# FUSION FOR ENERGY

The European Joint Undertaking for ITER and the Development of Fusion Energy
**THE GOVERNING BOARD**

## DECISION OF THE OF THE GOVERNING BOARD OF FUSION FOR ENERGY ENDORSING A COMMUNICATION POLICY

THE GOVERNING BOARD,

HAVING REGARD to the Statutes annexed to the Council Decision (Euratom) No 198/2007 of 27th March 2007 establishing the European Joint Undertaking for ITER and the Development of Fusion Energy (hereinafter "Fusion for Energy") and conferring advantages upon it[1];

HAS ADOPTED THIS DECISION:

*Article 1*

The Communication Policy (2013-2017) of Fusion for Energy annexed hereto is adopted..

*Article 2*

This Decision shall have immediate effect.

Done at Barcelona, 27 June 2013

For the Governing Board

**Stuart Ward**
Chair of the Governing Board

For the Secretariat

Digitally signed by (SIGN) RAYMOND MONK
DN: c=ES, o=FUSION FOR ENERGY. EUROPEAN AGENCY FOR ITER PROJECT, cn=(SIGN) RAYMOND MONK
Date: 2013.07.03 11:24:19 +02'00'

**Raymond Monk**
Secretary of the Governing Board

[1] O.J. L 90, 30.03.2007, p. 58.

# ANNEX

## FUSION FOR ENERGY - COMMUNICATION POLICY 2013-2017

### 1. PURPOSE OF THE DOCUMENT

The F4E Communication Policy sets out the key priorities, objectives and expected outcomes of the different activities; the main target audiences and stakeholders; the key messages, challenges and opportunities for the period 2013-2017, and finally provides a set of indicators to monitor the impact of the activities.

### 2. VISION AND PURPOSE

F4E is one of Europe's key actors in the world's biggest international energy project - ITER. Its mission and capacity to deliver on the three objectives (ITER, Broader Approach, DEMO), the partnership with industry and EU fusion laboraties in bringing fusion a step closer and the development of spin offs are all elements of its communication vision in order to project fusion as a credible sustainable energy source.

F4E needs to deliver effectively its messages to the different target audiences and stakeholders in order to convey the opportunities and perspectives in the ITER project, secure medium and longer-term funding, receive political support, attract industry and SMEs, research centres, inspire scientists and engineers.

Communication is a two-way process and F4E will engage in a constructive and meaningful dialogue with its main stakeholders. It is of fundamental importance to listen and understand the different positions in order to be able to analyse them, convey our views and take corrective actions when necessary. Our success will also depend on our capacity to establish the right "listening platforms" and use them to interact with our partners. It is in this context that F4E has recently launched a number of initiatives to engage in a dialogue with its industrial stakeholders and the European Fusion Laboratories, both privileged and indispensable partners to the success of ITER.

### 3. OBJECTIVES AND EXPECTED OUTCOMES

The F4E Communication Policy has set the following objectives:

1. Engage with all F4E stakeholders to increase the effectiveness of our activities. This implies the establishment of a two-way relationship characterised by an open, transparent and effective dialogue to improve mutual understanding and receive feedback;

2. Engage with the media to position F4E in the energy debate, to develop incentives for media coverage and increase the visibility of our activities;

3. Enhance the reputation of 'F4E' as a world-leading player in the development of fusion energy, a dynamic organisation with high-level of expertise honouring its commitment to ITER;

4. Promote the development of fusion energy as a future element of the energy mix by providing sustainable, unlimited, safe and clean energy at industrial level;

F4E has a wide variety of target audiences to which it communicates, ranging from institutional stakeholders (EU institutions and Member States) to industry and research laboratories, from the media to the public. In summary, the key F4E audiences are as follows:

- ✓ Institutional Actors: EU institutions, Member States, Host States, representatives at the F4E Governing Board and Committees;

