



Arctic Monitoring and Assessment Programme (AMAP) Communications Strategy

Content:

Context	1
Background	1
AMAPs Overarching Goal	2
Past communication and outreach activities	2
AMAPs Communications Goals	3
Key Messages	4
Target Audiences – Tools and Tactics	4
Resources	7
Products	7
Evaluation	10
Implementation Actions and Timeline	10
Tables	11
Annexes	21

Context

This communications strategy is developed to support the communication and outreach goals of the *Arctic Monitoring and Assessment Programme (AMAP)*.

AMAP is a working group of the Arctic Council.

The overall mandate and goal of the AMAP working group is to: *provide reliable and sufficient information on the [pollution and climate] status of, and threats to, the Arctic environment, and to provide scientific advice on actions to be taken in order to support Arctic governments in their efforts to take remedial and preventive actions to minimize adverse effects of contaminants and climate change.*

This communications strategy is developed to be consistent with the Communications Strategy of the Arctic Council¹.

The purpose of this document is to elaborate an AMAP communication and outreach strategy that consolidates existing elements and to address new challenges including the need to provide information in a more timely fashion, to improve outreach to a wider range of target audiences and to take advantage of new communication and outreach possibilities.

The document is generic in the sense that specific activities undertaken by AMAP result in different products, dependent on purpose, content, messages and key target audiences. The AMAP WG intends to continue its practice of establishing specific communication and outreach plans for its major activities, taking into account considerations of key messages, key audiences, suitable communications and outreach tools for the specific activity and resources available implement the specific communication and outreach plan.

Background

The AMAP WG is the Arctic Council group responsible for monitoring and assessing the status of the Arctic region with respect to pollution and climate change issues. It does this through the implementation of the coordinated AMAP monitoring programme and by conducting scientifically-rigorous assessments.

AMAP's monitoring programme is based largely on ongoing national and international monitoring and research activities, aiming to harmonize this work and where necessary promote new activities to fill identified gaps to meet AMAP needs.

AMAP assessments are conducted by international expert groups of scientists and other relevant experts. These assessments are scientifically independent and subject to a strict peer-review process. They are coordinated with, and where appropriate conducted in collaboration with other relevant international organizations and international initiatives.

¹ www.arctic-council.org/index.php/en/document-archive/category/118-deputy-ministers-meeting-stockholm-15-may-2012?download=492:communications-strategy-for-the-arctic-council-communications-strategy-final-draft

Based on the results of AMAP assessments, the AMAP WG develops recommendations, including (non-prescriptive) recommendations for actions and other policy-relevant information that are delivered to the Arctic Council, Arctic governments and other relevant bodies for their consideration. All such recommendations and information are supported by, and are consistent with the independent scientific assessment process and its findings.

The AMAP WG works in consultation and collaboration with the other Arctic Council Working Groups to support the objectives of the Arctic Council.

AMAPs Overarching Goal

AMAP's goals are to provide reliable and sufficient information on the [pollution and climate] status of, and threats to, the Arctic environment, and to provide scientific advice on actions to be taken in order to support Arctic governments in their efforts to take remedial and preventive actions to minimize adverse effects of contaminants and climate change.

Past communication and outreach activities

Since its establishment in 1991, AMAP has delivered a series of scientific assessments, generally in the form of assessment reports aimed at either scientists or policy-makers. These products have been well-received by the scientific community and both Arctic and international policy-makers. AMAP assessments have a reputation for being scientifically reliable, and their conclusions and recommendations are clearly linked to the documented science. Conclusions and recommendations arising from AMAP assessments are thus considered authoritative and credible and consequently AMAPs assessments have made a significant contribution to informing the policy-debate on a range of Arctic pollution and climate issues and for enhancing understanding and awareness of these issues. AMAP assessments have also provided input to decision-making processes that have helped reduce pollution of the Arctic and mitigate its effects, and empowered Arctic residents to actively engage in these policy fora.

