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**FRAMEWORK COMMUNICATIONS STRATEGY FOR RELEASE AND DISSEMINATION  
OF THE IPCC FOURTH ASSESSMENT REPORT**

Report by Communications & Network Consulting (CNC)

Following the recommendation of IPCC-22 to seek professional advice on outreach, the IPCC Secretariat contracted Communications & Network Consulting (CNC) to prepare a framework proposal for an AR4 communications strategy. The report of the consulting company is presented here for information of the Panel. It is not endorsed by the IPCC nor does it reflect the view of the IPCC or the IPCC Secretariat. It is intended to provide input for the development of an information and communications strategy for the release and dissemination of the IPCC Fourth Assessment Report. The Panel is invited to consider the observations and recommendations contained in the report and provide guidance to the IPCC Secretariat on next steps. In this context it may be recalled that the Panel at its 20th session decided to establish, for the duration of the Fourth Assessment, an open-ended Outreach Task Group (OTG). The Panel may ask the OTG to consider the CNC report in more detail and present recommendations on activities and priorities to the Panel.

**FRAMEWORK COMMUNICATIONS STRATEGY FOR RELEASE AND DISSEMINATION OF  
IPCC 4<sup>th</sup> ASSESSMENT REPORT**

Peter Browning, CNC – Communications & Network Consulting

17 August 2005

**Ref. 715-05/AAI/PTO**

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# **FRAMEWORK COMMUNICATIONS STRATEGY FOR RELEASE AND DISSEMINATION OF IPCC 4<sup>th</sup> ASSESSMENT REPORT**

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## **1 INTRODUCTION**

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On 29 June 2005, CNC was appointed by IPCC to support the development of a framework Communications Strategy for the release of the IPCC 4th Assessment Report, to be presented to the IPCC Bureau on 31 August 2005 and the IPCC Plenary on 26-28 September. The brief requested the following by 31 July 2005.

- Framework communication strategy for release and Dissemination of the IPCC AR4
- Human resource and financial requirements of specific activities suggested under the framework strategy
- Timetable for activities taking into consideration that the four elements of the AR4 will be finalized in the course of the year 2007 (January, April, May and October)

The brief was further refined at a meeting in Geneva on 12 July 2005, attended by Dr. Renate Christ, IPCC Secretariat and Peter Browning, CNC. CNC was granted an extension to its mandate in view of the limited time available to the original deadline, and delivered this report to the Secretariat on 17 August 2005.

## **2 EXECUTIVE SUMMARY**

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### **Key Strategic Objectives**

- Reports to be used at national and regional levels, not just intergovernmental
- Increased requests from User Groups, especially governments, for seminars/ briefings/ meetings
- Increased and co-ordinated Outreach activities (Workshops, speaker platforms) to include all Stakeholders groups, as defined by User Groups (3.3.2), focused above all, on decision-makers
- Powerful, accurate and sustained press coverage
- Improved processes to ensure precise, balanced and timely production of materials based on AR4
- Positioning of IPCC as the “consensus of global scientific opinion based upon the highest quality scientific literature”, open and transparent
- Co-ordination and control of messaging strictly within bounds of IPCC reports, “policy relevant, not policy prescriptive”

### **Framework**

- CNC's recommendations are framed by the brief from the Secretariat, and respond to comments made by internal and external Stakeholders in 19 interviews carried out in July and August 2005 on communications and outreach (Stakeholder Analysis)
- Audiences are prioritised in three distinct groups:
  1. Policymakers, Government Scientific Advisors
  2. Researchers, Industry Decision-makers, Parliamentarians
  3. Industry (scientific advisors), IGOs/ UN, NGOs
- The key objectives are to secure briefings (both in-session and out), and to increase the number of workshops, the most interactive of activities, enabling feedback, in a way that reflects the weighting of Stakeholder targets, regional spread and content

prioritisation. Reach can be increased by an expansion of speaker platforms at conferences and targeted Media activity

- Based on CNC's Stakeholder Analysis, there is a broad-based consensus internally, as well as demand externally for an expansion of outreach activities, subject to agreement on a co-ordinated and controlled approach to messaging
- An efficient deployment of resources for the Outreach Program must be based a cost-benefit approach to achieving IPCC's outreach targets (e.g. Stakeholders, regions, subject areas). Activities should be continually monitored through the Outreach Program against these objectives.

#### **AR4 Products**

- The Products most valued by external Stakeholders are the Synthesis Report and Technical Summaries
- Improvement in the clarity of graphics should improve understanding of findings among Policymakers and Media
- A process should be agreed to produce common powerpoint presentations based on SPMs for IPCC scientists to deliver at Outreach Activities
- Additional presentations should be developed on CCTs
- Fact sheets should be developed to secure balance of messaging of 3<sup>rd</sup> party productions based on AR4
- The website requires significant modifications to architecture and design, as well as rationalisation, to make it more user-friendly for those without knowledge of the IPCC process. Internal documents should be stored on a password-protected area, with various access privileges depending on the role within the organisation
- Backgrounders produced by Secretariat should be simplified
- A Speaker List should be agreed to support Outreach activities – and designed to ensure regional and linguistic coverage across the world, as well as scientific subject capability. Clear Guidelines on Speaking on behalf of IPCC should be developed for Speakers
- All WGs should ensure the Secretariat is aware of Supporting Materials that have been developed independently, and should promote best practice across the organisation including with Supporting Materials Guidelines

#### **Marketing**

- Registration-of-interest forms on the website, pre-order form mailings, email notifications of availability of Products will help market the report, monitor demand levels, and build a database of potential Users
- Mailing lists should be sought from UN organisations, industrial associations and requested from Member countries
- The Chair should write letters in advance of WG1 advising senior decision-makers of the program for 2007

#### **Outreach**

- A dedicated IPCC Conference, or series of conferences following the Synthesis Report should be considered
- Workshops offer the best means of deepening knowledge of Users, marketing the reports, and conducting open, two-way relationships with Stakeholders. These should also focus on CCTs
- Seminars offer the best means of targeted content-rich Dissemination of findings and are the best outreach activity during 'sensitive' drafting periods, as they offer limited opportunities for interaction. These should be used for second-tier Stakeholder Groups, and targeted at relevant conferences
- The Secretariat should seek to secure more 'Special Events' at major global meetings, regional conferences and relevant conferences, with a view to securing In-session Briefings. Side-events are considered limited in terms of reach

- Speaker opportunities are an efficient means of generating awareness. The Secretariat should take a more active role in promoting IPCC representatives as speakers at relevant conferences/ events/ platforms
- Any increase in Outreach activities will require additional professional resource

### **Media**

- The Media is a platform for outreach but is distinct because of its highly interactive characteristics. IPCC should recognise that along with the importance of journalists supporting Outreach and Dissemination of AR4 to key Stakeholder Groups, there is the day-to-day necessity of a co-ordinated professional approach through drafting of the report and including efforts to protect the reputation of the IPCC, the process, IPCC scientists and the report itself. This requires the support of a communications professional
- Guidelines, messages and processes should be agreed as soon as possible.
- Tele-conferences should be used to increase Media outreach at Plenaries/ press conferences.
- Media training is recommended for all representatives interacting with the Media

### **Administration**

- IPCC must consider at what time Outreach activities must begin to avoid risks to various political processes and the drafting process itself. CNC recommends proceeding following the Synthesis Report
- IPCC could consider a 'dry run' of Outreach activities using Special Reports
- To enable the Secretariat to co-ordinate Outreach activities, all invitations and requests to and from representatives should be communicated to them, as well as indications of their availability to support Outreach activities
- IPCC should develop a Mission Statement to clarify its objectives in Outreach and Dissemination

### **Resources**

- An increase in Outreach Activities will require increased budget
- CNC recommends the hire of 1 Public Relations Officer and 1 Outreach Manager on a project basis, or for a finite period
- CNC recommends the proposal that Products be paid for by Developed Countries or that a subscription model be proposed for Developed Countries

## **ABOUT CNC – Communications & Network Consulting**

CNC was founded in 2002 to support governments and companies involved in making strategic decisions, where the drivers and impacts of those decisions are closely intertwined with communications activities.

CNC partners have collectively decades of experience in international business and politics at the highest level, and have built an international practice that today serves some of the world's leading organisations, governments and companies from offices in London, New York, Moscow, Tokyo, Berlin and Munich where the company is headquartered. CNC also draws on a substantial well-integrated network of associates around the world with experience in government and industry.

### **Contributors**

Peter Browning was supported with *pro bono* counsel from CNC partner Gerry Elias. Researchers included Katsiaryna Barshchynskaya and Tim Pelargus. There were some other minor contributions from CNC affiliates.

### 3 OBJECTIVES

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CNC's recommendations are based on a range of drivers, and include the objectives proposed by the Secretariat in the brief, some specific requests within the brief, targets agreed in a meeting with the Secretariat included as part of broader feedback from the Stakeholder Analysis, which was proposed by CNC to support the process. The three inputs are detailed below.

