

Communication and stakeholder engagement strategies for the PCCB for the period of the 2021–2024 workplan

Overview

1. The Paris Committee on Capacity-building (PCCB) was established by the Conference of the Parties (COP) in 2015 with the aim of addressing gaps and needs, both current and emerging, in implementing capacity-building in developing country Parties and further enhancing capacity-building efforts, including with regard to coherence and coordination in capacity-building activities under the Convention.¹ In 2020, at its 4th meeting, the PCCB agreed to develop strategies for stakeholder engagement and communications to guide its work related to stakeholder engagement, communication and outreach across all priority areas and associated activities of its second workplan for 2021–2024². These strategies supersede the existing strategic plan for stakeholder engagement, communications and resource mobilization developed by the PCCB in 2019.³

2. By developing separate strategies for communications and stakeholder engagement, the PCCB intends to establish a better understanding of its existing communication channels and engagement modalities for communicating with and/or engaging its key stakeholders and develop ways to improve them. In addition, the PCCB agreed to define metrics for monitoring and evaluating its stakeholder engagement and communication activities.

3. The following strategies build on insights gained and lessons learned from implementing stakeholder engagement and communication activities under the 2017–2020 rolling workplan. They serve the mission of the PCCB to foster collaboration among actors at all levels, strengthen networks and partnerships to enhance synergies and promote knowledge- and experience-sharing, and facilitate access to capacity-building-related information and knowledge for enhancing climate action in developing countries.

4. Sections 1 and 2 below provide an overview of the existing challenges and opportunities and describe the objectives, target groups, existing means and strategic approaches for the communication and stakeholder engagement activities of the PCCB. Section 3 provides a planning guide on how to best utilize existing means of communication and stakeholder engagement strategies in line with the mandate and activities under the 2021–2024 workplan.⁴ Section 4 then lays out a results-based assessment framework which takes into account the results from both workstreams and is designed to guide the planning and monitoring of activities of the PCCB related to communications and stakeholder engagement.

5. This is a living document that will be updated and revised by the PCCB as needed. The secretariat will support the PCCB in implementing the strategies, and the PCCB will periodically monitor and review progress, with a view to enhancing the effectiveness and efficiency of the efforts of the PCCB in the area of communications and stakeholder engagement.

1- Communication strategy of the Paris Committee on Capacity-building (2021–2024)

6. This communication strategy is aligned with the mandate of the PCCB in terms of the content and messaging (the ‘what’). Drawing on lessons learned from previous activities,⁵ this section outlines the purpose of communicating the work of the PCCB (the ‘why’) and identifies the audiences (the ‘who’). Subsequently, it sets out the strategic approaches and means of or vehicles for communication (the ‘how’) and the frequency of communicating (the ‘when’).

¹ Decision 1/CP.21, para. 71.

² [Report of the fourth meeting \(PCCB/2020/11\)](https://unfccc.int/sites/default/files/resource/Final_StrategicPlan_ReviewReport201920.pdf).

³ Available at <https://unfccc.int/documents/198470>.

⁴ Available at <https://unfccc.int/documents/267207>.

⁵ For more details on previous communication and engagement activities of the PCCB, refer to:

1. The first review report of the strategic plan for stakeholder engagement, communications and resource mobilization (2019–2020), available at https://unfccc.int/sites/default/files/resource/Final_StrategicPlan_ReviewReport201920.pdf;

2. The second review report of the strategic plan (2020–2021) contained in document PCCB/2021/6.

a) Strategy objectives

7. The goal of this strategy is to support, guide and enhance the efforts of the PCCB to address its mandate through effective and efficient communications. More specifically, the aim of the strategy is to support the PCCB in:

- **Raising awareness** of its role and the value of its efforts in advancing capacity-building work under the Convention and the Paris Agreement among Parties and relevant stakeholders through **timely, actionable and targeted** communication efforts;
- Increasing the **efficiency and effectiveness** of its communications by a) ensuring that all activities are closely linked to the mandate, do not lead to duplication of efforts and, where possible, draw on existing support and resources provided by interested stakeholders and b) **incorporating feedback** from stakeholders involved in the activities and insights gained from the monitoring and evaluation of those activities;
- Encouraging **greater participation** of stakeholders in PCCB activities and ensuring that due consideration is given to cross-cutting issues, such as gender responsiveness, human rights, indigenous peoples' knowledge, and youth, and to **balance and diversity** with regard to gender and regional and institutional representation in all communication and engagement activities.

b) Key messages of the strategy

8. The key messages outlined below have been designed to promote and explain the outputs of the PCCB to target communication audiences. Devised in accordance with the priority areas in the 2021–2024 workplan of the PCCB, they are intended to help focus the content of communications during the development of the workplan activities. The messages are intended as guidelines and can be woven into all content, either fully or in part, to ensure consistency across all communications activities undertaken between 2021 and 2024.

- **Enhancing coherence and coordination of capacity-building**

The PCCB fosters coherence and coordination in the capacity-building activities implemented by bodies, entities and processes under the Convention and the Paris Agreement.

- Boosting collective capacity-building efforts, coordinating actions and building on synergies
- Avoiding duplication of efforts
- Promoting capacity-building best practices

- **Identifying and addressing capacity gaps and needs**

The work of the PCCB supports countries and other actors in developing and implementing effective and sustainable climate-related capacity-building interventions.