The AMAP WG has developed and implemented communication and outreach plans in the past. These have largely been specific to individual assessments.

General communications and outreach activities, including internal communications, development and maintenance of the AMAP website (for information dissemination purposes), production of AMAP brochures and display materials, etc. have been essentially ad hoc activities, performed as and when a demand arose.

Conferences have been very successfully utilized to communicate the results of AMAP assessments to both scientific and policy audiences and develop the dialog between the two. This includes both conferences organized/co-sponsored by AMAP and conferences in which AMAP has actively participated (e.g. by supporting participation of AMAP experts, scientists, representatives, etc.).

AMAPs Communications Goals

Effective AMAP communications and outreach should:

- Communicate key messages arising from AMAP WG activities to key audiences
- Contribute to achieving AMAPs overall organizational objectives;
- Promote effective engagement with stakeholders;
- Increase understanding and where necessary change behavior and perceptions;
- Promote understanding of what AMAP does;
- Contribute to, and demonstrate the success of AMAPs work.

The main purpose of AMAPs communication strategy is to ensure effective dissemination of AMAP information concerning AMAP priority issues as identified in the *AMAP Strategy*² and *Work-plan*³ (see also Annex 1).

Key communications goals for AMAP are:

- Communicating, in the most effective manner possible the key findings of AMAPs monitoring and assessments activities, and in particular making this information readily available to decision makers and those that are dealing with or affected by AMAPs priority issues;
- Creating general awareness of changes in the Arctic and their effects on the regions inhabitants, environment and ecosystems;
- Enhancing existing and building new relationships with Arctic affiliate stakeholders in order to increase the input, sharing, and use of monitoring and assessment information;
- Increasing (two-way) information exchange with key stakeholders.

Meeting these four objectives will also realize a fourth general goal:

- Increasing awareness of the role of AMAP, its work and products.

Increasing awareness of AMAPs work can promote improved collaboration between AMAP and other Arctic Council Working Groups and other potential collaborating organizations.

Communicating the need for, and added-value of conducting monitoring and assessment activities in the Arctic, and the importance of sharing this information with decision-makers and stakeholders who have a vested interest in the Arctic region also serves to increase scientific and operational capacity and mobilize financial and logistical resources necessary for implementing AMAPs monitoring and assessment activities.

² www.amap.no/documents/doc/amap-strategic-framework-2010/126

³ www.amap.no/about/strategy-and-workplan

Key Messages concerning AMAP activities

- AMAP provides reliable, credible, and scientifically-independent information regarding human-induced and natural changes to Arctic peoples, environments and ecosystems.
- AMAP is the Arctic Council group responsible for monitoring and assessment of Arctic pollution and climate change issues.
- AMAP works with a variety of stakeholders both within and outside the Arctic to achieve its goals and objectives.
- Scientific information and conclusions produced by AMAP enable better (science-based) decision-making and empower a broad and diverse stakeholder community to engage in the decision-making process.
- AMAP information informs the science-debate regarding issues of global importance.

Target Audiences – Tools and Tactics

Given the overarching goal of AMAP and its communication objectives, the AMAP communications and outreach strategy needs to address a diverse set of target audiences - who often have very different needs regarding the type of information required. Key concepts for all audiences, however, are that the information should be accurate, relevant, and timely, and that the information products should be tailored to suit the audience concerned.

In addition, AMAP has internal communications needs, both within the AMAP community (the Working Group and its Expert Groups) and between AMAP and the Arctic Council and other Work Groups.

Some of the proposed communication and outreach activities can be characterized as '*active outreach*', for example organization of conferences where 'captive' audiences are exposed to the outreach products and messages. Others are '*passive outreach*' where information is made available on media such as websites but its uptake relies on the target audiences taking the initiative to visit these sites and download/read the products, etc. In general, *active outreach* initiatives are likely to be more efficient in communicating messages effectively, whereas *passive* approaches can reach wider audiences. In both cases, but in particular the latter, it is important to track the extent to which outreach materials are used otherwise considerable resources can be spent on ineffective communication activities.

