committee

We recommend the creation of an IPCC Communications Steering Committee, drawn from government representatives, one representative of each Working Group, and the TFB. Such a committee would meet twice a year – if necessary being convened outside of Plenary in order to maintain a regular schedule – in order to mandate and evaluate the work of the GCG. Its function could be constituted in one of two ways

1. Plenary would agree to delegate to the Communications Steering Committee decision-making power surrounding communications activities
2. The Communications Steering Committee, if necessary, will present recommendations to Plenary for sign-off concerning communications activities

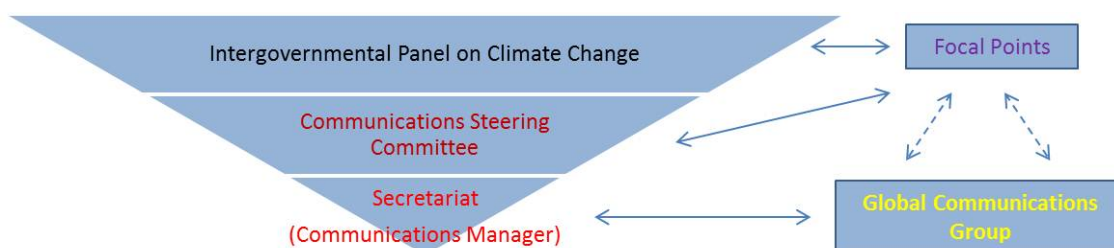
The Communications Steering Committee would therefore provide the conduit for government representatives to mandate communications activities, including release of reports and other

activities outlined in section 5.1 above; a means of accountability and evaluation for the same directly back to IPCC representatives; and a formal means for government representatives to feed back to the Senior Communications Manager on the work of the Global Communications Group.

In doing so, it responds to the *Guidance's* request that the Communications Strategy “consider capacity-building relating to the role of the Focal Points in communications and outreach activities” and also for an evaluation mechanism to be included into the IPCC’s communications strategy.

1.3 Proposed Communications Structure for the IPCC

Fig. 1 Proposed Communications Structure for the IPCC



1.4 Nature of Global Communications Group

In order to be effective in both proactive and reactive situations, the Global Communications Group must meet the following key criteria:

- It must be small enough to be convened rapidly and make targeted decisions.
- Its members must be authoritative communications professionals able to identify likely reactions in their own regions and media cultures.
- It must be cost-effective and able to be flexibly resourced, depending on demand
- It must be transparent enough to meet with the Guiding Principles laid out above.
- Its members must be fully accountable to the IPCC, as represented by the Communications Steering Committee – therefore it cannot include employees of the member governments themselves.
- Its members must agree to refrain from acting at the same time for any positive or negative climate-change or environmental advocacy group.

In order to ensure accountability, flexibility and in-depth knowledge of local media cultures, we recommend the GCG be composed of individuals contracted to the IPCC for this purpose but who are based locally in key regional hubs.

These would typically include the following, in order to provide an appropriate footprint across different time zones, language zones, media cultures, and stakeholder groups (continental Europe should be handled by the senior Communications Manager in Geneva):

- North America – New York, Washington or San Francisco
- Latin America – Mexico City, Sao Paolo or Buenos Aires
- UK – London
- Australasia and Pacific – Sydney/ Melbourne
- Asia – Beijing / Hong Kong or Mumbai (or both)
- Africa – Nairobi or Abuja

Considerations involved in selecting these hubs included:

- The nationality and language capability of the appointed IPCC Senior Communications Manager
- The localities where “individual queries [that] gather momentum and risk causing serious reputational damage” have historically originated

It is recommended that experienced, top-level communications professionals in these localities be approached, on a combined retainer and contract basis. This would mean that the GCG members are paid a low fee to remain on monitoring/ ‘stand-by’ duty, as well as employing a pre-agreed fee structure for when it is convened or individuals are required to carry out work on behalf of the IPCC in their territories.

The attractiveness of gaining ‘preferred-supplier’ status for the IPCC Working Groups and Task Force should also aid the IPCC in attracting top-level communications professionals at a good value basic ‘stand-by’ retainer rate. Criteria for selection for the committee would include

- High-level peer group recommendations or references
- An existing deep understanding of the communications challenges facing environmental science
- A close understanding of regional media cultures (normally suggesting an agency or freelance background)
- A close understanding of the broader attitudes towards the IPCC and environmental issues in their regions
- 24-hour availability by phone (due to differing time zones)
- Suitability to act – if necessary, and mandated by the central function to do so – as a public spokesperson for the IPCC
- Suitability to be mandated directly by the IPCC

1.5 Global Communications Group Appointment Process

It is recommended that the approval process for individuals to be put forward for the Global Communications Group be managed by the Senior Communications Manager. The Senior Communications Manager, with the guidance of the Chairman, Secretariat and TSUs, should therefore draw up a list of recommendations of appointments to the GCG.