- Helping countries and other actors to identify and address their capacity needs and gaps at the individual, institutional and systemic level
- Boosting country ownership, including at the national, subnational and local level, in the design and implementation of climate-related capacity-building
- Supporting countries and other actors in building capacity to integrate cross-cutting issues such as gender responsiveness, human rights, indigenous peoples' knowledge, and youth into climate action

- **Awareness-raising, knowledge- and information-sharing and stakeholder engagement**

The PCCB provides targeted platforms for sharing information and discussing solutions, enabling a wide range of stakeholders to directly engage with the PCCB and helping to shape the policy recommendations of the PCCB.

- Raising awareness of the role and importance of capacity-building in increasing climate ambition
- Supporting innovative and sustainable capacity-building solutions to climate change challenges

- Helping to accelerate and scale up capacity-building efforts that support the achievement of the goals of the Paris Agreement
- Convening capacity-building actors and stakeholders to create partnerships and collaborate
- Engaging women, youth, local communities and minority groups in climate change capacity-building

c) Target audience for the strategy

9. The stakeholders involved in the work of the PCCB and the target audiences of related communications are not homogeneous; they range from constituted bodies, operating entities and processes under the Convention to Parties, intergovernmental organizations, academic and research institutions, non-governmental organizations and private sector entities. The PCCB recognizes that different groups may need different information to make informed decisions and be effective in their capacity-building efforts. The PCCB also takes into account the fact that different groups of stakeholders may be reached through combinations of communication channels. The audiences targeted by the PCCB communication strategy can be categorized as:

- **The primary audience**, referring to stakeholders that the PCCB strives to keep informed, consult with or collaborate with in the light of their respective mandates and linkages to the UNFCCC process. These stakeholders include Parties to the Convention and the Paris Agreement, UNFCCC observer organizations, UNFCCC constituted bodies and processes, operating entities of the UNFCCC Financial Mechanism, members of the PCCB-led informal coordination group for capacity-building under the Convention and the Paris Agreement (ICG), members of the PCCB Network, United Nations agencies and international initiatives focused on capacity-building, and other bodies outside the Convention with mandates on capacity-building;

- **The secondary audience**, referring to groups of individuals or entities that the PCCB aims to keep informed although they do not engage with it directly, for instance, academic institutions, non-governmental organizations and private entities that are not members of the PCCB Network, as well as the general public.

d) Strategic approaches

10. In order to achieve the objectives mentioned in section 1(a) above, both primary and secondary audiences need to be targeted. The following approaches are recommended for achieving the goal and objectives of the communication strategy:

- **In the planning of its communication efforts**, the PCCB draws on synergies across the different priority areas and activities in its workplan; more specifically, it exploits interlinkages with activities related to stakeholder engagement;

- **In its general communications**, the PCCB relies on capacity made available by or through the Communication and Engagement Division of the UNFCCC. In addition, it will continue to foster awareness-raising efforts for climate-related capacity-building and facilitate access to knowledge and information by utilizing partner channels, including those of PCCB Network members. In addition to the continuous mapping of suitable platforms, this requires building relationships with relevant stakeholders;

- **In its targeted communications**, the PCCB continues its efforts to identify and utilize effective communication channels, such as periodic newsletters, to ensure consistent and timely communications with its primary audience. Specific communication windows created by other bodies under and outside the Convention (e.g. newsletters and knowledge portals) allow for another means of targeted communications, shedding light on the ongoing capacity-building activities in specific sectoral or regional contexts and fostering coordination in such efforts;

- **In all its communications**, the PCCB continues to consistently align its activities with UNFCCC-wide practices. This includes ensuring alignment with the visual and editorial guidelines in the design and roll-out of publications and multimedia outputs, as well as in the language and messaging of such products. The PCCB has been one of the leading constituted bodies under the UNFCCC in terms of mainstreaming gender considerations in all its activities, including communications. This will remain a key approach in the work of the PCCB;

- **In the production of its communication outputs**, the PCCB makes it a priority to reach a wider range of recipients by further diversifying its communication products, which range from event and meeting documents and surveys to brochures, newsletters, announcements, news articles, infographics, technical videos and interviews;

- **In the monitoring and assessment of its communication efforts**, the PCCB takes a flexible approach to identifying metrics in the light of the means of communication used and the available data and information. In addition, the PCCB seeks feedback from its audiences (e.g. through evaluation surveys) to gain a more comprehensive understanding of the effectiveness of such activities.

e) Means of communication

11. Table 1 outlines the main means of communication that the PCCB could utilize to further enhance the effectiveness and efficiency of its efforts in terms of communicating with its primary and secondary audiences. The table also provides recommendations for better utilizing each means of communication in the light of lessons learned from previous efforts and subject to the availability of resources.

12. The recommendations provided are based on previous experiences and the information and resources available at the time of drafting this strategy (April 2021) and are subject to change as deemed necessary by the PCCB. The PCCB will continually update its approach and may prioritize the implementation of the recommendations according to emerging priorities, synergies with other areas of work and availability of resources.