This paper distinguishes seven generic categories of 'target audience' for AMAP communications and outreach:

- (Policy- and) decision-makers;
- Science community;

- Northern residents, and in particular Arctic indigenous peoples;
- Stakeholders, including business and industry groups, NGOs, etc.
- Public (including educational user groups);
- Media;
- Arctic Council (for internal communications)

Each of these categories includes a number of sub-groups (see Table 1 below).

Different forms of communication and outreach tools (and tactics) are required for different target audiences; some of the main considerations are listed below:

- *Policy and decision-makers*
 - *Short, concise and focused policy-relevant information summaries;*
 - *Policy-relevant information briefings by key scientists and stakeholders (communicating what we have learned and why it is important to decision-makers);*
 - *One-on-one briefings for key individuals;*
 - *Conference panel discussions.*

- *Science community*
 - *Scientific reports;*
 - *Publications in scientific journals;*
 - *Recommendations concerning knowledge gaps;*
 - *Information and data resources;*
 - *Presentation at scientific conferences and meetings.*

- *Stakeholders, including special target groups such as health professionals*
 - *Different stakeholders will require different strategies;*
 - *Stakeholder participation in AMAP organized conferences and meetings;*
 - *AMAP (representative) participation in industry/stakeholder organized conferences;*
 - *Dialog sessions, listening sessions/town hall meetings with stakeholders (possibly conducted in conjunction with attendance at conferences, meetings);*
 - *Utilizing existing networks and efforts to reach stakeholders*
 - *Utilizing trusted sources in helping convey message(s);*
 - *Links to local action plans;*
 - *Development (co-development with stakeholders) of relevant factsheets/brochures/suite of products about monitoring and assessment results.*

- *Media*
 - *News releases and quotes; sound bites; press contact information;*
 - *Meetings with media; press conferences;*
 - *Audiovisual products that can be incorporated into stories/B-roll*
 - *Strategy for providing information to media when demand exists (which does not always coincide with planned release or delivery of assessment results);*

- *Strategy for directing press to scientists/experts who can provide in-depth explanations, also taking into account restrictions on press contacts that apply to government scientists in some countries;*
 - *Use of institutions such as the UK Centre for science communication to support media outreach;*
 - *Editorial Boards;*
 - *Use of guest writers in journals, trade association publications.*
- *Public, including special target groups such as education professionals*
 - *Targeted information products (documentation, multimedia), including teaching materials appropriate to different ages/groups and information materials and resources (e.g. graphical products) appropriate for educational use by different ages/groups;*
 - *Participation of education professionals and NGOs in AMAP organized conferences and meetings;*
 - *Engagement with Education Ministries, professional educational bodies and national networks;*
 - *Development (co-development with educational professionals) of relevant educational products;*
 - *Production of outreach products suitable for public information purposes.*
- *Arctic Council⁴*
 - *Input for web stories and other Arctic Council outreach activities relating to AMAP work and products;*
 - *AMAP media communication products for dissemination through Arctic Council channels;*
 - *Comments and feedback on Arctic Council communication and outreach products and activities.*

Media outreach activities

Media (i.e. press) outreach activities described above essentially relate to outreach initiated by AMAP; for example, press releases made in conjunction with releases of major new assessments. However, implementation plans need to recognize that media interest may not always coincide with AMAPs product release timelines. In particular, a component of the strategy needs to be developed to respond to information requests initiated by the press rather than AMAP or the Arctic Council; for example in the event of a major oil spill in the Arctic. In such cases the AMAP communication should be closely coordinated with the Arctic Council communication and also with national media response activities. The AMAP and Arctic Council communication and outreach strategies should be harmonized in this regard.

⁴ Facilitated through AMAP engagement with Arctic Council's Communication group.