#### 3.1 Objectives

The principal objectives of the framework strategy, as laid out in the Terms of Reference in the brief, are as follows:

- 3.1.1 Enhance information Dissemination and Outreach to main IPCC User Groups (Policymakers and scientific technical experts in government and private sector, research) with special emphasis on the launch and Dissemination of findings of the Fourth Assessment Report (AR4)
- 3.1.2 Reach out to additional User Groups and audiences such as Media, decision-makers at community level, education sector, parliamentarians, youth, general public
- 3.1.3 Maintain the overall balance and integrity of IPCC findings balance while increasing visibility and appeal
- 3.1.4 Increase regional Outreach
- 3.1.5 Increase awareness of IPCC products and disseminate its findings
- 3.1.6 Increase feedback on IPCC products

#### 3.2 Specific requests

Specific analysis, guidance and features of the strategy were requested as follows, but not limited to:

- 3.2.1 Main User Groups and their needs
- 3.2.2 Experience with past IPCC products and activities
- 3.2.3 Agreed AR4 products
- 3.2.4 New and complementary products and activities tailored for specific users and regions
- 3.2.5 Communications specific to cross-cutting themes or key issues: e.g. understanding uncertainty
- 3.2.6 Role and training of IPCC affiliates (Chair, Co-chairs, lead authors, Secretariat and TSU staff etc) with regard to interaction with Media and other information activities
- 3.2.7 Activities that would be implemented by the IPCC itself as well as activities that could be carried out by partner organisations
- 3.2.8 Potential funding sources

#### 3.3 Stakeholder Analysis

##### 3.3.1 Introduction

A Stakeholder Analysis was conducted between 15 July and 10 August. This involved confidential interviews with representatives of Stakeholders groups to gain as much insight into the needs and requirements of key Stakeholders as possible. The benefits of an organisation independent of the field of activity in question, conducting such a consultation, are self-evident.

### 3.3.2 Stakeholder/ User Groups

The Stakeholder Analysis also provided the opportunity to respond to one of the brief's objectives of analysis of the Main User Groups (3.2.1). These User Groups were defined in the brief as follows, in two priority groupings:

1. Government Policymakers and their advisors
2. Parliamentarians, NGOs, regional decision-makers, industry, scientific researchers

CNC also contacted IGOs including IPCC parents, UN organisations and members of the Media.

### 3.3.3 Interviews

A total of 24 representatives were contacted. Ultimately 19 interviews were conducted.

- IPCC Chair, co-Chairs (9 contacted; 7 conducted)
- IPCC Secretariat (2;2)
- UNEP/ WMO (2;2)
- UNFCCC (2;2)
- Other UN bodies (1;1)
- Government (2;1)
- Industry (2;1)
- NGO's (2;1)
- Media (2;2)

In all cases, interviewees were selected as the most senior decision-maker within any given organisation.

### 3.3.4 Questions

Questions and the level of questioning depended on the Stakeholders, but covered the three areas of **Dissemination, Outreach and Media**. The following questions were asked, with further exploratory questioning addressing the more specific points that were raised.

- How successful was the Dissemination of the TAR report?
- How was this handled?
- What are the objectives/ needs for e.g. Dissemination of AR4?
- How could these be achieved?

Interviews ran from 20 to 90 minutes. Some interviewees preferred to submit answers to the questions in written format, while others submitted comments following interview.

### 3.3.5 Input from Stakeholder Analysis into Strategy Objectives

Here CNC only includes contributions from within the IPCC process i.e. from the Chair, co-Chairs and the Secretariat. There was broad support for the following targets for the AR4 Strategy, with only one interviewee claiming no expansion of activities was necessary.

- 3.3.5.1 Reports to be used at national and regional levels, not just intergovernmental
- 3.3.5.2 Increased requests from User Groups, especially governments, for seminars/ briefings/ meetings
- 3.3.5.3 Increased and co-ordinated Outreach activities (Workshops, speaker platforms) to include all Stakeholders groups, as defined by User Groups (3.3.2), focused above all, on decision-makers
- 3.3.5.4 Powerful, accurate and sustained press coverage
- 3.3.5.5 Improved processes to ensure precise, balanced and timely production of materials based on AR4



- 3.3.5.6 Positioning of IPCC as the “consensus of global scientific opinion based upon the highest quality scientific literature”, open and transparent
- 3.3.5.7 Co-ordination and control of messaging strictly within bounds of SPMs, “policy relevant, not policy prescriptive”

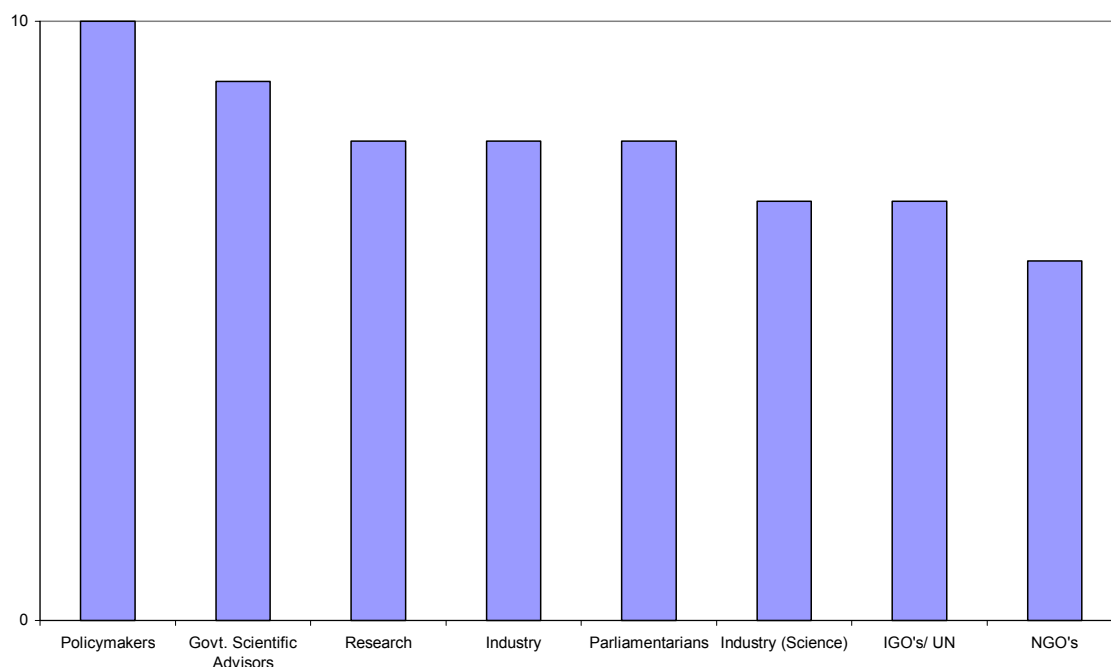
Some comments from interviewees participating in the Stakeholder Analysis are included in this document, unsourced.

## 4 FRAMEWORK

### 4.1 Prioritisation of Audiences

In order to develop a framework for a communications program, audiences have to be prioritised. Fig.1 presents CNC’s understanding of audience prioritisation based on the target Stakeholders indicated by the brief (3.3.2). These have been broken down to differentiate between decision-makers in government and industry and their advisors, and to specify IGOs and UN organisations as “regional decision-makers”.

**Fig. 1 Prioritisation of Audiences**

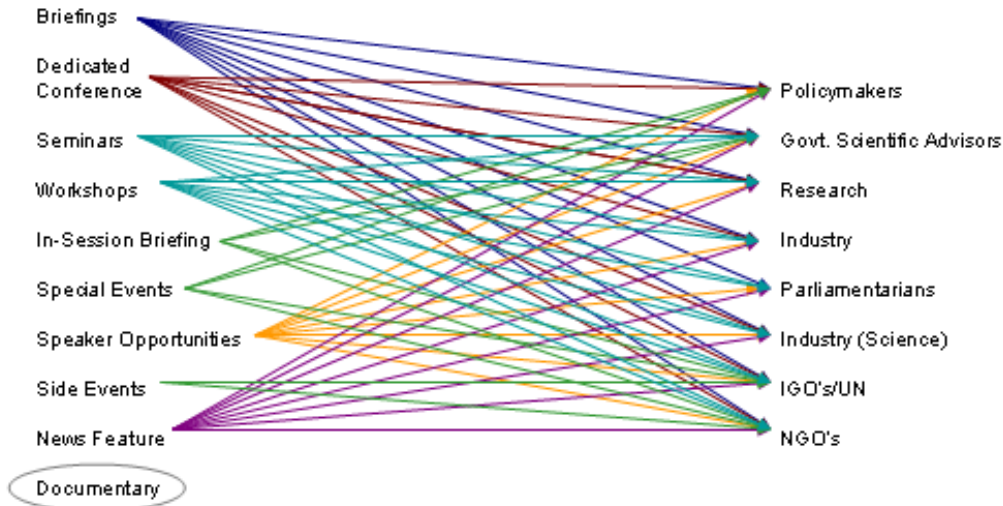


### 4.2 Outreach Activities and Direct Audience Reach

The diagram in Fig. 2 illustrates how each Outreach activity would in general link directly with each audience group, and while not exhaustive in examining the details of e.g. the content of a particular activity, serves to ascertain the relative merits of one or other Outreach activity. Note that TV documentaries do not directly reach any of the key target audiences.

The concept of a dedicated conference for AR4, “owned” by IPCC will be given further consideration later in this paper (see 8.2).

