



Paris Committee on Capacity-building

18 May 2021

Fifth meeting

Virtual meeting, 9–11 June 2021

Final review report on the implementation of work under the strategic plan for stakeholder engagement, communications and resource mobilization (2020–2021)

Recommended actions by the Paris Committee on Capacity-building

The Paris Committee on Capacity-building (PCCB) will be invited, during its 5th meeting, to:

- a) Consider the final review report on the implementation of work under the strategic plan for stakeholder engagement, communications and resource mobilization (2020–2021);
- b) Agree on the appropriate next steps with regard to the review report.

I. Possible actions for consideration by the Paris Committee on Capacity-building

1. The PCCB is invited to consider the final review report on the implementation of work under the strategic plan contained in the annex.
2. The PCCB may wish to agree to publish the annexed review report on the PCCB web page.

II. Background

3. In June 2019, the PCCB at its 3rd meeting endorsed a strategic plan for stakeholder engagement, communications and resource mobilization and agreed to implement the activities identified therein under its rolling workplan. The Conference of the Parties (COP), at its twenty-fifth session, requested the PCCB to extend its current rolling workplan to the end of 2020.¹

4. In June 2020, the PCCB at its 4th meeting agreed to publish the review report on the implementation of the strategic plan and to continue to monitor and report on the implementation of the strategic plan for the period from June 2020 to June 2021, following the same structure².

¹ Decision 9/CP.25, para. 14.

² Report of the fourth meeting (PCCB/2020/11) available at <https://unfccc.int/sites/default/files/resource/PCCB4%20report.pdf>

Annex

Final review report on the implementation of work under the strategic plan for stakeholder engagement, communications and resource mobilization (2020–2021)

(June 2020–June 2021)

I. Background

1. In May 2018, the Paris Committee on Capacity-building (PCCB) agreed to develop strategies to enhance the implementation of its rolling workplan, including (1) an outreach/communication strategy, (2) a stakeholder engagement strategy and (3) a resource mobilization strategy.
2. At its 3rd meeting, the PCCB endorsed the strategic plan for stakeholder engagement, communications and resource mobilization.³ The plan provides overarching strategic guidance, particularly with regard to enhancing coherence and coordination in capacity-building and providing guidance on needs for and gaps in country-driven capacity-building, by fostering enhanced stakeholder engagement and effective communications.
3. The strategic plan identifies priorities for action and sets out preliminary action plans for stakeholder engagement and communications. The activities are divided into three interlinked action areas: the **PCCB Network, stakeholder mapping and engagement**, and **digital presence and platforms**. These are accompanied by a set of additional activities, which are subject to the availability of resources.
4. At its 4th meeting, the PCCB agreed to develop and adopt separate but interlinked communications and stakeholder engagement strategies to guide its work under those areas during the period of the 2021–2024 workplan.
5. This review report provides an overview of the efforts of the PCCB and the secretariat to fulfil the objectives of the strategic plan between June 2020 and June 2021, outlining the expected outcomes, status of work and the extent of progress under each action area.
6. The report concludes with transferrable lessons from the implementation of the strategic plan and activities related to stakeholder engagement and communications under the 2017–2020 rolling workplan, providing recommendations for the way forward. These recommendations are incorporated, as appropriate, in the superseding strategies to ensure a smooth transition from the strategic plan to the new strategies and to further improve the work of the PCCB related to stakeholder engagement and communications.

II. Expected outcomes defined in the strategic plan

The PCCB aims to foster a shared vision of priorities and results with the full range of resource partners. It also aims to engage with partners that can accelerate action to identify gaps and needs and promote coherence and synergies through policy guidance.