Work-streaming

AMAPs communication and outreach strategy will continue to include work-streaming, that is developing dedicated outreach plans for each major new activity. These plans will incorporate the elements most relevant for activity concerned but in a manner that integrates project orientated outreach with the overall communication and outreach goals and procedures. An important part of the work-streaming will involve developing outreach plans that are matched to the available resources.

Resources

Any communication and outreach effort by the AMAP WG and its Secretariat will depend on the resources available to carry out given activities. Financial and human resource availability determines both the magnitude and timing of specific activities.

Whereas communication and outreach efforts on general AMAP WG activities and organizational issues are primarily dimensioned by the availability of funding and resources at the AMAP Secretariat, specific communication and outreach activities on AMAP WG assessments and other products are limited by the budgets allocated to that particular assessment and its products.

Consequently, concrete communication and outreach activities carried out by the AMAP WG need to be scaled to the resources available.

Products

AMAP work is based on a rigorous scientific approach, including transparency of process, comprehensive referencing of sources, and thorough peer-review to ensure that its products are recognized as reliable and credible.

Documentation of key findings and the possibility to track these back to the scientific assessments and the studies that underpin the assessments has been and will continue to be a key feature of AMAP products.

Text-based (printed or electronic) publications (including summary reports, scientific/technical reports, briefing notes, fact sheets, brochures, scientific journal articles, press releases, etc.) constitute the primary AMAP communication and outreach products. Different types of text-based product are produced to meet different target audience requirements - in particular in relation to volume of text and its complexity. Communications and outreach considerations relating to these types of product include:

- *type (and quality) of product necessary for the audience concerned;*
- *delivery method (printed vs. electronic, etc.);*
- *available resources (determine quality, production volume, distribution options, etc.);*
- *access to expertise (science writers, editors, graphical and layout competence, etc.);*

- *translation possibilities (generally restricted to smaller products;*
- *open access and copyright issues.*

(Multi-)media products have been produced in connection with larger (assessment) activities – these include photo stocks, films and film clips. Communications and outreach considerations relating to these types of product include:

- *type (and quality) of product (long vs. short films, low vs high resolution, etc.);*
- *delivery method (DVDs, download video vs. streamed video, format, B-roll for media use, website bandwidth, etc.);*
- *available resources (determine quality, production options, etc.);*
- *access to expertise (script writers, production competence, interviews, etc.);*
- *translation possibilities (dubbing, sub-titles, etc.);*
- *review of content.*

Conferences. There is potential to better utilize conferences and tradeshows for stakeholder communication and engagement as well as venues for exposing and promoting AMAP and its work. Considerations relating to use of conferences for communication and outreach include:

- *considerable manpower and financial resources required to organize and arrange conferences;*
- *financial resources to support participation and ensure high quality participation in conferences.*

Websites and online resources are a key tool in both the Arctic Council and AMAP Communications and Outreach strategies. The AMAP website serves both external communications goals (providing public access to general information about AMAP and its work, its results, products, etc.) and internal communications needs (private work areas for expert groups, document distribution, etc.). Making information available in different forms to better serve needs of different types of user – in particular making information concerning data and results available in a more user-friendly form is an identified need. Examples could include stories of Arctic peoples, their everyday lives and how they are affected by pollution or changes in the environment, illustrated by good photos or short films – to highlight important Arctic challenges in a way that engages the public. AMAP website development is therefore looking at options to alter the way content is served depending on user type. In addition to the websites themselves, web services are also used to provide access to datasets and online resources from meeting schedules to online maps and graphics libraries to project directories and online GIS datasets and monitoring databases. A number of these resources target the scientific community rather than the general public. Considerations relating to use of websites for communication and outreach include:

- *organization of material on websites to better serve diverse user/visitor needs and make it easier for users to find information that is suited to their needs;*

- *required technical resources for establishing, and maintaining websites and web-resources;*
- *(manpower) resources for routinely maintaining and updating web-content, in particular high items such as news stories that require frequent revision;*
- *communication expertise to develop content appropriate to different user types;*
- *access to systems operated by external partners for developing and making use of web-services, etc.*
- *access to high quality web statistics and possibilities for user feedback to support communication and outreach evaluation, etc.*