Table 1 – Strategic approach and recommendations for using existing means of communication

	Suitable types of input	Approach	Recommendations	Recommended frequency
Owned communication windows	Web page (and publications)			
	Official communications, workplan, progress reports, meeting documents, announcements, updates and reports related to workplan activities	<ul style="list-style-type: none"> - PCCB keeps its web pages updated with the latest information and documents - PCCB maximizes visibility and use of existing capacity-building-related information and resources from under and outside the Convention to facilitate access to information and promote coherence and coordination of capacity-building efforts 	<ul style="list-style-type: none"> - Collate and share capacity-building-related content and updates produced by bodies under and outside the Convention (with a focus on UNFCCC constituted bodies) in a centralized and easy-to-navigate format, for example, via related PCCB web pages - Make it easier for external users to navigate the PCCB subpages (e.g. by providing a site map or link tree) - Enforce a recognizable and consistent visual identity across all pages, documents and products 	On a rolling basis, and aligned with PCCB events and activities
	Social media (and multimedia outputs – Youtube, Facebook)			
	Announcements, knowledge products, outcomes of activities (e.g. summary reports, promotional or technical videos, technical papers, event recordings and interviews), success stories and good practices, capacity-building-related updates of activities and events led by the PCCB and partners	<ul style="list-style-type: none"> - PCCB utilizes the social media channels of UNFCCC and other partners for general communications, especially when promoting activities linked to flagship events and summits, such as the UNFCCC regional climate weeks and United Nations climate change conferences - The PCCB Facebook page will be phased out if the development of other communication windows proves to be more effective in terms of fulfilling the strategic objectives 	<ul style="list-style-type: none"> - Take advantage of opportunities offered by social media platforms for boosting knowledge- and information-sharing among PCCB stakeholders - Use social media tagging functions (e.g. hashtags) to launch and coordinate joint campaigns across a range of partner channels and to draw attention to PCCB-led activities and encourage interaction 	Weekly updates, and aligned with PCCB events and activities
	Email-based communications (newsletter, mailing list)			
	Announcements, key publications, save-the-dates, open calls	<ul style="list-style-type: none"> - This continues to be the main means for reaching members of the PCCB Network and the ICG - PCCB keeps track of individuals participating in its activities and, with their consent, adds their contact information to the PCCB mailing list 	<ul style="list-style-type: none"> - Continue with the publication of periodic newsletters under the PCCB Network and consider developing a wider capacity-building newsletter to include those on the PCCB mailing list and/or all interested individuals upon request (e.g. through a publicly available subscription) - Foster peer exchanges through email-based communications (discussion groups) or social media platforms within smaller groups or on specific topics, for instance, among members of the ICG or a subset of PCCB Network members focused on a sector or region 	Monthly updates, and aligned with PCCB events and activities
Surveys (post-event evaluation, technical, thematic/activity-based surveys)				
Feedback on the success of events and activities, feedback/inputs on the ongoing work of the PCCB for planning purposes, technical inputs on thematic areas of work	<ul style="list-style-type: none"> - PCCB seeks inputs from stakeholders regarding the planning and evaluation of PCCB-led events and activities, as appropriate - Technical calls for submissions to be launched as indicated in the workplan and when deemed necessary by the PCCB 	<ul style="list-style-type: none"> - Ensure all feedback received through various means is acknowledged in a timely manner, followed up on as needed and reported on through appropriate means - Streamline questions in post-event/activity evaluation surveys and align with the results-based assessment framework (see section 4 below) 	Post-event evaluations after all events, technical surveys as necessary, and aligned with PCCB events and activities	

	Events (in-person, virtual)			
	Technical dialogues, ceremonial events, opening and closing statements, consultations	<ul style="list-style-type: none"> - PCCB organizes various events, workshops, dialogues and consultations corresponding to its mandate, taking into consideration gender, regional and institutional balance and diversity. - PCCB-led events are supported through suitable means of communication, such as email-based outreach and social media 	<ul style="list-style-type: none"> - Broaden the reach of and facilitate access to discussions and events by making recordings available and by broadcasting events live when possible - Ensure the promotion of events (pre-event) and dissemination of outcomes (post-event) is systematically planned and coordinated across owned channels and partners' channels, as appropriate - Accommodate time zone and language differences in the organization of events, when possible 	Aligned with PCCB workplan, and on an ad-hoc basis, as appropriate
Partner channels	Web-based knowledge portals, web pages, social media channels, partner newsletters and other communication outlets, interviews, press releases, conferences, side events, broadcasts, etc.			
	Knowledge products, interviews, speaking roles	<ul style="list-style-type: none"> - PCCB widely disseminates capacity-building-related tools and technical products developed by the PCCB and/or its partners through available means - PCCB boosts the reach and visibility of capacity-building efforts under the Convention and the Paris Agreement through collaboration with other actors and a strengthened digital presence 	<ul style="list-style-type: none"> - Utilize the UNFCCC capacity-building portal as a one-stop shop for all relevant updates, news on activities, and knowledge products and communication materials produced and promoted by the PCCB as soon as the re-developed portal goes online, which is expected to be the end of 2021 	At least quarterly, and aligned with PCCB events and activities

2- *Stakeholder engagement strategy of the Paris Committee on Capacity-building (2021–2024)*

13. This engagement strategy is aligned with the mandate of the PCCB under all three priority areas (the ‘what’).⁶ This section outlines the purpose of stakeholder engagement in the work of the PCCB (the ‘why’), with a focus on the primary target audience groups (the ‘who’). Drawing on lessons learned from previous activities⁷ and ongoing developments, it sets out the strategic approaches and means for engagement (the ‘how’) and presents a set of recommendations for future action.