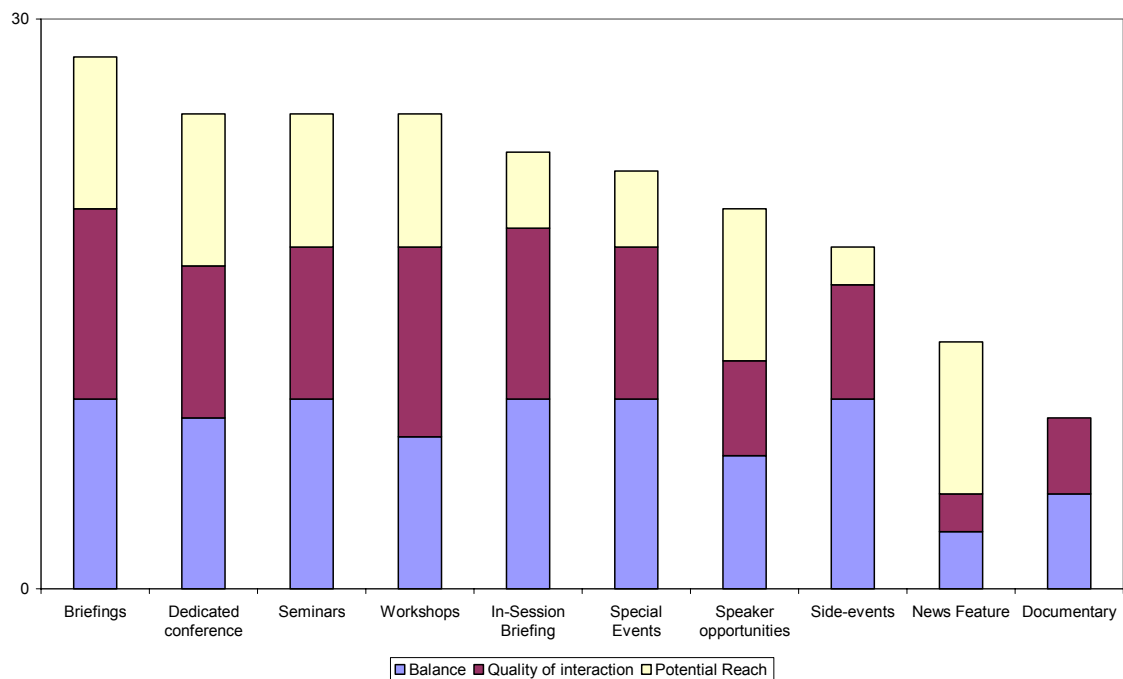
**Fig. 2 Audience Reach by Outreach Activity**



#### 4.3 Prioritisation of Outreach Activities by Balance, Quality of Interaction, Reach

The activities considered offer a variety of opportunities for AR4 – in terms of the balance that can be given to communications (dependent on the amount of time available to communicate information relating to the reports and the risk of interaction complicating the message), the quality of interaction with the audience (dependent on the amount of each-way liaison with audiences) and the number of audiences reached (Fig. 3). This is a qualitative guide for comparison and does not consider the impact of the amount of activity of any particular sort.

**Fig. 3 Balance, Quality and Reach of Activities**

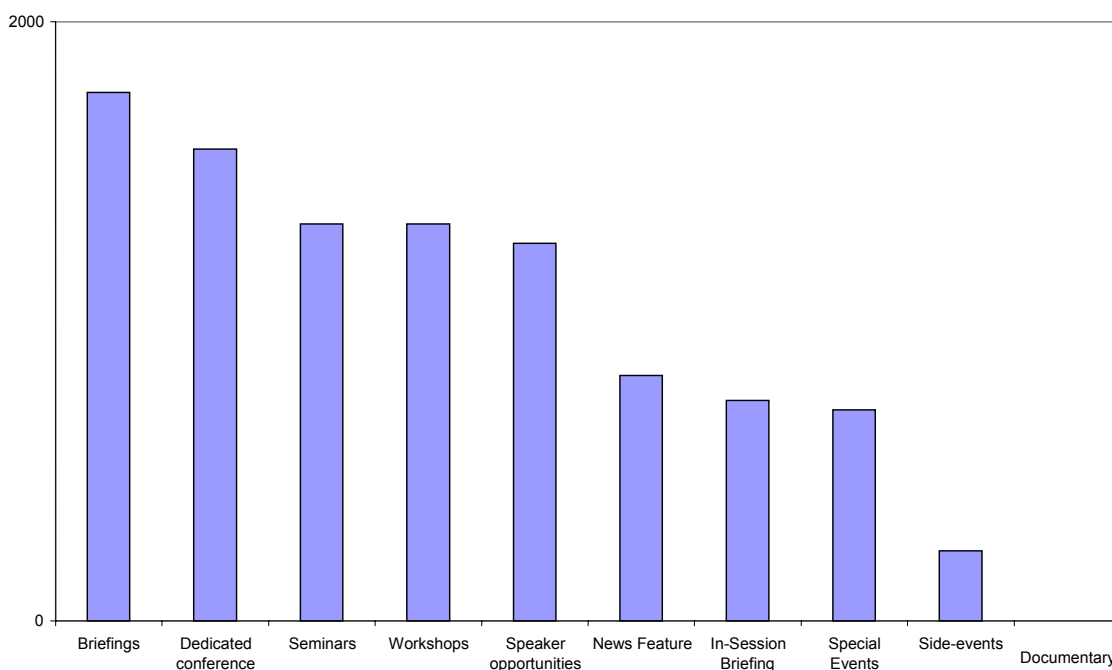


The chart illustrates that the most effective outreach activity is a briefing, which permits a high degree of balance to IPCC representatives, interaction with audiences and can be applied to all different key audiences. A dedicated conference, workshops and seminars offer broadly the same opportunities – note that a conference offers the opportunity to speak to multiple audiences, and that this analysis considers the opportunity afforded by a workshop or seminar to speak to much the same breadth of audiences. In-session briefings, special events and side-events at political conferences are limited by reach, while Media offers limited quality in terms of content, interaction and reach to key audiences.

#### 4.4 Prioritisation of Outreach Activities by Balance, Quality of Interaction and Audience Priorities

Based on the above qualitative assessment (4.3), introducing the relative prioritisation of audiences (4.1) combined with reach (4.2), offers the following results (Fig. 4).

**Fig. 4 Potential Effectiveness of Outreach Activities in supporting IPCC objectives**



#### 4.5 Conclusions

The relative significance attached to outreach activities by IPCC to date broadly reflects the comparison in Fig. 3. If there is to be an increased commitment to broaden the audience and increase awareness, outreach activities must surely consider a dedicated conference, expansion of speaker platforms at conferences and greater Media activity, which provide the broadest reach, as shown in Fig.4.

The key objectives must continue to focus on securing briefings (both in-session and out), as they remain the best form of interaction with Stakeholders. To secure the objective of increasing feedback, the organisation should expand the offering of the best form of interactive outreach, Workshops. It is standard communications theory and practice that increasing awareness contributes to moving interactions with target audiences up the

value chain (Fig. 3). Thus an outreach program that seeks to broaden audience reach and increase awareness will surely support this objective.

## **5 KEY AUDIENCES**

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### **5.1 Policymakers**

IPCC has a mandate to provide scientific technical information on climate change to decision-makers including all Policymakers. While all governments have their own approaches to considering the reports vis-à-vis policy, the objective of this strategy is not to comment on those approaches, nor that the Dissemination strategy for AR4 should in any way seek to influence government policy, but to ensure the best-practice Dissemination of materials and informational Outreach of the contents of AR4 among this key audience.

The reality is that most Policymakers will not have the scientific knowledge to understand the reports. They are reliant on scientific advisors and recommendations founded on each particular country's own policy pathways.

The result of the UNFCCC process has been that IPCC reports are well disseminated among *at least* government scientific advisors in both developed and developing countries.

For IPCC to disseminate knowledge directly to Policymakers within each country is a truly mammoth challenge. The focus must first be on increasing awareness and demand for IPCC knowledge among Policymakers. Effective Outreach should increase their interest in existing knowledge on IPCC reports held within government scientific advisories.

#### More specific Considerations resulting from Stakeholder Analysis

- The Stakeholder Analysis suggested Plenaries would be better staged at major climate change meetings or in Bonn to target Policymakers
- The more accessible the information, the better informed Policymakers will be
- Any investment in presentation and layout would be greatly appreciated
- Interest is strongest in the cross-cutting themes
- Within developed countries, relevant Policymakers are involved in Environment, Energy, Foreign or Industry policy, as well as government Scientific Advisors. The most important Products for these officials are the Summary for Policymakers and the Synthesis Reports. Governments may not consider the report until it has been finalised at the Synthesis Plenary
- There is significant demand for IPCC to take a more active role in developing countries, which often lack resources to distribute information. Typically Dissemination has focused on meteorology departments. This is particularly the case in Africa, and to a lesser extent in Latin America. In developing countries, environment ministries have a limited influence over government policy. Therefore IPCC must take a more active role in Outreach to government ministries to assure the policy relevancy of its reports<sup>1</sup>. Interest in climate change among Policymakers in these countries can best be driven by connecting the issue with sustainable development

### **5.2 Scientific Researchers**

IPCC depends on the scientific community to support the process. Scientists are often working *pro bono*, and the IPCC is greatly indebted to the community as a whole for its support. The IPCC should endeavour to serve its community as best it can. National and

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<sup>1</sup> CNC has not had contact with a representative of Asia outside of China (which has an excellent national Dissemination commitment) to determine needs in the region as a whole.

international associations of scientists should be targeted, and interactions initiated, to promote invitations for Outreach activities.