- ✓ Fusion Energy Community and EU Fusion Laboratories: International, European and national actors such as: IAEA, Euratom, EFDA, ITER IO, ITER DAs, European Fusion Laboratories and the respective fusion facilities;
- ✓ Industry and SMEs: Industry Liaison Officers (ILOs), representatives of Fusion industry at European and national level (e.g. Fusion Industry Innovation Forum at EU level, or national industry fusion forums), business and industry poles, chambers of commerce, public- private partnerships in the fields of R&D, as well as individual industrial companies and SMEs.
- ✓ Media: Electronic and print media operating in broad and specialised contexts at different levels ranging from national to European.
- ✓ Public: Adults and students targeted through school and university events, seminars, exhibitions, and science and awareness days.
- ✓ F4E staff: Inform members of staff regarding on developments (the progress on the site and manufacturing of components, articles on ITER and F4E, training and guidelines in the area of communications). Involve members of staff in external and internal communication activities.

## 4. CHALLENGES AND OPPORTUNITIES

In a project like ITER, where the construction phase will last approximately 10 years and the research activities 20 years, it is extremely challenging to deliver messages on the opportunities and perspectives of the project nurturing the stakeholders commitment. Therefore, the right mix of well-targeted communication messages addressing the different target groups throughout the lifetime of the project is required.

So far most of the communication efforts were targeted towards the F4E policymakers (EU institutions and Member States) in order to secure the additional funding required for the ITER project.

The project is now entering into a new period, where F4E is called to secure the active participation of its industrial and research stakeholders in order to deliver its in-kind contribution successfully. Increased industrial participation will help to identify the appropriate companies for the fabrication of the EU components; contribute to increasing competition, bring down costs and raise business interest in fusion. Similarly, reinforced participation from the EFLs will also assist significantly in the advancement of the construction and keep costs down.

F4E is currently making a particular effort to attract industry and the EFLs, through the establishment of a structured communication dialogue with ILOs and industry representatives, and in parallel review the work modalities with the EFLs through a Working Group established by the GB. These initiatives, which will need to be communicated, will most certainly lead to an important review of some of the rules and conditions of the F4E procurement contracts and R&D activities.

During the period of 2013-2017, F4E will be focusing its key messages on the benefits of industrial participation to the ITER Project, the business opportunities linked to fusion; the revised F4E rules and conditions for industrial participation; the dissemination of F4E industry and R&D success stories, as well as the communication of key figures on knowledge, growth and jobs stemming from the awarded contracts.

An important element of information and communication is co-ordination and joint collaboration. The European Commission, ITER IO, EFDA, industry, EFLs, ILOs, GB and Committees are key actors that ought to collaborate in order to achieve a consistent and coherent narrative, manage crisis, work towards the co-production of material and avoid duplication of resources and costs.

- ✓ Collaboration with the European Commission and ITER IO: The constitution of a communications trilogue between the European Commission, F4E and ITER IO has paid off in terms of exchanging information, handling media requests and coordinating messages. This strong partnership will be continued as it represents the cornerstone of the communication efforts towards EU policymakers.

- ✓ Collaboration with ITER IO and the other Domestic Agencies: F4E has proved to be a reliable partner to ITER IO Communications through different activities: joint awareness days and media briefings, collaboration for the ITER visitors centre, the production and distribution of audio-visual material, joint publications and participation to key events and conferences to communicate on the progress of the project.

- ✓ Collaboration with the EU Fusion Programme (EFDA and the European Fusion Laboratories): F4E collaborates with the EFDA Public Information Network in order to exchange information on coverage regarding fusion, offer input on EFDA's communication strategy, contribute to fusion events where a joint institutional presence could materialise, publications and audio-visual co-productions. F4E focuses its activities on ITER and the ITER construction, while EFDA towards the public understanding of fusion.

- ✓ Collaboration with F4E Chairs and Members of the Governing Board and ILOs: Members of the GB and the various committees together with ILOs play an important role in communicating information about F4E. They can assist in raising awareness about the mission of the organisation and the progress of the ITER project. They constitute privileged interlocutors at national level and they are usually the first ones to be contacted about ITER or F4E in their country. Therefore, it is important that key messages are communicated in a consistent way vis-à-vis the media. F4E would be happy to provide support to those members of the Governing Board, Committees or ILOs who participate in national communication activities

The impact of Information and Communication needs to be measurable. F4E needs to target its efforts and determine whether its targets are being achieved. A comprehensive media monitoring and analysis has been established, in order to monitor what is being reported on F4E and ITER, evaluate our efficiency and adapt our messages.