2. IPCC Spokespersons and Guidelines

As the *Guidance* makes clear, “consistent with the common practice of other organizations, the Senior Communications Manager should be the initial point of contact for the media, and to provide on request background and technical information based on approved reports and materials”. The website should therefore contain a prominent ‘Media Inquiries’ page on which is listed the contact details of the Senior Communications Manager and the Information Officer.

However, as is reflected in the current working of the IPCC, a majority of media requests are not received centrally but are received by members of the Working Groups and Task Forces.

To take this fact into account, a distinction should be observed at all levels of the IPCC between those many day-to-day factual and scientific media interactions successfully conducted by IPCC co-Chairs and authors, and requests deemed ‘significant’ that stand to have wider positive or negative consequences for the organisation.

1. **Neutral Requests** are defined as follows:

- Neutral information requests resulting from publication of IPCC reports
- Neutral interview request for Working Group or any Task Force chairs, Lead Authors, etc.

It should be recognised that - as a basic communications principle –it is desirable to share as much information as possible with the central function, for the sake of awareness. In most major organisations, this would most often take the form of a ccd email, or a brief notification.

However, in the case of many of the Type-1 requests mentioned above, it is recognised that this will not always take place, owing to the number of authors across the IPCC and the volume of media requests received by them in the course of their working lives. Discretion will inevitably and rightly be used, but all concerned need to be aware that they remain accountable for a decision not to notify the SCM of a media request.

It should also be noted in this context that the *Guidance* states that spokespersons should “refrain from, or being perceived as, advocating or communicating personal views on climate policy while speaking in their official IPCC capacity.” It is therefore desirable that all authors should seek to distinguish clearly when they are and they are not speaking in their official IPCC capacity.

2. **Significant Requests** are defined as follows:

- Request that has the potential, however remote, to cause reputational damage to the IPCC – although it may not immediately be apparent that a media request is critical in intent. It is critical that all such requests be referred to the SCM.
- Requests that provide the IPCC with a good opportunity to explain its structure and findings more broadly than a simple request for information.

- For the purposes of this strategy, it is also requested that any IPCC Working Group member considers as 'significant' a request that does not relate to their own Working Group or area of research and therefore refers it back to the central function.

In the cases of a significant request, as outlined above, it is expected that all those receiving such a request should forward it to the central function before responding. This does not mean that the original recipient will definitely not be the spokesperson in this case, but that if he/ she does then respond, it will be with the full support of the SCM and, potentially, the GCG.

Recommendations for spokesperson policy

2.1 Identification of different communications groups within the IPCC

All people connected to the IPCC should be allocated to one of the following groups:

- Chairman, vice-Chairs (to whom a greater role can be allocated, to broaden the profile of IPCC and relieve pressure on the Chair), Senior Communications Manager, and Global Communications Group
- Working Group Co-Chairs, Task Force chairs, and Co-ordinating Lead Authors.
- Remainder of IPCC Contributors

2.2 Media training

Media training must be put in place for all spokespersons in the first two categories above, upon their appointment or selection. It is anticipated that this training programme would be performed by a professional media trainer on a rolling basis, as economies of scale would derive from this approach.

2.3 Guidelines handbook for IPCC appointees

Immediately upon the strategy in this paper being adopted, a Communications Guidelines handbook should be drawn up, by which all IPCC appointees and staff members agree to abide. This guidebook will include the following:

- Provide step-by-step procedures to follow for all significant media inquiries, as outlined above.
- Provide clear guidance on how to determine if an inquiry should be deemed 'significant' or not
- Clearly outline (as laid out in Section A 5.2) all the situations in which general IPCC contributors are encouraged to respond to inquiries, such as:
 - What is the IPCC?
 - How are authors appointed to work with the IPCC?
 - Why does the IPCC communicate on areas beyond climate science?
 - What is the relationship between IPCC output and governments' policies?
 - How were you selected?