a) Strategy objectives

14. The goal of this strategy is to support, guide and enhance the efforts of the PCCB to address its mandate through efficient and effective stakeholder engagement. More specifically, the aim of the strategy is to support the PCCB in:

- Enhancing its **convening** role in promoting coherence and coordination of capacity-building and facilitating the sharing of capacity-building-related knowledge and information by effectively **informing, engaging and consulting** stakeholders through suitable means and modalities;
- Increasing the **efficiency and effectiveness** of stakeholder engagement by a) ensuring that all activities are closely linked to its mandate, do not lead to the duplication of efforts and, where possible, draw on existing support and resources provided by interested stakeholders and b) **incorporating feedback**, as appropriate, from stakeholders involved in the activities and insights gained from the monitoring and evaluation of those activities;
- Encouraging and enabling **greater involvement** of stakeholders in its activities and ensuring that due consideration is given to cross-cutting issues, such as gender responsiveness, human rights, indigenous peoples’ knowledge, and youth, and to **balance and diversity** with regard to gender and regional and institutional representation in its engagement with individuals and entities.

b) Target audience for the strategy

15. This section is primarily focused on stakeholders that are directly engaged with the work of the PCCB (categorized as the primary audience for communications in section 1(c) above). These stakeholders include Parties to the Convention and the Paris Agreement, UNFCCC observer organizations, UNFCCC constituted bodies and processes, operating entities of the UNFCCC Financial Mechanism, members of the PCCB-led ICG, members of the PCCB Network, United Nations agencies and international initiatives focused on capacity-building, and other bodies outside the Convention with mandates on capacity-building. The PCCB strives to keep these stakeholders informed and to consult or collaborate with them in line with their respective mandates and linkages to the UNFCCC process.

c) Strategic approaches

16. The PCCB is committed to purposefulness, inclusiveness, timeliness and transparency as guiding principles for its stakeholder engagement. The following approaches are recommended for achieving the goal and objectives of this strategy:

- **In the planning of its stakeholder engagement efforts**, the PCCB utilizes synergies across the different priority areas and activities in its workplan; more specifically, it exploits interlinkages with activities related to communications;
- **In the implementation of its own activities**, the PCCB continually fosters engagement with its stakeholders, including by collaborating with other constituted bodies under the Convention and the Paris Agreement, inviting observers to meetings, opening calls for submissions, working with other bodies on technical matters related to capacity-building and enhancing feedback-seeking mechanisms, with a view to accommodating received inputs, emerging priorities and lessons learned to the extent possible;

⁶ The three priority areas are set out in decision 9/CP.25, para. 9.

⁷ As footnote 5 above.

- **In engaging with other bodies under and outside the Convention**, the PCCB utilizes its convening role to provide enabling spaces for multistakeholder dialogue and collaboration, for instance, through the Capacity-building Hub, regional or thematic meet-ups under the PCCB Network, or meetings of the ICG. In addition, the PCCB seeks to enable cross-fertilization across a number of its workstreams by incorporating the outcomes produced and insights gained through stakeholder engagement into expected recommendations to the COP, the Conference of the Parties serving as the meeting of the Parties to the Paris Agreement, Parties and other entities, as indicated in the 2021–2024 workplan;

- **In all its stakeholder engagement efforts**, the PCCB encourages open and inclusive participation and strives to proactively reach stakeholders from developing countries that are particularly relevant to its mandate but may be underrepresented in its events and activities, including women and youth, vulnerable people and minority groups. The PCCB is committed to mainstreaming gender considerations into its stakeholder engagement activities and ensuring progressive improvements in all of its efforts in relation to gender, regional and institutional balance and diversity;

- **In the monitoring and assessment of its stakeholder engagement activities**, the PCCB recognizes that stakeholder engagement efforts form iterative processes that often yield results over time, and so need to be revisited periodically and reassessed as appropriate. Therefore, in addition to using numerical indicators, the PCCB continually solicits feedback from stakeholders involved in its activities and identifies signals of success to assess the effectiveness of its efforts over time.

d) Modalities of stakeholder engagement

17. Table 2 outlines the main modalities for engagement that the PCCB could utilize to further enhance the effectiveness and efficiency of its efforts in terms of engaging with its primary audience, as well as with the broader climate community. The table also provides recommendations for better utilizing each means of engagement in the light of lessons learned from previous efforts and subject to the availability of resources.

18. The recommendations provided are based on previous experiences and the information and resources available at the time of drafting this strategy (April 2021) and are subject to change as deemed necessary by the PCCB. The PCCB will continually update its approach and may prioritize the implementation of the recommendations according to emerging priorities, synergies with other areas of work and availability of resources.