New media. AMAP has limited experience to data in the use of new media (including social media, web-castes, web-seminars, etc.) for communications and outreach. Use of these tools can be expected to increase considerably in future communications and outreach initiatives. Services of potential use include:

- *Facebook/Twitter/etc. - potential tools to engage with citizens and provide opportunities for citizens and indigenous people to provide feedback and document what they are seeing. Journalists also use these tools to develop stories.*
- *Polls/Wikis – that can be used to collect citizen and stakeholder input/feedback.*
- *YouTube/Flickr/Vimeo for distribution of videos and photos, both to provide content to consumers and to allow citizens, scientists, indigenous people etc. to provide content and stories too.*
- *Podcasts - a potentially very useful tool for scientists to present and explain their results for public outreach and education/training, etc.*
- *Media availabilities/press rooms as a venue for communicating monitoring and assessment results to media.*
- *Online audio- video-conferencing systems for internal communications.*

Considerations relating to these types of product include:

- *access to technical competence required to prepare materials for some of these services;*
- *access to technical hardware and software necessary for some of these services (e.g. video conferencing);*
- *capacity to moderate and follow-up on social media communications – without this, the communications and outreach potential of these in vogue services is generally over-rated.*

Other important issues that need to be taken into account in the AMAP communication and outreach strategy concerning product development include:

- *Acknowledgement of contributions, including use of logos, especially where this may invoke (possibly undesirable) perceptions of ownership or influence on the product;*

- *Annotations including notes on use policy and disclaimers that may be useful/necessary to promote use of materials (e.g. in education) or limit responsibility or liability for inappropriate use of content;*
- *Copyright and open-access. AMAP supports the principle of open access and has experience in a number of issues relating to retaining or granting copyright permission, possible financial compensation for commercial use of materials, payment for securing open-access, etc. that needs to be considered in communication and outreach work-streaming;*
- *Translation and non-English language support;*
- *Quality control;*
- *Evaluation and documenting the hidden legacy of successful communication and outreach activities;*
- *Press contacts – press training and possible restrictions on press access to government scientists.*
- *Development of National communication and outreach activities to complement AMAP communication and outreach initiatives.*

Table 2 below attempts to identify the communication and outreach products that are most appropriate for different target groups.

AMAP assessment reports and related outreach materials are made available on the AMAP website (www.amap.no) as open access documents. All products for which AMAP holds the copyright can be used freely as teaching materials and for other educational purposes. AMAP's policy statements regarding use (including educational use), and disclaimers to be included in specific product types are given in Annex 2.

Evaluation

Effectiveness of communications efforts need to be tied to outcomes-based measures of success. These need to address questions such as *Did our efforts increase participation in the development of the process?* or *Did the Strategy promote more effective information transfer?*

Table 1 (below) lists evaluation criteria that can be used in the future to document the success or otherwise of the strategy in meeting communication goals. In most cases these evaluation criteria are qualitative or semi-quantitative and may rely on feedback from target user groups. A dedicated activity therefore needs to be established to poll users and collate feedback and other metrics that can be translated into objective performance targets and measures.

Implementation Actions and Timeline

See Table 3 (below).

Table 1: Target Audiences and Communication Goals

Target Group	Target audience	Communication goals	Priority*	Evaluation criteria
Policy- and decision-makers	Arctic Council Ministers, SAOs, PPs	Effective communication of policy-relevant recommendations and key findings from AMAP assessments	High	Implementation of recommendations/actions at Arctic Council level
		Communication of AMAP work(plan) objectives and their relationship to AC strategic goals, AC Chairmanship programmes and activities of other AC WGs	High	Approval of AMAP workplan, proposals for activities, coordinated work, etc.
		Provision of material for AC C&O; coordination of AMAP and AC C&O	Medium	Satisfaction on part of both AC and AMAP
Policy- and decision-makers	Arctic governments (National governments of the eight circum-Arctic countries, including relevant ministers and key officials in the parliament, ministries, committees and government agencies)	Effective communication of policy-relevant recommendations and key findings from AMAP assessments	High	Implementation of recommendations/actions at national level
		Explaining need to support (and expand) AMAP-relevant monitoring activities (SAON role)	High	National implementation plans for AMAP
		Provision of expertise and resources necessary for performing and delivering AMAP assessments	High	Access to necessary resources