- Provide guidance on how to draw a line between IPCC communications the individual are encouraged to respond to – such as the above, or describing their own area of work – and those where they are encouraged to refer to the inquiry to the central function.
- Provide guidance on how to refer such questions back to the central function in order that the communications strategy can be put into effect, and providing wordings that allow the person in question to divert such inquiries accordingly when speaking to journalists.
- Make clear that journalists cannot be expected to recognise or report distinctions between personal and IPCC roles and that therefore clear procedures and good judgement must be employed when speaking to the media during the full tenure of an individual's authorship, especially when relating to the making of personal statements.

3. Conclusion

This document is effectively a strategy to put in place a structure and procedures which will allow the IPCC to deliver communications consistently and effectively.

It wrestles with several challenges – some distinct to the IPCC, others which are common to large bureaucracies or multi-national organisations: a limited budget; cultural and political sensitivities; requirement for neutrality and transparency; desire for stakeholder involvement, but also necessity of swiftness of response; scientific integrity in an environment where critics do not always share that integrity; a large volunteer workforce. All these things can be termed both strengths and weaknesses, in terms of how they affect communications.

It is therefore inevitable that, at any one time – whatever the processes and structure - the communications function will always be constrained in some way, shape or form, in comparison to many other entities and organisations. It is important that the IPCC understands this, and that realism drives expectations when it comes to the implementation of a communications strategy.

Furthermore, the ultimate requirement of consistency, transparency and accountability must inevitably mean that some hitherto occasionally successful ad hoc working practices will need to be streamlined. This is an urgent requirement, as the current situation, as all recognise, is ungovernable, and therefore ungoverned. Given the imminent advent of AR5, and the current total absence of Comms function within the IPCC, this constitutes a major risk to the entire organisation's credibility.

All these things notwithstanding, it is surely the case that all stakeholders will welcome a durable set of procedures and practices which are supported by a well-understood, and clearly accountable, structure. This structure would work week-to-week with Working Groups, Task Forces, and the Secretariat, but be ultimately responsible to Plenary.

That outcome is what I believe will occur if these recommendations are taken up: a platform which will allow the newly-appointed Communications Manager to deliver on his/ her objectives, as laid down by Plenary.

C. NEXT STEPS

It is recognised that the current absence of a communications framework or strategy for the IPCC runs the risk of allowing a repeat of some past occurrences that have damaged the IPCC's reputation internationally.

Therefore, although the release of the first AR5 Working Group report – currently slated for 2013 – seems some time away, there is also a separate and more immediate need for the adoption of a set of communications procedures as outlined above. This has the additional benefit of allowing for such procedures to be firmly bedded down and 'tried and tested' as far in advance of the beginning of AR5 as possible.

Immediate next steps in the development and implementation of this strategy – to be completed by May next year - are therefore as follows:

1. The creation of a Guidelines Handbook for all IPCC appointees, as outlined in Section B 2.3 above – by January 2011.
2. The appointment of the Senior Communications Manager and the Information Officer
3. The selection of the Communications Steering Committee.
4. The creation of a list of recommended members for the Global Communications Group, under the auspices of the Senior Communications Manager.
5. The identification and media training of appointed Tier 2 spokespeople from among the AR5 author lists published in June 2010.