### **5.3 Industry**

It is clear from statements from energy companies e.g. BP to insurance companies e.g. Allianz, through major commercial bodies e.g. International Chamber of Commerce (ICC), that the reports of IPCC are taken with great seriousness by the most influential global private companies. These are typically interested in the effects of emissions control, framing their public affairs strategies, and technologies, in guiding investment. Often they are interested in one or the other.

### **5.4 Parliamentarians**

It can only be surmised that those parliamentarians aware of IPCC and interested in climate change science will attempt to garner the findings for themselves. Again, there are numerous pathways by which the findings can come to their attention e.g. government reports, lobbyists, NGO's etc. If there are requests for meetings from parliamentarians, these are often directed to individual scientists operating in the country of the given assembly.

IPCC does not have the resource to target directly thousands of parliamentarians across the world with any degree of balance. An Outreach Program, limited in scale, but targeted to the most important international bodies of parliamentarians, together with speaker platforms and workshops at regional conferences, should raise awareness of the availability of IPCC representatives for briefings (see section 8), SPMs and Fact Sheets (see 6.2.3). A common powerpoint presentation (see 6.2.2) should empower representatives to speak on behalf of the IPCC about reports, and encourage the Dissemination of IPCC content.

### **5.5 United Nations/ IGOs**

While not referenced specifically as a target audience (3.3.2), the IPCC is already heavily reliant on parent organisations within the UN family for Dissemination and Outreach activities. The WMO provides excellent support in disseminating the reports and knowledge transfer among meteorological organisations, and UNEP has powerful regional coverage. Both support IPCC in communications on an *ad hoc* basis.

The UN family may be able to offer the kind of support, in terms of resources and access to Policymakers, that a global multinational effort such as the IPCC is involved in. CNC's research found that the UN Department of Public Information (DPI) already disseminated IPCC materials, apparently without the knowledge of the Secretariat. This reflects a broader theme that Dissemination has in the past been, and will continue to be, difficult to "own" for the IPCC. It is public information, available on the web, and many interested bodies take it upon themselves to "assist" with the process. In the case of the UN DPI, it is strongly argued that IPCC should take an active role in liaising with this office and UNICs to ensure objectives are met. This requires additional resource.

*"we would be interested in IPCC representation in some workshops if their participation costs would be met by IPCC"*

The results of the Stakeholder Analysis suggest that there is significant interest in science departments across the UN family in all versions of the reports, as well as in seminars and workshops, but that there is an expectation that IPCC should fund these.

During this consultation, UNFCCC officials indicated they would “in principle be open to disseminating the report at its Climate Change Kiosk.”

Beyond the UN, IPCC could engage to a greater extent multinational organisations in related fields, such as the IEA.

## **5.6 NGO's**

According to a UN report there were 29,000 international NGOs in 1995. There are estimates of millions of national NGO's in the US. Their nature and effectiveness vary considerably. Relevant NGOs will tend to be working in the fields of environment, science and sustainable development.

Operational NGOs e.g. Greenfacts (Brussels) or TVE (Television Trust for Environment) which provide specific capabilities and are not involved in advocacy should be used as much as possible where they can support the Outreach and Dissemination Program efficiently and effectively.

As regards advocacy groups, CNC's principal recommendation is that interactions should be limited to IPCC's specific objectives in communicating to other key audiences – NGOs may for example be able to support objectives in setting up Outreach to policymakers or the private sector. However if a given advocacy group can not support IPCC in an entirely apolitical way, then IPCC should not co-operate with them.

At the same time, the importance of the most influential advocacy groups, both international and national, must be recognised. Therefore a second recommendation is that to secure understanding of AR4 findings across all Stakeholder Groups, IPCC should strive to ensure NGOs are effectively briefed, to protect IPCC's own reputation and to place boundaries on the conclusions NGOs will take from reports.

As with parliamentarians, IPCC's interactions with NGOs should be highly targeted.

Major NGOs e.g. WWF, Greenpeace, already submit comments or provide input through the drafting processes of reports. Understandably there are no complaints about the Dissemination process among these. Other well-funded NGOs are provided with access to IPCC through events at the UNFCCC, but otherwise interactions have been limited.

There is some degree of interest among those interviewed by CNC in IPCC reaching out to other NGOs regionally. As with parliamentarians, IPCC could efficiently target these with a consolidated approach e.g. through the United Nations Department of Public Information NGO Section and Resource Center in New York. As the level of knowledge and professionalism within NGOs varies considerably, it is also suggested that Workshops offer the best means of deepening their knowledge on the reports. Specific Fact Sheets would support this process – feedback from an NGO Workshop would usefully contribute to IPCC's own understanding of how these materials should be prepared.

## **5.7 Conclusions**

According to the Stakeholder Analysis, there is a broad-based consensus internally that Outreach activities would be of significant benefit to assist with communicating the complexities of IPCC Reports, subject to agreement on a co-ordinated and controlled approach. Equally, it is clear there is significant demand among external Stakeholders for increased access to IPCC scientists to assist with understanding the reports.

An efficient deployment of resources for the Outreach Program must be based a cost-benefit approach to achieving IPCC's outreach targets. Activities should be continually monitored through the Outreach Program against these objectives.

## **6 PRODUCTS**

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### **6.1 Core Products**

The core AR4 products, as agreed at the Plenary, are as follows:

- Assessment Reports (WG I, II, III) – 700 pages – English
- Summaries for Policymakers (WG I, II, III) – 10 pages – 6 UN languages
- Technical Summaries (WG I, II, III) – 45 pages – 6 UN languages
- Synthesis Report inc. Summary for Policymakers – 30/35 pages – 6 UN languages
- Web-version and CD-ROM of all reports and translations
- Technical Paper on Water

#### **6.1.1 Feedback on Core Products from Stakeholder Analysis**

*“For TAR, what we did was produce three thumping great bricks. The reports are too big for some people.”*

*“I cannot use SPMs for briefings”*

- Very positive response to Synthesis Report, margin-indexing between SPMs and underlying reports, e-publishing initiative
- General concern that SPMs and reports are difficult to understand by Policymakers
- Any investment in layout and design would be greatly appreciated
- Shorter SPMs should be of interest to industry boards
- Quick translations, particularly of Technical Reports, into, especially French and Spanish, to support developing countries and UNFCCC process

### **6.2 Supporting Material**

#### **6.2.1 Graphics**

The Stakeholder Analysis indicates there is broad support for increased investment in graphics, as these are often described as unclear, by both Policymakers. It is expected that lack of clarity is one of the reasons for mis-use of graphics (sometimes attributed to IPCC) by the Media. Graphics files should be provided in hi-resolution print-friendly formats (TIFs) as well as JPEGs.

It would be useful to concentrate on designing the website so that it is easier for users to find the graphics they are looking for. At present, users can not find materials quickly without prior knowledge of the WG structure of the reports. This mirrors general recommendations regarding the layout of the website (see 6.2.5)

#### **6.2.2 Powerpoint Presentations**

The lack of a common powerpoint presentation for IPCC representatives to present at seminars, briefings etc. was a common theme through the Stakeholder Analysis.

Ensuring that this is possible will enable the Secretariat to take a greater role in organising Outreach activities, with consensus agreement on the contents of the presentation. Without this, it is not possible to ensure consistency of messaging across the WGs, forcing IPCC scientists not to speak on behalf of the IPCC. This then works against the ambition of the IPCC to promote understanding of reports among User Groups.

There should at the very least, be powerpoint presentations for each WG report and the Synthesis Report, based upon the SPMs and agreed at Plenaries. Additional presentations should be developed on CCTs to support Workshops and Seminars. All these could be considered “Supporting Materials” to avoid issues relating to the official approval process of IPCC, and should receive support from Members because they support the Outreach process.

The presentation quality of powerpoint presentations could be improved by hiring a specialist supplier.

### **6.2.3 Fact Sheets**

*“...the IPCC conclusions should be presented in an unbiased, easily understandable way, written in a language easily, homogeneously and comprehensibly translatable to as many different languages as possible.”*

Prior to each report publication, single-page fact sheets explaining the drafting process for each WG (as produced by WG1) would help clarify among Stakeholders how the reports are produced. Innovations such as these should be cleared with the Secretariat. The Secretariat could greatly help understanding of the overall IPCC process by producing similar copy across the organisation.

*“...brief, easy-to-read, jargon-free fact sheets...include visual aids such as graphs, statistics and charts”*

IPCC could consider producing specific Fact Sheets for individual Stakeholder Groups to reflect their specific interests. This would require professional communications and outreach support.