Table 2 – Strategic approach and recommendations for using existing stakeholder engagement modalities

	Suitable types of input	Approach	Recommendations	Recommended collaborators
Led by the PCCB	Events			
	Joint events, joint technical workshops, high-level events, networking sessions, ceremonial events, launch events, consultations, dialogues, round tables	<ul style="list-style-type: none"> - PCCB collaborates with bodies and processes under and outside the Convention and the Paris Agreement in organizing various events, workshops, dialogues and consultations - PCCB ensures regional and institutional balance in the organization of these events to the extent possible, paying particular attention to the engagement of underrepresented stakeholder groups - PCCB plans its activities in relation to flagship events such as United Nations climate change conferences and regional climate weeks, as appropriate, to increase visibility and engagement, as well as benefiting from outreach opportunities offered by the UNFCCC Communication and Engagement division 	<ul style="list-style-type: none"> - Foster interactions with and engagement of event participants by using innovative tools and digital means before, during and after events - Promote multistakeholder collaboration and connect capacity-building actors from under and outside the Convention and the Paris Agreement by convening joint events and dialogues - Utilize the Capacity-building Hub as a platform for hosting engagement with other bodies, thereby bringing greater visibility to the Hub and other collaborative efforts 	All stakeholders in the primary audience group
	Meetings (official, informal)			
	Live speeches, live questions and answers (Q&A), written inputs, testimonials, informal meet-ups, PCCB Network meetings, PCCB annual meetings	<ul style="list-style-type: none"> - PCCB regularly engages with its stakeholders through in-person and virtual meetings to provide an up-to-date overview of its activities in various areas of work and seek feedback from its stakeholders 	<ul style="list-style-type: none"> - Foster attendees' participation and increase their engagement during meetings by implementing innovative tools and modalities before, during and after meetings, including feedback-seeking, follow-up activities and reporting of outcomes - Capture opinions and gauge the interest of different stakeholders on specific subjects and/or identify interested counterparts/champions from stakeholder groups that could further engage with the PCCB 	All stakeholders in the primary audience group
	Calls for submissions (official calls for inputs, expressions of interest)			
	Calls for submissions (PCCB workplan), calls for expressions of interest (Capacity-building Hub), calls for proposals (PCCB Network)	<ul style="list-style-type: none"> - Secretariat supports the PCCB in setting up and administering the calls for submissions, processing and synthesizing the inputs received, and incorporating the outcomes in the work of the PCCB, as appropriate 	<ul style="list-style-type: none"> - Ensure effective outreach to the intended stakeholder groups by implementing relevant communication activities and utilizing existing channels, as appropriate 	All stakeholders in the primary audience group
Informal coordination group for capacity-building under the Convention and the Paris Agreement				
Overview of activities and calendar of events, group meetings, joint planning sessions and discussion groups	<ul style="list-style-type: none"> - PCCB facilitates coordination of capacity-building-related activities by constituted bodies and operating entities under the Convention and the Paris Agreement 	<ul style="list-style-type: none"> - Encourage joint planning of activities among members of the ICG and/or mobilization of suitable resource persons from members' networks to participate in planned events ahead of flagship summits, such as the United Nations climate change conferences and regional climate weeks - Enable cross-fertilization in the work of the PCCB by disseminating the outcomes of the Committee's activities (including at the Durban Forum) among ICG members and soliciting feedback - Translate insights gained from the work of the ICG into recommendations to Parties 	ICG members	

PCCB Network				
	Mailing lists for regional and sectoral clusters, focus groups, thematic/regional meet-ups, discussion groups	<ul style="list-style-type: none"> - PCCB fosters the gradual development of its Network and utilizes it as a platform for communicating and engaging with capacity-building stakeholders under and outside the Convention and across sectors, regions and institutions - PCCB draws on existing resources and interests of Network members to strengthen its presence and increase its impact at the regional and national level 	<ul style="list-style-type: none"> - Foster multistakeholder and peer-to-peer exchanges by enabling thematic/regional dialogues and joint activities - Identify leading organizations ('champions') in various thematic/regional/institutional clusters that are willing to lead/co-implement activities under the Network and/or promote its activities in their contexts 	PCCB Network members
Participation of external experts in the PCCB working groups⁸				
	Technical documents, expert advice, technical review and commentary	<ul style="list-style-type: none"> - PCCB taps into existing resources and available technical expertise in its network in order to enhance the implementation of capacity-building efforts and the provision of support to developing country Parties 	<ul style="list-style-type: none"> - Implement this modality in a stepwise approach and in accordance with priorities and the timeline of actions set by the workplan - To ensure a consistent approach, utilize the criteria proposed in annex II 	PCCB Network members (primarily)
Led by partners	Meetings of other bodies, as well as surveys, interviews, evaluation exercises, testimonials, etc.			
	Speaking roles, interviews, round-table discussions, expert groups/panels	<ul style="list-style-type: none"> - PCCB participates in meetings and events organized by other entities that could facilitate its engagement with specific stakeholder groups, especially underrepresented groups in the PCCB Network and those directly linked to the activities of the PCCB under its second workplan 	<ul style="list-style-type: none"> - Prioritize engagement opportunities with other bodies and organizations according to their relevance to the annual focus area of the PCCB and its workplan - Ensure effective outreach to the intended stakeholder groups by implementing communication activities and utilizing existing channels 	All stakeholders in the primary audience group

⁸ The PCCB at its 4th meeting agreed, where appropriate, to draw upon external expertise to advance the work of its working groups.

3- *Planning guide for the implementation of activities in the 2021–2024 workplan*

19. In order for the PCCB to be effective in sending clear, tailored and actionable messages and engage with stakeholders to enhance coherence and coordination of capacity-building efforts under the Convention and the Paris Agreement, it is essential that it utilize its communication means and engagement modalities in a harmonious and systematic manner. Table 3 provides a suggested list of planning steps and related tasks that should be undertaken in the planning and execution of various activities under the PCCB workplan, including in relation to publications, tools, events and meetings. The secretariat supports the PCCB in the implementation of its activities and will utilize and adjust this planning tool under the guidance of the PCCB.