Target Group	Target audience	Communication goals	Priority*	Evaluation criteria
Policy- and decision-makers	International policy fora (UNEP, IMO, IPCC, UNCLOS, CBD, UN ECE, UNEP-SC, UNEP-INC, UNPFII, WHO, BEAC, OSPARCOM, etc.)	Communication of selected policy-relevant recommendations and key findings from AMAP assessments	High	Development / implementation of global/ regional agreements; Feedback; Use of AMAP results
		Communications aimed at supporting development of collaborative activities	High	Successful development of collaborations
Science community	International science fora (IASC, ICES, WMO, SAON, IASSA, etc.)	Communication of science findings; Identified gaps in knowledge/research needs	Medium	Adoption of scientific findings and initiation of research to address gaps; collaboration in AMAP work
Policy- and decision-makers / science	Non-Arctic Countries (e.g. AC observing countries and countries providing observations, EU)	Communication of selected policy-relevant recommendations and key findings from AMAP assessments	Medium	Feedback from target group
		Communication aimed at engaging non-Arctic countries in AMAP work	Medium	Engagement in AMAP work
Policy- and decision-makers	Local and regional political assemblies in regions directly affected by Arctic issues, incl. Arctic Parliamentarians, Northern Forum, etc.	Communication of selected policy-relevant recommendations and key findings from AMAP assessments	Medium	Feedback from target group
Science community	National monitoring agencies, research councils	Explaining need to support (and expand) AMAP-relevant monitoring and research activities (SAON role)	Medium	Provision of funding to support AMAP relevant monitoring and research; AMAP national implementation plans

Target Group	Target audience	Communication goals	Priority*	Evaluation criteria
Stakeholders	Northern residents (local people including indigenous and non-indigenous people)	Communication of relevant information from AMAP assessments	Medium	Feedback from target group
Stakeholders	Indigenous Peoples	Communication of relevant information from AMAP assessments	Medium	Feedback from target group
Stakeholders	NGOs (WWF, EDF, etc.)	Communications aimed at supporting development of collaborative activities	Low	Feedback from target group
Science community	Scientific community (researchers, government scientists, academia, APECS, etc.)	Communication of AMAP scientific results; dissemination of AMAP information products and resources including data resources	Medium	Feedback from target group; use and citation of AMAP materials; web access to AMAP data products
Stakeholders	Industry/Business sectors and their representative bodies (oil companies, shipping companies, tourist companies, fishing industry, OGP, etc.)	Operating guidelines; selected science and policy findings	High	Adoption of guidelines and recommendations regarding operations and activities
		Communications aimed at supporting development of collaborative activities	Medium	Engagement of industry stakeholders in AMAP work
Decision-makers	Funding agencies: (World Bank, NEFCO, NCM, national funding agencies, etc.)	Communication of information concerning remediation priorities, research funding needs (links to ACAP)	Medium	Funding of relevant remediation schemes and research programmes
Policy- and decision-makers	National and local health authorities	Health risk communication	High	Development of health advisories; reduced exposures and health effects; Feedback from target group