If possible, it would make sense to produce a single-page fact sheet for each Report based upon the SPMs, designed for Policymakers and Media, but most importantly, to mitigate the risks of simplified materials produced by 3<sup>rd</sup> party organisations including NGO's, UN bodies and the Media, that can only otherwise be based upon AR4 Products. The Secretariat should in general, take greater care over 3<sup>rd</sup> party productions based on AR4 and co-ordinate IPCC scientist input into these.

If IPCC was required to use a 3<sup>rd</sup> party to produce Fact Sheets, one notable specialist in the field, with recent experience supporting the UN Millennium Ecosystem Report, is the independent non-profit organisation, Greenfacts (Brussels).

These should be considered “Supporting Materials” etc...

CNC notes that as 99% of the reports are finalised at the 3<sup>rd</sup> draft, it appears possible that Fact Sheet development could begin at this time to be finalised at Plenaries.

### **6.2.4 Cross-cutting Themes**

The appeal of the cross-cutting themes is very clear from the Stakeholder Analysis. If possible, one-page Fact Sheets and presentations should be produced for each Cross-Cutting Theme. The same content should be reflected on the website, with clear links.

### **6.2.5 Website**

*“...if you just simply want to know the ‘degree of warming’...you have to know that it featured in the Synthesis Report...”*

It is clear from interviews that a major Dissemination point is the website. E-publishing is enabling indexing that make the user experience possibly superior to referencing the



books. However at the same time, as shown by the above comment, the website offers content that too closely reflects the institutional processes behind it. Users are interested in scientific subjects, not Working Group structures.

The website could therefore usefully be redesigned to make it more user-friendly – with the aim of bringing to attention CCTs and other common themes. In addition, some users mentioned that it was difficult to distinguish between summaries and the underlying reports. This will require a substantial effort on the part of a web design team, and would ideally involve a User Group Analysis to identify needs. Nevertheless, this process could occur through the drafting process in 2006 and 2007, with a target date for launch on the approval of the Summary Report.

CNC advises that it should be considered whether the individual WG websites need to be publicly accessible. A single website would make it easier to keep up-to-date and assure consistency in terms of the organisation's public profile. A useful benchmark would be the UN Millennium Ecosystem Report website, which uses most of the latest methods of web design ([www.millenniumassessment.org](http://www.millenniumassessment.org)).

Information for IPCC contributors e.g. internal newsletters, contact details of contributors, should be held on password-protected sites. Other useful information e.g. conference calendars, Media coverage should also be made available here. Different access privileges would allow this to serve as a knowledge management centre for IPCC representatives involved in outreach activities. Communications guidelines and messages for Media (see 9.2.1, 9.2.4), common powerpoint presentations (see 6.2.2) should be uploaded, and a system set up for processing requests from Stakeholders and checking the availability of authorised representatives for Outreach activities.

The website should be the responsibility of the Secretariat. Typically the most efficient, cost-effective means of developing websites is to use resource already employed.

CNC recommends a policy of interaction with governments to establish links from the IPCC websites to national government websites on climate change. The policy should also aim to set up links between government websites link to the IPCC. The Secretariat should take advantage of these interactions to suggest proposals from national governments for individuals and organisations to be added to the Notification list (see 7.2).

#### **6.2.6 Backgrounders**

While the backgrounders that have been produced by the Secretariat are very informative about the history of the IPCC, its organisation and process, and have apparently been reproduced by e.g. the government of Mexico, the best approach to a Backgrounder would be a two-pager, simply answering the following questions:

- What is the IPCC?
- What does it do?
- Who runs it?
- How is it organised? (one diagram)
- Who funds it?

It would be useful to have names and photos of those who form the 'board', i.e. Chair, Vice-Chairs, Co-Chairs. Non-scientists find 'people' easier to understand than organigrams.

#### **6.2.7 Materials Consistency**

At present, a variety of supporting materials are being produced e.g. the excellent WG1 AR4 Poster, and various powerpoint presentations. All materials should be approved by

the Chair and Secretariat, which should also promote best practice of WG initiatives across the organisation.

## **7      MARKETING**

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It is likely that only very few publishers would derive the commercial benefit necessary to commit much resource to marketing the reports. However there are some cost-effective ways in which the Secretariat could take a lead, listed below, with cross-over benefits to all parts of the Outreach Program.

### **7.1      Pre-ordering**

A simple 'registration of interest' form for copies of the report on the IPCC website should:

- Help market the report
- Monitor demand levels to support production planning
- Contribute to a database of contacts

Pre-order forms should also be mailed to relevant User Groups (including those who did not receive TAR) prior to WG1, with the publication schedule included.

The registration of interest and pre-order forms should be developed into a marketing database, with a Notes section for the Secretariat to add details of the individual's personal interests, to enable better marketing of Outreach activities and Products.

### **7.2      Notifications**

A simple notification system of the publication schedule should be set up on the IPCC website, so that interested parties can register their email addresses for updates on publication of the Products they are interested in.

### **7.3      Mailing lists**

Mailing list should be sought from other UN organisations, including the UNFCCC, UN DPI, IUC, UNESCO, UNEP and WMO, for government officials, but also the WBSCD and the ICC for industry.

In advance of AR4, the Bureau should also invite Member countries to submit names and contact details of organisations they would like to be informed of the publication schedule. For efficiency, the best method of doing this is a webform feeding a central database.

### **7.4      Letter-writing**

In the Stakeholder Analysis, it was suggested that flyers be sent out to major companies. In the experience of CNC, traditional letters, from the most senior person possible e.g. the Chair, should be mailed to CEO's and heads of civil service departments to inform them of the publication schedule. These will quickly find the correct person to decide on the number of purchases/ requests for Products, but also acts as a general marketing tool for the IPCC to be perceived at the highest level as a senior-level organisation. The same approach should be applied to Outreach activities e.g. Workshops, seminars.

## 8 OUTREACH

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### 8.1 Briefings

There is no need to digress on the value of briefings within the confines of this report. However as a key objective for the outcome of the various Outreach activities, briefings should be monitored on a monthly basis to ensure that they are occurring in the regions, subject areas and to key audiences, to reflect the objectives of the overall Program. If no briefings of African Policymakers have occurred in a year spent briefing European NGO's, then resources have been deployed inefficiently. This reflects on the need for centralised co-ordination by the Secretariat (see 10.2), which should continually focus efforts on agreed audience priorities (see 4.1).

### 8.2 Dedicated Conference

An IPCC-branded conference or series of conferences will open up substantial opportunities to reach new audiences, and to provide the deepest-level insight into the Reports to the broadest audience. There is value in bringing many IPCC scientists together in one place. This attracts diverse audiences. It also demonstrates physically the coming together of scientific minds that the IPCC process represents.

If marketed effectively, IPCC conferences could attract all target Stakeholder Groups. The attraction of large numbers of interested people, would attract other interested people including Media. The focus that large numbers of people bring to bear on the IPCC scientists presenting, would focus the minds of those attending to better get to grips with the reports.

Such conferences would permit the kind of networking, information exchange that would serve as a platform for ongoing Outreach activities. Indeed it would be possible to conduct seminars and workshops alongside on specific subject areas. It would be an ideal place in which to disseminate (and sell) reports physically. Indeed it would be an "event" suitable for launching the printed reports.

The contents should be decided later. However there is enough material, and demand, for IPCC scientists to front the whole show. To host external speakers would dilute the focus of the conference. CNC would suggest that a morning session be devoted to speeches on the WG reports, culminating in the Synthesis Report, and an afternoon session to cross-cutting themes (much in demand according to the Stakeholder Analysis). An alternative could be to focus the conference agenda on these, as opposed to WG subjects, which would also help to communicate the meta-text of the reports to officials and advisors, and therefore entirely added-value to experienced Users.

Considerations for locations include international government centres e.g. New York, Geneva, Brussels; less political locations with excellent international conference facilities and good transport links e.g. London, Beijing or Frankfurt (close to the UNFCCC in Bonn); the location of major governmental conferences; access for developing countries; regional split and cost-benefit. The decision as to how many conferences and where they should take place should be taken nearer the time, and with the objective of securing the broadest reach and best access to key Stakeholders. Ideally if there are a number of conferences, they should be organised in a 'roadshow' format to ensure . There are a multitude of possibilities, but planning should start approximately April 2006, when calendars for late 2007/ early 2008 are being filled in.

It is suggested that preparations by scientists proceed immediately following the Synthesis Report Plenary, and that the conference would best take place one month later when the findings are still fresh (and governments require guidance), or when the

Synthesis Report was physically published or equally valuable both ways, to coincide with the launch of the Water Report.

Funding for such a conference could be provided by UNEP, WMO and the host government for the conference. Enquiries could equally be made at the UN Foundation or UNESCO. UNEP has excellent organisational capability for conferences including mailing lists.

### 8.3 Workshops

Workshops are currently used to support the IPCC assessment process, to scope an IPCC Report or to advise the Panel on e.g. whether to prepare a Special Report.

Workshops would provide an excellent means to support Outreach by providing an opportunity for two-way interaction with User Groups, deepening knowledge of the content of the reports, providing opportunities for discussion more specifically related to the requirements of the User, and enabling feedback from User Groups. User Groups who would be interested in Workshops are Government Scientific Advisors, Research (Science), Industry (Scientific advisors), Parliamentarians [although as there are few regional bodies bringing these together, this would be on-demand], NGOs and IGOs/ UN family.