Table 3 – Planning guide for the implementation of activities in the 2021–2024 workplan

Planning steps for communications and engagement in all activities of the PCCB	<ol style="list-style-type: none"> 1. Identify the target audience/stakeholders 2. Adjust key messages to the context of the activity 3. Define the desired impact (strategic objectives) 4. Identify the suitable means/modalities for communications and engagement (owned channels) 5. List the expected inputs/outputs 6. Choose relevant metrics to collect data and measure success 7. Map and liaise with relevant partners in the implementation of the activity and/or related outreach 8. Plan the timeline of sub-activities 9. Identify suitable modalities for seeking feedback 10. Document the process 	
Timeline	Communications-related tasks	Engagement-related tasks
Before the start of an activity	<ul style="list-style-type: none"> - Prepare branded knowledge materials that use gender-sensitive and inclusive language: concept note, background note, presentations, leaflets, poster, flyer - Publish relevant information online: web page, event page, calendar entry, announcement - Promote the activity through owned and partner channels, such as events and meetings (informal meet-ups, launch event, Q&A session) and/or digital means (monthly newsletter, social media, news article, press release) 	<ul style="list-style-type: none"> - If applicable, launch a call for expressions of interest and promote it using an appropriate means to reach the intended audience - Identify and engage interested experts and/or partner organizations, especially members of the PCCB Network and/or ICG, as organizing partners and/or resource persons - Ensure gender/regional/institutional balance when mobilizing resource persons
During the implementation period	<ul style="list-style-type: none"> - Ensure clear communication of the mandate and role of the PCCB in advancing capacity-building work under the Convention and the Paris Agreement and ways to engage with the PCCB - Collect information on the gender and geographical and institutional background of stakeholders involved (e.g. event participants), as well as contact information of individuals interested in receiving future communications - Use gender-sensitive language in the development/organization of all activities of the PCCB 	<ul style="list-style-type: none"> - Utilize innovative means for engaging with stakeholders in the implementation of activities (e.g. speeches during meetings, expert reviews of draft documents) - Identify interested individuals/organizations who may wish to further engage with the PCCB and follow up on appropriate next steps - Seek feedback from all stakeholders involved, incorporating relevant metrics for the assessment of activities
After the completion of an activity	<ul style="list-style-type: none"> - Add interested individuals to the PCCB mailing list - Summarize/synthesize outcomes and disseminate results through relevant communication windows - Promote the outputs through owned communication windows and relevant partner communication windows - Gather data and compile information on relevant metrics in accordance with the results-based assessment framework (see section 4 below) 	<ul style="list-style-type: none"> - Document feedback, extract lessons learned and adjust future communications and engagement plans and activities accordingly - Conduct evaluation exercises (e.g. post-activity meetings, surveys) with all partners involved and document the process - Define next steps and follow up with key stakeholders, as appropriate - Gather data and compile information on relevant metrics in accordance with the results-based assessment framework (see section 4 below)

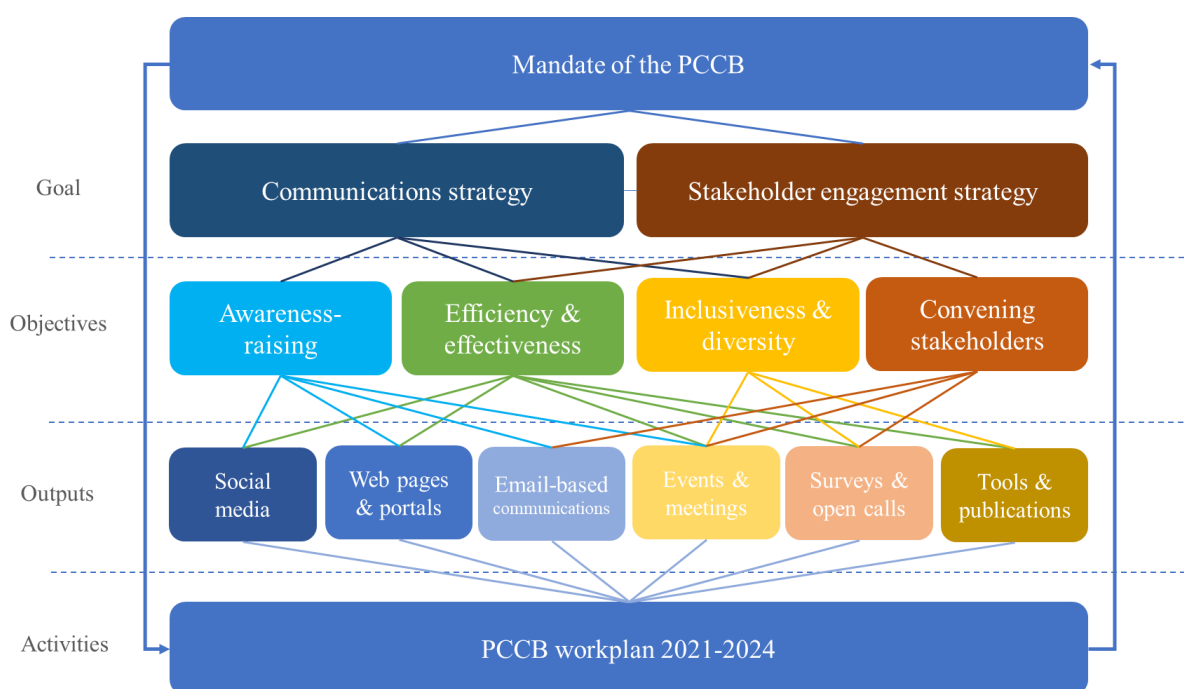
4- Results-based assessment framework for communications and stakeholder engagement

20. While the importance of measuring the effectiveness of communication and stakeholder engagement strategies is widely recognized, there is no definitive or standard set of metrics to apply, largely owing to the fact that the aims of communications and engagement differ among entities, along with the means available to them. Even for one entity, the aim of communications and stakeholder engagement and the means and modalities used vary over time and across different activities and contexts.