Target Group	Target audience	Communication goals	Priority*	Evaluation criteria
Decision-makers	National and local education authorities	Communications of materials and resources for use in education	Medium	Feedback from target group; use of AMAP materials in education
Public	Graduate students and researchers	Scientific results and analyses; policy-relevant findings	High	Feedback from target group; citation of AMAP materials
Public	Higher education students and teachers	Scientific results and products, AMAP data resources	High	Feedback from target group
Public	Primary education students and teachers	General information products and materials based on AMAP results and products	Medium	Feedback from target group
Media	International/ national media	Clear explanation of AMAP findings and results; provision of access to scientists for detailed follow-up	High	News stories and other media productions that correctly represent information and acknowledge AMAP/AC as source
Media	Local media	Clear explanation of relevant AMAP findings and results; provision of access to scientists for detailed follow-up	Low	News stories and other media productions that correctly represent information and acknowledge AMAP/AC as source
Media	Scientific media	Clear explanation of relevant AMAP findings and results; provision of access to scientists for detailed follow-up	Medium	News stories and other media productions that correctly represent information and acknowledge AMAP/AC as source
Media	Trade press	Clear explanation of relevant AMAP findings and results; provision of access to scientists for detailed follow-up	Low	News stories and other media productions that correctly represent information and acknowledge AMAP/AC as source
Public	Social media	General information updates	Low	Traffic

Target Group	Target audience	Communication goals	Priority*	Evaluation criteria
Arctic Council	AMAP HoDs, Expert Groups	Communication of internal information; access to documents, reports, contacts, dissemination of materials	High	Feedback from AMAP HoDs, AMAP WG and AMAP Expert Group leads
Arctic Council	Arctic Council Secretariat and WGs	Communication of relevant information; Provision of AMAP outreach products for use by AC	High	Feedback from AC and WG Secretariats
		Communication regarding collaborative projects	High	Feedback from AMAP WG and AC WG Secretariats
Public	Other general public		Low	Web access/web statistics

*Provisional allocation – higher priority is assigned to international target audiences than to national/domestic audiences. National communication and outreach effort should be developed to complement AMAP communication and outreach initiatives.

Table 2: Products – relevance for different target groups (***) most relevant)

	(Policy- and decision-makers)	Science community	Stakeholders	Public (including educational user groups)	Media	Arctic Council Secretariats	Special groups
Scientific reports		***	**	*	*	*	(*** higher education)
Scientific summary reports	**	***	**	***	**	**	
Policy-relevant briefing notes	***		**	*	***	**	
Scientific journal publications		***	*	*	*		
Fact sheets	*	*	***	**	*		
Project flyers	**		**	**		*	
AMAP brochures	*		*	**	*	**	
Display materials/roll-ups	*		**	**		**	
(PowerPoint) presentations		**	*	*		*	*** (AMAP internal)
Project websites	*	**	**	*		*	
Films (long)	**			**	**	*	*** (higher education)
Films (short)	**			***	***	***	
Educational/teaching materials		*		***			
Translations	***	**	**	***	*	***	
Newsletters	*		**	*	*	**	
Press releases	***				***	**	
Press briefings	***				***	**	
Science conferences		***	**		*	*	
Science/policy conferences	***	**	**		**	**	

	(Policy- and decision-makers)	Science community	Stakeholders	Public (including educational user groups)	Media	Arctic Council Secretariats	Special groups
Risk communications	**		***		**	*	
Health advisories	*		***		*	*	
Social media feeds / podcasts	*			**	**		
Webcasts / Web seminars	*	*	**	***	*		