As shown by 4.2, Workshops also provide the best quality interaction with User Groups compared with other Outreach activities, and can be used to approach multiple different User Groups.

Workshops should not be restricted by the WG format to the reports, but depending on the interests of a particular group (which should be ascertained by the Secretariat nearer the time) could equally use a cross-cutting theme as material.

This program should aim to bring to set in the context of the overall reports, themes and subject areas that respond to the interests of specific User Groups in all regions of the world.

IPCC should continue to take advantage of meetings hosted in different countries for this, but should not be tied to these for Outreach. This implies additional resource. One notable suggestion from the Stakeholder Analysis was to time outreach activities to coincide with relevant International Days e.g. the International Day for Biological Diversity.

**Fig. 5 Possible Workshops:**

Content	Location	Audience	Possible Partners
AR4	--	Officials involved in Basel Convention, Biological Diversity, CITES, CMS, Montreal Protocol, Stockholm POPs, Rotterdam PIC, UNCCD, Ramsar	IUC/ UNEP
AR4	UNU	Students	United Nations University
AR4 by Region	N. America L. America Africa	Policymakers and advisors NGO's	e.g. OECD, MERCOSUR/ IAI/ ECLAC,

	Europe Asia		NAFTA, EU, African Union, ASEAN
AR4 for Parliamentarians	--	Parliamentarians	IPU
AR4 for Finance	New York/ London/ Hong Kong	Finance/ Insurance	Dow Jones Conferences etc.
AR4 for Media	USA  London	Journalists	NASW/ SEJ  Foreign Press Association
WG1	Geneva	Climate change scientists, Met Offices	WMO
WG3	Russia --	Policymakers	CIS SIDS/ SPREP
WG3	Europe	European Policymakers and advisors	European Environment Agency
Article 2	Bonn	Government and UNFCCC/ SBSTA/ SBI officials	UNFCCC
Biodiversity	--	Policymakers, NGO's	GEF
Health	L.America  Africa  Asia	Policymakers	PAHO, HOLA, WHO, FAO, ESCAP
National GHG Inventories	Bonn	Government and UNFCCC/ SBSTA/ SBI officials	UNFCCC
Sustainable Development	Africa	African Policymakers, UNDP	UNEP, RECs
Uncertainty and Risk	U.S.  Europe	Scientists, scientific Media	AAAS/  EGU
Technology	U.S. Europe Asia	Policymakers	UNFCCC/ UNEP/ IEA
Technology	--	Industry	ICC WBSCD IEA
Water/ WG2	Africa	Policymakers (numerous regional and pan-African committees of relevant ministers). A French-language Workshop is necessary in West Africa.	UNEP/ UNDP/ UN Regional Development Banks/ World Bank

#### 8.4 Seminars

Organising seminars at conferences represents another means of delivering IPCC messages at targeted audiences. Compared with Workshops, they do not offer the same level of interaction, or the same depth of content; however for this very reason, they can offer something to those who would not have the time, interest, understanding to participate in a Workshop.

Seminars would therefore usefully be targeted at conferences where participants belonging to target groups gather (on relevant subjects), where these groups would not more usefully be targeted through a Workshop. Some seminars should therefore focus on policy advisors in non-scientific areas, private sector workers with no scientific remit, parliamentarians etc.

In terms of timing, as seminars offer limited right of reply, they should be used up until the Synthesis Report, to avoid confusion and raising issues that could adversely affect the drafting process (see 10.1).

From publication of the Synthesis Report, when Workshops would provide the best Outreach method for key target groups, seminars offer a useful Outreach activity for second-tier Users e.g. industry and NGO's.

Suggestions for the kinds of events IPCC should set up side-events at include the UN DPI (Department of Public Information) annual NGO conference in New York, or in co-operation with the WBSCD in Geneva and its regional network. As mentioned in 5.5, the interests of industry tend to be focused on specific areas related to climate change e.g. technology or probability, and this is highly dependent on the industry. Therefore it may be advisable to target global industry groups representing specific industries e.g. ACEA (European Automobile Manufacturers' Association) to ensure relevant material.

In any case, IPCC should make use of lists of upcoming conferences available from UNEP, WMO, IISD and the UN.

Seminars also have a role to play in extending the reach within User Groups targeted by Workshops, as they offer the opportunity to talk to larger groups of people. Therefore in developing an Outreach Program, consideration should be given to seminars targeting User Groups that have not been adequately covered by the Workshop Program.

As with Workshops, IPCC should not be tied to its own meetings for setting up Outreach activities, and should aim to time activities with relevant International Days.

## **8.5 In-session Briefings, Special Events, Side-events**

At present, the IPCC presents Reports to the UNFCCC in-session. To secure IPCC reports as part of the official agenda of intergovernmental processes should be an key objective of the Outreach Program, as this activity offers the best platform for communicating to Policymakers.

In-session briefings have occurred at other regional assemblies e.g. SIDS. An objective for the Outreach Program must be to attempt to establish such presentations at similar bodies in reporting years. Barring requests from such organisations, IPCC should endeavour to achieve best-in-class outreach activities e.g. through special events at such meetings to secure its place on agendas. If policy relevancy is the goal, then in-session briefings must be a key target.

The most likely candidates to expand these too would be among the major annual meetings of UN family organisations. The Secretariat should write to UN organisations, including the UN itself, parent organisations, to attempt to secure presentations at e.g. the General Assembly of the United Nations.

Special Events are conducted at the UNFCCC by IPCC on non-reporting years, with considerable success according to comments from both internal and external Stakeholders. These involve presentations to delegates at lunchtimes or in the evening,

and offer a controlled platform in which to present direct to delegates. The IPCC should endeavour to set up special events at other related conferences.

Target conferences needs to have a strong link in subject matter to climate change science e.g. World Renewable Energy Conference (Bonn) or Delhi Sustainable Development Summit.

Other targets could include meetings where long-term agendas are addressed on a global e.g. G8, World Economic Forum or UN World Summit, as well as regional political gatherings e.g. European Council on the Environment, MERCOSUR, African Union, ASEAN. The Secretariat should ascertain from UNEP where relationships with these organisations already exist and how these can be supported in a mutually-beneficial way.

*“Some participants in or organizers of side events have no clue about negotiations and negotiators often have no time to even study the brochure where hundreds of side events are announced. I noticed that UNFCCC is trying to reduce the number of side events and I think this will be beneficial for the overall process”*

The feedback from the Stakeholder Analysis, outside of NGO's, is not good on side-events, as they can be seen as disruptive and irrelevant by government officials, who are therefore infrequent in their attendance. It appears that some conferences are taking action to reduce the number of these. Pending any change in perception, these should be avoided unless there is great difficulty in arranging special events or in-session briefings. If this is the case, government officials should be advised of side-events in advance using the notification system [see 7.2] to attempt to secure their interest.

## **8.6 Speaker opportunities**

As illustrated in 4.2, speaker opportunities offer substantial reach to all audiences through relevant conferences. While speaker platforms tend to be short, and therefore limit opportunities for genuinely deepening knowledge of the reports among audiences, they provide the opportunity to market the Products to new potential Users, and to raise and sustain awareness of activities.

It is recommended for a conference list to be drawn up nine months prior to the start of Outreach activities to identify relevant conferences. These should reflect the objectives of the Outreach strategy in terms of reaching priority Stakeholders (see 4.2) or to raise awareness to support other Outreach goals.

When Outreach has begun, the Secretariat should monitor requests to ensure that objectives of the Program are met in terms of reach e.g. to raise awareness in a given region should there be low numbers of requests for workshops or briefings. In most cases, costs should be covered by conference organisers. Further all speeches should be uploaded to the IPCC website, unless there is repetition.

A particular focus for Speaker Opportunities should be Industry, as few industry decision-makers are likely to want to go into the detail of the Reports yet there are numerous relevant conferences around the world for the private sector.

The Secretariat should also write to all organisers of conferences in relevant subject areas, offering copies of relevant reports for sale, or for free. Conference organisers could then put Products into delegate packs, or set up stalls to sell the reports.

### 8.6.1 Speaker List

A Speaker List must be agreed beforehand. There should be a list of speakers for each region of the world (ideally including teams of non-English speakers for the most common non-English languages), for each content grouping e.g. cross-cutting themes, as well as for each report. This will support the Secretariat in co-ordinating activities.

Agreement on a Speaker List and Speaker Guidelines should be targeted for at least three months before commencement of Outreach work.

## 9 MEDIA

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### 9.1 Introduction

As shown in 4.4, Media is an important part of outreach as all Stakeholder Groups take note of what is in the Media, whether specialist (scientists, industry) or mainstream (Policymakers). Media should not be considered an Outreach activity *per se*, but as a highly interactive audience that can support, drive and influence the effectiveness of Outreach and Dissemination, and broader perceptions of the Reports. Therefore it is not simply the role of IPCC to ensure that journalists have their copies of the SPMs.

The Media already displays a strong degree of interest in IPCC, with on average 150 articles referencing the organisation in the last three months in English and 50 in French, at time of completion of this report. The challenges are well-known, and while Outreach should include Media activities, IPCC should also consider Media as a separate challenge that requires new professional skills and management from as early as possible.