21. For the PCCB, not only are stakeholder engagement and communications-related efforts interlinked and assessed accordingly, but more broadly, their success should be viewed in the context of the overall mandate and workplan of the PCCB. Against this backdrop, this section provides a results-based assessment framework that integrates a number of output indicators under four objectives and outlines the steps for monitoring and assessing communication and stakeholder engagement efforts under the umbrella of the overarching PCCB mandate (see figure 1).

Figure 1

Results-based assessment framework for communications and engagement under the PCCB 2021–2024 workplan



22. Taking this into account, table 4 provides a non-exhaustive pool of metrics for monitoring the results of communication and engagement efforts under the four strategic objectives. As indicated in figure 1, the output groups are social media, web pages and portals, email-based communications, events and meetings, surveys and open calls, and tools and publications. The metrics laid out in table 4 could be used to report the performance of individual activities or of one or several output groups, as well as aggregated results of activities under each objective over a certain period (e.g. quarterly or annually).

23. The PCCB may choose from the list of metrics, drop, and/or add to the list according to reporting needs, emerging priorities and the evolution of its means of communication and engagement modalities. Relevant data for reporting on the metrics suggested in table 4 should be collected through available monitoring tools (e.g. social media and email analytics, registration forms) and through enquiries from stakeholders (e.g. surveys, evaluation exercises) to assess the success of communications and stakeholder engagement in an inclusive and comprehensive manner.

Table 4 – Communications- and engagement-related metrics for results-based assessment

Communications		Engagement	Signals of success
Did the efficiency and effectiveness of communications and engagement increase over the past year?			
Surveys and open calls	- Number/percentage of surveys/open calls containing questions on communications and stakeholder engagement	- Response rate to surveys and calls for submissions	- Percentage growth of relevant metrics - Positive comments on the modalities employed by the PCCB to communicate and engage with its stakeholders
Events and meetings	- Number of mandated/non-mandated events organized - Percentage of events/meetings organized in collaboration with others	- Number of partners involved - Percentage of organizing partners that are ICG and/or PCCB Network members - Number and type of external events in which the PCCB had a speaking/moderation role	- Percentage growth of relevant metrics - Increase in the number of interested Network members/partners to lead an activity
Tools and publications	- Number of mandated/non-mandated tools/publications developed	- Number of partner organizations involved - Number of external experts involved in the work of the PCCB working groups	- Percentage growth of relevant metrics - High response rate to requests for PCCB Network members to nominate external experts - High-quality direct or indirect inputs by partners/experts to activities of the PCCB
Social media	- Number of partner accounts mobilized - Total size of following in partner channels - Frequency of posts on partner channels	- Institutional type of partner organizations - Regional background of partner organizations	- Percentage growth of relevant metrics - Use of hashtags - Organic re-posts
Web pages and portals	- Regularly updated activities overview and calendar on PCCB web pages	- Number and type of UNFCCC-led outlets mobilized	- Percentage growth of relevant metrics - Survey responses from participants who became aware of PCCB events and activities through UNFCCC channels
Was progress made in enhancing participation in the work of the PCCB and in ensuring gender, geographical and institutional balance in communications and engagement over the past year?			
Events and meetings	- Percentage of events/meetings with modalities for audience interaction - Gender ratio of participants - Institutional affiliations of participants - Regional background of participants	- Gender ratio of resource persons - Regional background of resource persons/organizing partners - Institutional affiliation of resource persons/organizing partners - Number of speeches by participants - Type of institutions intervening in meetings	- Percentage growth of relevant metrics - Greater diversity in institutional/geographical background of PCCB Network members - Active participation of observers and participants during events and meetings, especially those who were not previously active/engaged - Positive responses on openness and inclusiveness of the events
Tools and publications	- Percentage of tools/publications developed in collaboration with others	- Institutional diversity of partners/external experts	- Percentage growth of relevant metrics - Contributions from organizations that were not previously active/engaged
Surveys and open calls	- Number of surveys/open calls launched and their type (post-event evaluation, questionnaire, expression of interest, technical submission)	- Number of responses/submissions - Rate of response to surveys and calls for submissions - Type of institutions submitting inputs - Regional background of respondents	- Percentage growth of relevant metrics - Submissions from stakeholders that were not previously active/engaged

Did the outputs help raise awareness of the work of the PCCB in the past year, and was timely action taken to boost the reach and effectiveness of the key message(s)?