Table 3: Proposed Implementation Actions and Timeline

Activity	Objectives	Action	Who	When
Establishment of AMAP Communications and Outreach Expert/Contact Group	Main purpose of group could be to advise on general AMAP C&O activities and to assist with national implementation of AMAP C&O, including national information dissemination, national press liaison/coordination, provision of national feedback for evaluation purposes, translation of key texts; etc.	Nomination of experts (NB: some countries have already nominated experts)	AMAP HoDs	Under review (2014)
		Assignment of tasks for expert group	AMAP HoDs	Under review (2014)
AMAP Website	Release of new website	Delivery of development	SW+BtB	Phase 1 completed 2013; Phase 2 2014
		Initial content of updated AMAP website	SW+JRL	Completed July 2013
		Maintenance of website content: <ul style="list-style-type: none"> - Documents - Contacts - Meetings/events - New pages/content - Maps & graphics - Project directory - Project sub-sites 	Secretariat (SW) Secretariat (IU) Secretariat Secretariat Secretariat Users Coordinators	Ongoing
Coordination of AMAP and AC Communications and Outreach	AMAP/AC coordination	Participation in AC C&O contact group	Secretariat (SW)	Ongoing
		Review of material posted on AC website	Secretariat (SW)	Ongoing
		Provision of AMAP C&O content to AC	Secretariat/Board	Ongoing

Activity	Objectives	Action	Who	When
Development of AMAP Assessment Outreach Products		Development of a generic C&O plan/checklist for assessment work-streams	AMAP C&O group? + Secretariat + Consultant (CICERO)	January 2014
		Implementing step-wise plan for C&O work-stream for ongoing assessments (Scientific assessment reports)	AMAP C&O group? + EG + Secretariat	during assessment planning
		Summary reports for policy-makers	AMAP EG + Secretariat	in conjunction with assessment delivery
		Development of assessment outreach materials (Films, DVDs, Key messages, press releases)	AMAP WG + Secretariat	in conjunction with assessment delivery
		Development of assessment outreach materials (Films, DVDs, Key messages, press releases)	AMAP C&O group? + Secretariat	As required
		Development of AMAP advertising and display materials	AMAP C&O group? + Secretariat	As required
		Conference organization	AMAP Secretariat (and partners)	As required
General Communication and Outreach Support – Some concrete activities	Consolidation of existing C&O-related initiatives	Development of a database of key stakeholders and contact points	Secretariat + Consultant (CICERO)	January 2014
		Development of a database of (international, national, local) media outlets and contacts, environmental writers, trade press journals, science journals, etc.	Secretariat + Consultant (CICERO) (refinement of related AC efforts)	January 2014
		Auditing, updating and dissemination of AMAP advertising materials and display materials appropriate to different themes/products (brochures, posters, web-content, roll-ups, etc.)	Secretariat + Consultant (CICERO)	

Activity	Objectives	Action	Who	When
		Development of Press Release Templates		
		Development of Guidelines for report production	CS + SW	June 2014
		Effort to populate AMAP (web) resources (online maps and graphics resources, data resources, bibliographies, etc.) See website above	Additional temporary support	
		Develop and better organize archives of photographs (both publicly accessible and restricted), presentation slides, fact sheets and display materials and make these accessible to relevant groups (internal and public)		
		Improve maintenance of contacts lists and meeting schedules, etc. (as online resources for public and internal users)	AMAP Secretariat	
AMAP Communication and Outreach Evaluation		Development of procedures	Secretariat + Consultant (CICERO) (SW webstats +)	
		Tracking and compiling feedback and evaluation metric	Secretariat + Consultant (CICERO)	
		Evaluation interpretation and proposals for further modification of C&O activities	AMAP C&O group? + Secretariat	Regular (once per year?)
Use of New Communication and Outreach Tools		Social Media	Availability of dedicated person to moderate and provide necessary frequent updates?	Ongoing

Annex 1

AMAP Priority Issues

- *Contaminant levels, trends and effects in Arctic environments, ecosystems and human populations (persistent organic pollutants, heavy metals including mercury, radionuclides, etc.)*
- *Impacts of climate and UV radiation on Arctic ecosystem and human health*
- *Combined effects of contaminants and climate [change] on Human health of Arctic populations*
- *Source-receptor relationships*
- *Arctic cryospheric change*
- *Short-lived forcers of climate change (black carbon, ozone, methane)*
- *Effects of Arctic oil and gas development and transport*
- *Sustaining (and expanding) Arctic monitoring capability*
- *Adapting to climate change*
- *Communication of information*

Annex 2

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