The following includes considerations and specific tactics.

### 9.2 Considerations

#### 9.2.1 Communications Guidelines – During Assessment Process

WG 1 has developed guidance for IPCC scientists on interactions with the Media ('Suggestions to assist Authors...') for the duration of the Assessment Process. These are well-written, clear and grounded correctly within communications best practice. IPCC should ensure that these suggestions develop into clear guidelines across the organisation.

*"I get calls...every other week... I'm trying to get the Secretariat and Chair to pool information that journalists frequently request"*

CNC's principal recommendation is that all enquiries about the IPCC should be directed to the Secretariat, which should then co-ordinate a response, with the support of a communications professional. Many Media enquiries are anodyne and not about science, and the Secretariat will reduce the time taken by scientists to respond to Media enquiries by co-ordinating these. For more weighty queries, the Secretariat can engage scientists from within IPCC that have the availability and expertise to respond. Secretariat co-ordination also permits the development of an Approvals Process on communications, which is not addressed in this report, but is a recommendation to assure the balance of messaging.

#### 9.2.2 Balance and the Rationale for Active Communications

It is clear from the Stakeholder Analysis that the significant amount of coverage that the TAR report attracted in all regions of the world, will be all the greater for AR4. Most believe that the greatest interest will be in the WG2 report. There will be a short period,



likely lasting three months, of sustained and concentrated interest in each of the reports all over the world. It is essential that IPCC is well prepared for this.

The most experienced journalists are familiar with the IPCC, its organisation and have sufficient understanding of climate change science that the SPMs are interpreted effectively. Indeed, contrary to expectations, CNC's interviews with experienced journalists found that there was even interest in methodology reports.

*"The risk is with generalist reporters"*

Not all Media will have experienced journalists covering the story. Leaving the majority of the Media's staff (or general news) reporters to base their reports on the those of the more experienced reporters carries a lot of risk. Indeed their deadlines mean they will not have time to copy their more experienced colleagues. This is a high-risk strategy, in terms of the reputation of the IPCC, the report, those involved in it, and its role within the UNFCCC process. It is entirely unnecessary as it should be perfectly feasible to achieve consensus on a brief release. Indeed it would be unconscionable for most of the organisations from which IPCC contributors are drawn, not to provide Media with official, agreed materials.

Even if such a release carried just three or four simple messages, the coherence of the 'breaking news story' would encourage Media interest in the more detailed findings to develop over time; and for the issues to be more carefully disseminated.

### **9.2.3 Key Media**

The most efficient means of securing balance in the Media is to ensure that journalists from the most influential outlets are very well briefed, so that the majority of coverage is heavily drawn from them.

It is not within the scope of this report to provide a full prioritisation of Media. CNC would recommend that an official list of 20-30 Key Media is agreed, supported by WMO and UNEP communications professionals. CNC advises that the most influential Media are *Science* and *Nature* (often referenced in national Media), the major multi-lingual news agencies e.g. *Reuters*, *Associated Press*, the global news networks e.g. CNN, BBC, and the most experienced journalists on the subject at influential national Media. If necessary, second- and third-tier Media can be added to this list.

### **9.2.4 Communications Guidelines – Messaging**

A number of umbrella key messages defining what the IPCC is actually doing should be agreed as soon as possible, and disseminated among all those involved in Media liaison to ensure consistency. These messages should be used on all materials for the Media. The focus of these messages should be to explain the process and why this is 'good' ("global consensus", "peer review", "highest-quality science" etc).

Contrary to discussions within IPCC, it should be understood that IPCC must develop a system where a number of people have the authority to speak on the organisation's behalf. It is not possible to achieve consistency. The Media understand the concept of 'IPCC spokesperson' and respect it. This will also allow the IPCC to monitor statements to the press by people entirely outside of the process, as was observed during TAR.

At each Plenary a meeting should be organised for those responsible for liaising with Media to agree 10 key messages regarding each WG report and the Synthesis Report. These should form the basis of each press release and all verbal communications with Media. The development of a Q&A that has been discussed recently, which while useful, would be too complicated to agree on.

### 9.2.5 Positioning

There are a variety of descriptions of the IPCC available on IPCC materials, but at present the IPCC "boiler plate"<sup>2</sup> is effectively:

"The Intergovernmental Panel on Climate Change (IPCC) has been established by WMO and UNEP to assess scientific, technical and socio- economic information relevant for the understanding of climate change, its potential impacts and options for adaptation and mitigation. It is open to all Members of the UN and of WMO."

While this is based on the first part of the IPCC's Role in the governing Principles, it does not even mention its lifeblood, the reports. This should be reviewed and developed with a communications professional to accurately convey the organisation's size, import, neutrality, activities, process or import of the organisation, for use consistently across all materials. It is easier to do this having defined the Mission (see 10.2).

### 9.2.6 Reputation Management and the Right to Reply

Feedback from the Stakeholder Analysis indicates that there is no clear policy on reactive communications to comments in the Media on IPCC, the process or the reports themselves.

All organisations have the right to defend themselves in the public domain. Most of the organisations involved in the IPCC process have Media liaison. IPCC should be no different.

A clear process should be set up involving the Chair, the Secretariat and co-Chairs to devise responses to comments, with the support of an experienced communications professional to provide guidance on tone, language and whether comments should be delivered on-the-record or not.

Key objectives of this policy are to protect the reputation of the IPCC, that of the scientists involved, to educate journalists and to ensure balance in coverage of the Reports.

IPCC will always be open to criticism. The right to reply will actually promote criticism, debate and feedback which is healthy for an open, transparent organisation.

#### 9.2.6.1 Media monitoring

Investment is recommended in a Media monitoring system, so that IPCC is well informed of emerging issues in the Media, and can respond in a timely fashion. It is suggested that this would be useful for the Media departments of both UNEP and WMO, who presently furnish IPCC with coverage on an *ad hoc* basis.

## 9.3 Media Tactics

### 9.3.1 Pre-launch Media Event

*"The more journalists understand about the process, the better for credibility. It is important for journalists to understand how the reports are generated."*

It is clear from interviews with Media representatives and professionals that there is strong interest in AR4 and a number of questions, particularly relating to the process and methodologies e.g. scenarios, modeling, that they would like answered.

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<sup>2</sup> A boiler plate is a text description of an organisation – typically communications professionals work with 30-, 90- and 150-word versions for different materials – from websites to the bottom of press releases.

These questions should be addressed before the Plenaries so that Media can focus on Report contents. It is thus recommended to hold a press conference two to three months before the WG1 Plenary, explaining what the IPCC is, what were the results of TAR, what has happened since then, and the schedule for 2007.

This would most usefully be held in an international Media centre e.g. Washington, New York, London. The costs of this can be managed by holding the press conference in a foreign press club. As a guide, the Foreign Press Association in London provides an attractive room for free for press conferences and has a membership of around 700 journalists from 70 countries.

To support the marketing of the reports, a press release should be issued, placed on a wire, uploaded to the website and emailed to IPCC contacts (see 7.1, 7.2) advising how and when Products will be available, and requesting interested parties to address requests to the Secretariat. (Note there are strong indications a large number of users are burdening other organisations with requests for Reports.)

### **9.3.2 Plenary launches/ Press conferences**

The present format for Media launches is to stage press conferences at Plenary sessions for each report. As all potential interviewees are at the Plenary sessions and the focus of journalists is on the SPMs, and it would be logistically challenging to stage press conferences to keep ahead of Media deadlines in each of the world's three major timezone stretches. This format can not therefore be changed

However siting Plenaries in more Media-friendly locations e.g. Washington, London, where there are substantial international press corps and good transport links, would ensure greater face-to-face interaction with Media (therefore a better informed Media) as well as increased TV coverage (high cost of sending TV production crew). Low and highly specialist attendances at most press conferences through the TAR were explained in the Stakeholder Analysis by journalists' difficulty with funding trips to remote cities.

As happened with the TAR, holding press conferences after the Plenaries in such Media centres is an option. However unless the messages are strictly controlled out of the Plenaries (i.e. non-scientific messages such as 'IPCC agrees 4<sup>th</sup> Assessment Report') – which will be difficult – the story will already have been written up, and journalists will be looking for new angles come the press conference – risking distortion in the more in-depth coverage.

#### **9.3.2.1 Tele-conference**

*"We argued for tele-conferences for Ethiopia...we spent two years on it and it was a lost opportunity"*

CNC's broad recommendation is to shift the focus from press conferences to tele-conferences.

First, few journalists are willing to travel for this story. For TV programmers, it does not offer particularly visual material for TV. Second, tele-conferences enable controlled delivery of the messages. Public Relations officials e.g. from UNEP, can monitor the calls and follow up with journalists they believe are not following the messages properly. Third, this avoids the chaos of journalists calling scientists and co-Chairs directly when the press release is launched. Fourth, it creates a premium event. Pre-registration will enable demand to be met accordingly. Fifth, there is the option of holding tele-conferences in different languages and to meet deadlines in different timezones. Sixth, they are less expensive and logistically challenging than video- or web- conferences.