Web pages and portals	<ul style="list-style-type: none"> - Number of page views/downloads on the PCCB and PCCB Network landing pages - Total web traffic by location, subject to data availability 	<ul style="list-style-type: none"> - Number of partner platforms mobilized - Frequency of posts on partner channels - Institutional type of partner organizations 	<ul style="list-style-type: none"> - Percentage growth of relevant metrics - Increased reach due to diversification of communication products (reports, videos, news articles, interviews, etc.)
Social media	<ul style="list-style-type: none"> - Number and frequency of posts on owned channels - Total reach on owned channels - Total followers on owned channels 	<ul style="list-style-type: none"> - Number of partner social media channels mobilized to disseminate updates of activities - Number and frequency of posts on partner channels 	<ul style="list-style-type: none"> - Percentage growth of relevant metrics - Survey responses from participants who became aware of PCCB events and activities through social media (for open events promoted via social media)
Email-based communications	<ul style="list-style-type: none"> - Number of recipients - Number of clicks on newsletters by location 	<ul style="list-style-type: none"> - Number of partner newsletters mobilized - Type of partner organization cross-posting PCCB updates 	<ul style="list-style-type: none"> - Percentage growth of relevant metrics
Events and meetings	<ul style="list-style-type: none"> - Number of active participants - Number of broadcast viewers - Event type and its share in relation to other event types (technical workshop, panel discussion, consultation, etc.) 	<ul style="list-style-type: none"> - Number of events and meetings led by other organizations in which the PCCB participated 	<ul style="list-style-type: none"> - Percentage growth of relevant metrics - Positive responses on willingness to attend future meetings and events - Positive responses on the usefulness of events and meetings in terms of building knowledge/increasing understanding - Participation of stakeholders who were not previously active/engaged

Were existing modalities to enhance the convening role of the PCCB effectively utilized over the past year?

Events and meetings	<ul style="list-style-type: none"> - Number/frequency of meetings/meet-ups in the ICG/PCCB Network - Number of events led and/or convened by the PCCB in collaboration with other stakeholders 	<ul style="list-style-type: none"> - Attendance rate of members in the meetings of the ICG/PCCB Network - Number and types of partner organizations involved in organizing joint events led and/or convened by the PCCB 	<ul style="list-style-type: none"> - Positive responses by members on the added value of ICG/PCCB Network meetings in terms of coordination and networking - Synergies and opportunities for collaboration/coordination identified by ICG members - Actual collaborative efforts, including joint planning and cross-participation in activities, emerging from ICG work - Facilitated collaboration among members of the PCCB Network - Stakeholders joining the PCCB Network after participating in public PCCB Network events
Email-based communications	<ul style="list-style-type: none"> - Regular updates on activities and events from members of the PCCB Network/ICG circulated by the PCCB 	<ul style="list-style-type: none"> - Number of PCCB Network members contributing to the periodic newsletter - Number of ICG members responding to requests for inputs/information-sharing 	<ul style="list-style-type: none"> - Percentage growth of relevant metrics - Relevance and quality of inputs
Surveys and calls for submissions or expressions of interest	<ul style="list-style-type: none"> - Percentage of PCCB products/activities open to inputs from stakeholders 	<ul style="list-style-type: none"> - Number of responses/submissions - Number of joint activities by partners following an open call/survey 	<ul style="list-style-type: none"> - Percentage growth of relevant metrics - High-quality responses with substantive impact on the work of the PCCB

Annex

Criteria for the participation of external experts in the working groups of the Paris Committee on Capacity-building in the 2021–2024 workplan period

The following criteria for the participation of external experts in the PCCB working groups during the 2021–2024 workplan period were developed to enable the implementation of the decision of the PCCB at its 4th meeting to open its working groups to external experts, as appropriate.

a) Identification of external experts:

- The PCCB will seek nominations for external experts to support its working groups from among PCCB Network members, as appropriate and on the basis of the areas of focus and expertise stated in members' registration profiles;
- If the expertise required by the working groups is not available within the PCCB Network, the PCCB may seek expertise from external entities or initiatives.

b) Engagement of external experts:

Participation in the working groups may take different forms and be subject to different modalities, depending on the needs of the working group in question:

- Ad-hoc external experts: these experts will only participate in a limited number of working group discussions, and their engagement will not necessarily be of a continuous nature. Working groups can engage with any number of external experts on an ad-hoc basis, as required;
- Activity-based external experts: these experts will continuously support the working groups with regard to a specific activity or product. They will be invited to attend working group meetings focused on the specified activity or product unless otherwise decided by the working group.

c) Working arrangements:

- External experts will be involved in the intersessional work of working groups through virtual means. While they are welcome to join the official meetings of the PCCB, the PCCB is not able to provide any financial support to this end;
- If external experts are unable to effectively contribute to the work of the working group owing to an unforeseen change of circumstances on either side, the collaboration may be terminated unilaterally by either party.

d) Decision-making:

- The working groups are entitled to exercise their discretion in expressing a need for external experts and with regard to the type of engagement required and the number of external experts joining the working group;
- Proposals by working groups concerning the participation of an external expert will be approved by the PCCB on a no-objection basis within 10 working days of notification, after which the engagement of the external expert is deemed to have been confirmed;
- External experts shall be accorded the right to speak at all times during meetings of the working groups but shall abstain from the decision-making of the working group;
- The above criteria are subject to change by the PCCB.

e) Communication modalities:

- The rules of procedure adopted by the PCCB provide the basis for the operation of the working groups, including the working language of the PCCB and engagement with external experts;
- The working group leads shall regularly update the PCCB members regarding any updates on the engagement of external experts;
- External experts and the PCCB will communicate through the working groups. The working group leads are the primary points of contact for external experts wishing to submit queries.