IPCC DRAFT COMMUNICATIONS STRATEGY SEPTEMBER 2011

Example proposed workflows for the IPCC Communications Structure

Fig.1 Announcement by IPCC of appointment of authors and lead-authors



Fig 2 Preparation for announcement of Assessment Reports

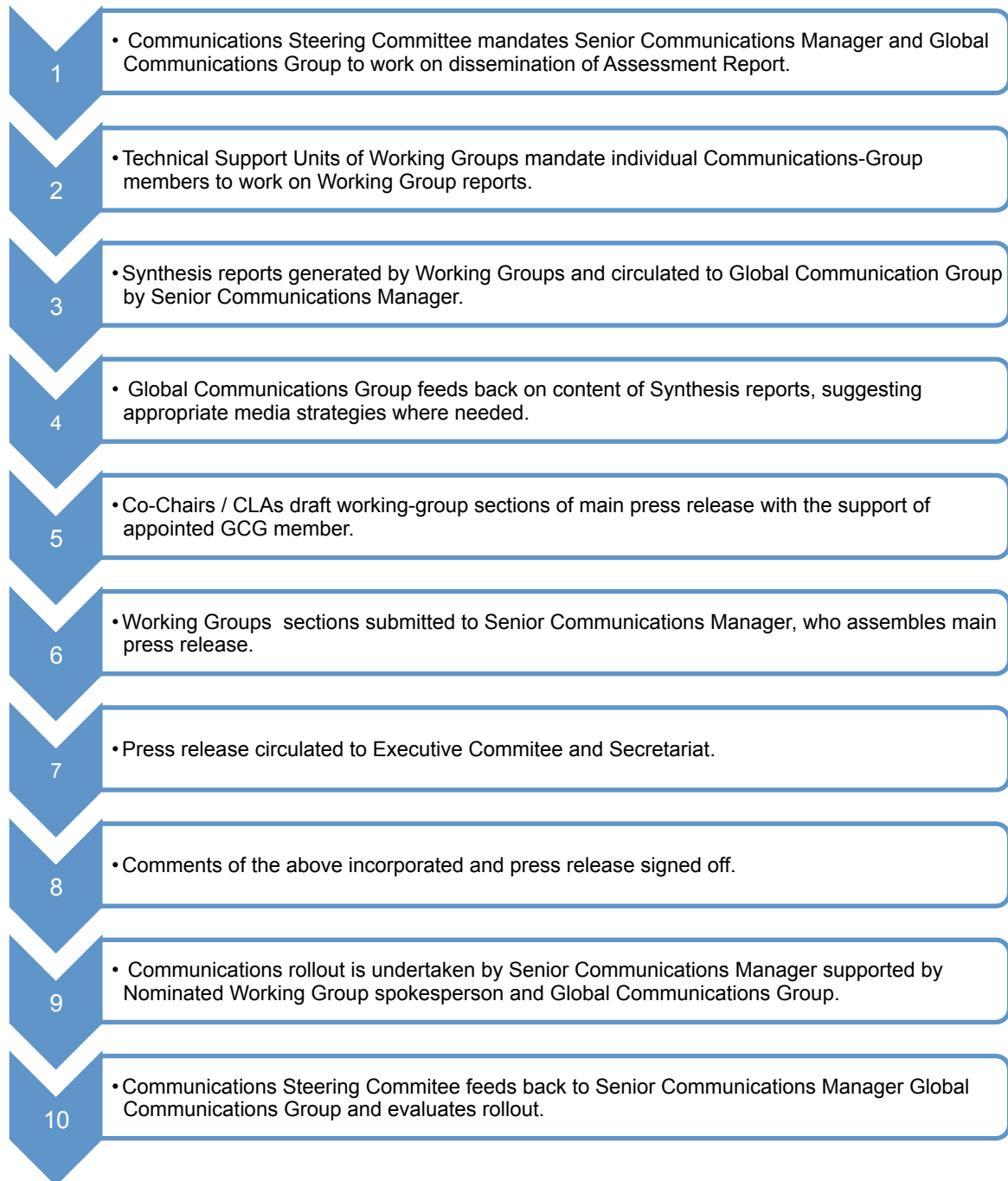


Fig 3 Preparation for announcement of Special Reports and Task Force reports

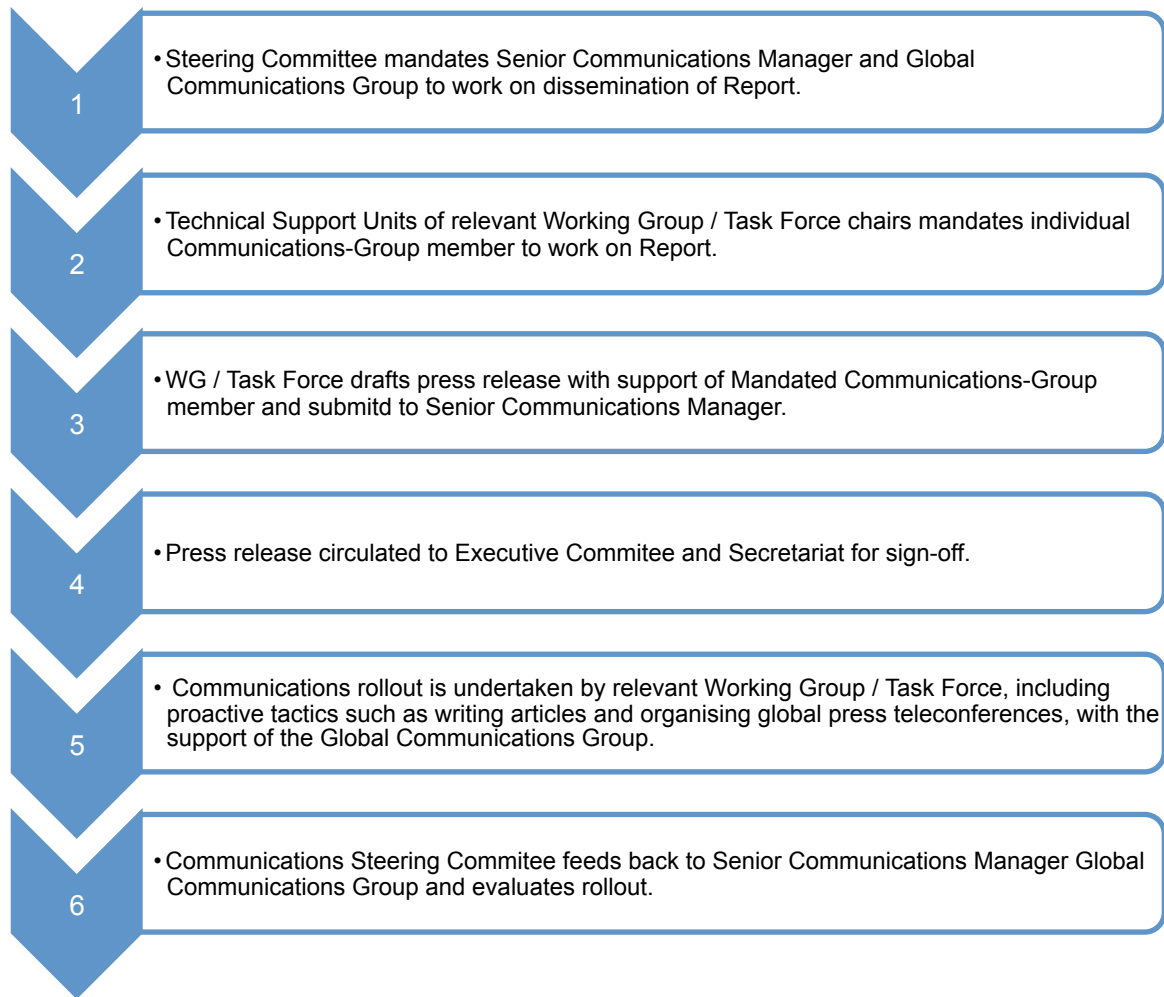


Fig.4 Reaction to significant hostile media inquiry – 48 hours



Appendix 2: Budget

Whilst it is not a specific request of the *Guidance* that a full budget for the proposed strategy be provided, it may be important for Plenary to understand the financial implications of what is being proposed.

The Communications Steering Committee

Formed from focal points, the chairman, and other Bureau representatives, this committee's members will already be attending Plenary.

However, it may be the case, in years when Plenary only occurs once, that the Committee may need to be convened in a non-Plenary setting. Clearly, this would carry with it travel and accommodation costs.

The Global Communications Group

This strategy calls for the retention of six communications consultants from around the world. All costs attributed to these consultants are well below 'market rate', on the basis that there will be an appetite for the right people to do the job without viewing it as a profitable enterprise, in line with the IPCC's unique culture.

It is envisaged that the GCG consultants' remuneration would come in two forms:

1. Retainer

This monthly sum would ensure that GCG members keep fully abreast of developments in areas covered by the IPCC, that they be on stand-by at all times to take part in the GCG and give counsel to the Senior Communications Manager, and that they be free to attend CSC and other meetings as required.