#### **9.3.2.2 Transcripts**

A request from journalists contacted in the Stakeholder Analysis, as well as Media professionals, was for transcripts of press conferences to be uploaded to the web. This can be done with limited budget by prior arrangement with the company hosting the IPCC website, requiring only a staff member to send the minutes by email to them. It should be possible to upload the press conference transcript to the web in 1-2 hours.

### **9.3.3 Video news releases (VNR)**

VNRs are short segments of broadcast material designed to support TV newsrooms putting together reports. If they are not used, TV news stations will tend to base their reports on wire services and use their own footage, which risks losing the main messages of the report, and not communicating the visual 'evidence' of the IPCC process.

Producing a VNR involves a TV company, advised by a communications professional close to the process, producing "b-roll" (footage of relevant video e.g. ice caps melting, graphics) well in advance of announcements.

At Plenaries, new footage should be shot showing the host city, the Plenary in progress, and a short 2-minute interview with the Chair. When the press release is finalised, the TV company should produce a voice-over version of the release to overlay on top of the footage at the Plenary, in co-operation with a communications professional. All of the footage should be edited to support the messages in the voice-over. On approval, the VNR is transmitted to newsrooms direct by satellite.

### **9.3.4 Interviews**

The present system of providing phone numbers of Chairs/ co-Chairs/ scientists on releases is a recipe for chaos. The only numbers on the releases should belong to communications professional(s) acting as 'gate-keepers', after the statement "For further information, including materials, interviews, please contact:". The communications professional(s) should block out times with interviewees for each launch in advance, and schedule interviews according to a Media organisation's priority in the Key Media list (see 9.2.3).

#### **9.3.4.1 Media Training**

While scientists are often extremely good communicators on a scientific level, with those from the scientific community, it can be challenging dealing with professional wordsmiths and 'story-makers'. The challenge, and risks, increase exponentially, when a non-native English speaker is talking in English to a native English-speaking journalist.

At the present time, most Media-facing professionals undergo Media Training regularly. This is not because they have never spoken to the Media before, but because it genuinely helps them deal with the Media, communicate clearly and stay on-message.

### **9.3.5 Documentary**

There has been some talk of co-operating with a TV production company to produce a documentary based on the report. Producing a documentary would be comparable to an extended VNR and serve to provide a more in-depth video feature for TV networks. It should be noted however that documentaries do not provide any direct link to any of the key target audiences identified in the brief (see 3.2.2), unless used at Outreach events.

TVE (London) produced a program on TAR for its BBC World-commissioned Earth Report, which was generally well-received. TVE also delivers its documentaries to the education sector, broadening the potential audience. This partner has a strong reputation, but IPCC should consider alternatives that may have greater reach e.g. Understanding (London).

There has been some discussion in the development of this strategy over the possibility of working with other companies on documentaries to increase the reach of the optimal television format for content-rich material. Co-operating with TV companies is a laborious process and would require professional communications support.

As a first no-risk step, it is recommended for the Chair to write to Chief Science Programming Commissioners at the major global networks to inform them of the AR4 process with at least four months' notice, advising them to get in touch with the IPCC's communications resource to arrange interviews etc. If a Commissioner chooses to make a program about one or all of the reports, a communications professional should put them in touch with TVE to provide b-roll, monitor the production and assist with providing interviews with IPCC scientists.

## **10 ADMINISTRATION**

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### **10.1 Considerations**

A common consideration brought to the attention of CNC through the Stakeholder Analysis concerned the timing of Outreach activities.

The concern was that an increase in Outreach activities while reports were still being drafted e.g. Outreach for WG1 while WG2 and WG3 are being prepared, could adversely affect IPCC's own process. Equally, there was concern about the potential for Outreach activities to adversely affect the UNFCCC process.

In view of these concerns, it is suggested that either:

- A. There should be no Outreach activities (beyond press conference, necessary because of Media interest) until the Synthesis Report has been approved at Plenary. In any case, the main target audience for the reports are governments, which tend not to consider the reports until after the Synthesis Report has been approved, according to those Stakeholders contacted by CNC.
- B. There is limited Outreach involving only those scientists working on the Synthesis Report through the WG report process. This means they will have limited time to support Outreach activities, but being a small group, will contribute to the highest level of consistency, and importantly, in terms of resourcing, they are active in IPCC work at this time. They also offer a broader view of the entire project, including the most important work for governments, the Synthesis Report itself (although they should not comment on this during the WG process).

CNC however recommends that IPCC begins today to set up Outreach Activities for recent and upcoming Special Reports, in the form of a 'dry run', to evaluate the processes necessary to agree e.g. presentations, resourcing, administration. This will also help to raise awareness of, and market AR4. To gain the best experience, such a program should involve at least one activity in each region, targeting each Stakeholder Group.

### **10.2 Role of Secretariat and Mission Statement**

There is broad understanding within the organisation that the Secretariat is charged with managing outreach for the Reports. However to clarify objectives for Dissemination and outreach, there should be agreement on a multi-point Mission Statement for the IPCC, supported by UNEP and WMO.

## 11 RESOURCES

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### 11.1 Human Resources

It is clear from the Stakeholder Analysis that the Secretariat is already over-stretched, and an increase in Dissemination and Outreach activities will require an increase in human resource availability. It makes sense also to hire staff with professional expertise, rather than scientific knowledge or IGO knowledge.

IPCC can not rely on UNEP and WMO to support public relations activities. They have the capability, but not necessarily the resource. Were UNEP or WMO to undergo a crisis in the Media during a period of significant Media Outreach, there is a significant risk of IPCC report launches, and even the reputation of the organisation, coming under severe pressure.

It is strongly recommended that IPCC has communications professional capacity in-house from the beginning of 2007 at the latest. Whether or not IPCC decides to begin Outreach activities from WG1, a communications professional will need to observe the process to gain necessary knowledge of the organisation and AR4 to support IPCC effectively during the Outreach Program. He/ she should not have responsibility for speaking on behalf of IPCC, but would liaise with Media to handle requests promptly and efficiently, monitor issues, and co-ordinate with IPCC representatives.

To manage an Outreach Program successfully, IPCC will also have to recruit an Outreach Manager, experienced in international Outreach activities. This should be an interim position lasting most likely 2007 and 2008. Responsibilities would include development of mailing lists, website redesign, liaising between IPCC representatives and Stakeholders, identifying Outreach opportunities and the production of materials.

It should be noted here that there was also strong demand for additional monies to support Bureau members, some of whom, are less well funded than others.

### 11.2 Income

CNC recommends the Plenary considers charging developed country governments for reports, for CD-ROMs. This already occurs for English-language print copies, and is consistent with the Dissemination of the reports of other international organisations. If developed country governments do not want these, they can download Products from the web. This will reduce the upfront costs of production (by lowering the numbers requested), will cover part of the costs of production and distribution, increase the perceived value of the organisation's work, and level the playing field for current donor governments.

With the growth of paid-for web services in the scientific community, the IPCC could reasonably consider the possibility of charging developed countries for web access to cover the costs of website redesign.

An alternative would be for the Bureau to propose to the Plenary that developed countries make subscriptions to the organisation, which could also reduce IPCC's dependency on *ad hoc* donations from individual governments.

### 11.3 Cost Control

It is clear that many translations of Products have not been very popular, most likely because they have arrived a considerable time after the production of English-language copies. Production of these should be dramatically reduced, based on the experiences of TAR.

#### 11.4 Outline of Estimated Costs

Note that the cost of increased outreach activities (seminars/ workshops/ meetings), materials etc. has not been included. This depends on the scale of activities which is a decision that should be taken by IPCC. Also note that the costs are estimated based upon UK corporate rates, reduced to the bottom end, and that suggested funders of activities have not been contacted, and therefore the following does not indicate any commitment on the part of the organisation mentioned to support such an activity.

Activity	Timing	Suggested Partners	Est. Cost
Website redesign inc. extranet	Beginning 2006	IPCC Web support  OR 3 <sup>rd</sup> party	Free?  150,000 CHF
Powerpoint template	3 months before WG1	M62 (Liverpool, Singapore)	15,000 CHF
Media Training	3 months before WG1	UNEP? E.g. Nick Nuttall  OR Professional Media trainer	Free  6,000 CHF  [UN Foundation/ UNESCO, UN]
TV news releases (x4)	3 months before WG1, then ongoing	TVE/ Understanding/ On Line Broadcasting	34,000 CHF + travel (x4)  [UN Foundation/ UNESCO]
Tele-conferences (x4)	Immediately following Plenaries	Cheapest to use local telecoms provider	CHF 1,200 (x4)  [UN Foundation]
Press conference , tele-conference transcript upload to IPCC website (x4)	Immediately following Plenaries	IPCC Web support	Free?
TV Documentary	From Synthesis Report SPM + 3 months	TVE [UNFCCC under Article 6?]	Free?
Dedicated Conference	e.g. When Synthesis Report is published	UNEP WMO	450-680k CHF  [UN Foundation, UNEP/ WMO]
Media monitoring	asap	Factiva (Single-user license)	<i>negotiable</i>  [UNEP WMO]
Communications Professional	e.g. mid-2006, 2 years	--	135,000 CHF pa.
Manager, Outreach	e.g. mid-2006, 2 years	--	90,000 CHF pa.