## 5. BUDGET AND RESOURCES

The Information and Communication team is part of the "Communication and Stakeholder Relations" Unit. It consists of two Information and Communication Officers, one member of staff dealing with Desk Top Publishing/Web Design/Audio-visual content, one member of staff handling finance, budget and logistics for publications and events. The average annual budget is in the range of 300.000 EUR. It is based on a detailed annual "work plan and priorities" agreed by the Director, and covers the execution of contracts (media monitoring, audio-visual material), press trips, exhibitions and publications.

## 6. CONCLUSIONS

The way Europe manages its contribution to ITER and the progress of the ITER project will determine the credibility of fusion energy as a long term contributor to Europe's sustainable energy mix, at a time when tough public choices will need to be made about priorities in an austere economic climate.

The way we communicate the different angles of this project and manage crisis in the years to come will have an impact on the impression that this project will make in policy circles. It is in our mutual interest to develop a coherent and coordinated approach among all relevant actors in order to develop a narrative that will embrace the success stories of the ITER project and its spin-offs.

Effective communication is a key to the continuing development of fusion energy and to maintaining an increased interest in the project. It is a core element in securing funding, keeping its main stakeholders well informed and committed to the project, as well as engaging industry and research laboratories in a strong and durable partnership.

## ANNEX I: TARGET GROUPS, OBJECTIVES, KEY MESSAGES, KEY PERFORMANCE INDICATORS

| Stakeholder Group | Objective | Key Messages | KPI |
|---|---|---|---|
| Institutional Actors (EU institutions, Member States, Host States, GB members, etc.) | Maintain support for F4E and ITER by providing regular information and communicating progress | Europe is the world leader in fusion and needs to maintain its position<br><br>ITER is steadily moving ahead<br><br>Construction of ITER will bring fusion energy closer<br><br>Effects on growth, jobs, innovation, technology and prosperity | Positive opinion of stakeholders<br><br>Reports and public statements from official sources<br><br>Feedback received on an individual level<br><br>Concrete decisions on F4E and ITER (e.g. on annual budget) |
| EU Fusion Community (EFLs) | Foster a partnership for the development of fusion<br><br>Engage EFLs in the R&D work needed for the ITER construction | ITER is a common project, stemming from the EU Fusion programme<br><br>ITER is the next step to bring fusion energy into being | Level of interest and participation in F4E R&D<br><br>Feedback received by EFLs, either through networks (EFDA, GB, etc.) or individually |
| Industry | Foster a partnership for the development of fusion<br><br>Engage industry and SMEs in the procurement work needed for the ITER construction | ITER and Fusion present a good business opportunity, they require a range of components and services<br><br>F4E rules are good for business<br><br>Involvement in science projects brings many benefits | Level of interest and participation in F4E procurement<br><br>Feedback received by industry, either through networks (ILOs, FIIF, etc.) or individually |
| General Public | Provide information to them about fusion energy and build trust | Fusion benefits: unlimited, clean, cheap energy<br><br>Public safety<br><br>Fusion vs Fission<br><br>Sustainable energy mix | Positive opinion in opinion surveys (Eurobarometer, etc.)<br><br>Overall perception in social media groups |
| Media | Provide timely, accurate and reliable information about F4E and ITER | All of the above depending on the form of media and opportunity | Positive and regular reporting on F4E and ITER in the main media<br><br>Media coverage<br><br>Participation in media events<br><br>Registration in F4E website and other tools |
| F4E Staff | Inform staff of developments<br><br>Develop staff motivation and foster ownership of F4E and its projects<br><br>Underline importance of communicating | F4E is your organization, ITER and BA your projects<br><br>F4E is a one-of-a-kind organization working on a world class project | Regular feedback from staff surveys<br><br>Feedback received on an individual level |