The likely cost of this, respectively in the developed world and the developing world, is:

\$3000 pcm/ \$2000 pcm for each consultant

Total cost: \$108,000/ \$72,000 = \$180,000 per annum

2. Further mandated work

This work will either be at the request of Secretariat (Senior Communications Manager) or a Working Group or TSU.

During a month in which the GCG member is asked to perform additional duties, for one of those mandating bodies outlined above, the retainer should be doubled for that month alone, or trebled if the GCG member is required to do extra work both for a WG/ TSU and, separately, for the Secretariat.

It may well be that sometimes this constitutes 'good value' for the IPCC and that sometimes it may mean a relatively modest amount of extra work for the consultant for significantly

higher reward. It would be transparent and straightforward to apply, though, and would avoid an 'hours-based' culture, which generally disadvantages an organisation such as the IPCC.

The maximum a GCG member could thus be paid, in a month, would be \$9000, and the minimum would be \$2000/\$3000. This sliding scale of involvement answers the *Guidance's* request that the strategy recognise the varying workload of the IPCC Communications function.

The likely cost of the extra work is, perforce, almost impossible to determine, without stating where in the cycle is being planned for, or knowing if a crisis is likely to occur, but this paper estimates that the additional cost for mandated activity would be:

Year with 1 or more reports: \$240,000

Year with no reports: \$140,000

Average estimated total cost of GCG consultants per annum: circa \$380,000

(Please note that the figure above does not include travel, telephonic and accommodation costs)