Section 4.1 of the strategic plan

7. The strategic plan provides a framework for planning stakeholder engagement and communications, sets out a road map for action areas and identifies potential tools for ensuring that the PCCB is optimally supported in the implementation of its work. The action plan outlined in the strategic plan is divided into the following three key action areas, which have underlying objectives and activities:⁴

- i. **PCCB Network:** the aim of this action area is to enhance the coherence and coordination of climate-related capacity-building and utilize the expertise of PCCB Network members to boost climate action;

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

⁴ For a detailed list of activities, refer to the first review report, available at https://unfccc.int/sites/default/files/resource/Final_StrategicPlan_ReviewReport201920.pdf.

ii. **Stakeholder mapping and engagement:** the aim of this action area is to understand existing relationships and available resources, build purposeful partnerships and determine the specific interests of stakeholders, as well as develop processes for feedback to ensure that engagement is effective;

iii. **Digital presence and platforms:** the aim of this action area is to enhance coordination among stakeholders in climate-related capacity-building activities, increase the visibility of the PCCB and facilitate access to useful knowledge and information related to capacity-building.

iv. **Additional activities**

III. Status of work

8. This section reports on the current status of work under each action area and provides statistics and results achieved with regard to stakeholder engagement and communications. The reporting period covers activities undertaken between June 2020 and June 2021.

PCCB Network

9. Owing to the circumstances relating to the COVID-19 pandemic, at its 4th meeting the PCCB agreed to extend the one-year pilot phase of the PCCB Network until December 2021. An internal task force consisting of the leads of the four PCCB working groups was appointed to provide guidance on implementing and evaluating the pilot phase, including recommendations on necessary adjustments to the implementation timeline and the uptake of additional activities proposed by PCCB Network members.

250 members	81 country locations	50+ collaborating partners	16 collaborative products	1,000+ event participants
----------------	-------------------------	----------------------------------	------------------------------	---------------------------------

10. The pilot phase of the PCCB Network was launched in March 2020 with an open call for registration that was circulated via the PCCB contact list and UNFCCC media channels. The inaugural meeting of the Network was held in conjunction with the 4th meeting of the PCCB in June 2020, when clear proposals for activities of the Network in its pilot phase emerged and were discussed. A second all-member meeting was held in April 2021 to celebrate the first anniversary of the Network. On the basis of the inputs received during and after these meetings, the PCCB developed a list of activities for 2020 and 2021, which are aligned with its priority areas and categorized under three main pillars:⁵

- **Technical exchanges/peer-learning activities** aimed at exchanging knowledge, information and best practices, particularly in relation to identifying and addressing capacity-building needs and gaps, including through virtual events and technical dialogues;
- **Communication/outreach activities** to promote awareness-raising, boost outreach and facilitate access to useful knowledge and information related to capacity-building, including through videos, blog posts, newsletters, summary reports and social media;
- **Engagement/networking activities** to connect actors involved in climate-related capacity-building across sectors, regions and institutions; foster collaboration; identify synergies; and boost coherence and coordination of efforts under and outside the Convention and the Paris Agreement. This includes meetings on a regional/thematic basis and all-member gatherings on special occasions.

⁵ A detailed list of activities and information on the outcomes of each activity (summary reports, videos, blog posts, etc.) can be found at <https://unfccc.int/pccb-network/activities#eq-1>.

11. The implementation of activities during the pilot phase of the PCCB Network provides an example of successful resource mobilization, as envisaged in the strategic plan (Figure 1). Guided and overseen by the PCCB, all Network activities were supported and implemented by members of the PCCB Network and their partners, presenting no undue burden to the limited resources available to the PCCB. Where appropriate, activities of the Network were open to public participation.

Figure 1 – Relationship between stakeholder engagement, communications and resource mobilization



12. In addition, some 20 members of the PCCB Network have used their own media channels to promote activities of the Network and boost the reach of capacity-building-related updates and information, bringing them to a wider audience.

13. With support from the secretariat, there has been regular consultation and communication with members of the PCCB and the PCCB Network and the general public, as appropriate, with regard to the planning and outcomes of all Network activities. A summary of the activities of the PCCB Network during its first year (April 2020–April 2021) was compiled in an annual report and made available online.⁶

14. Digital communication and engagement efforts under the PCCB Network have been guided by a communications plan (see Table 2), which was developed to ensure that communication and engagement activities are implemented in a consistent and timely manner, relevant data are collected in a systematic way, and the effectiveness of those efforts can be reported and evaluated, and ultimately, to enable insights from those practices to inform future decisions and enhance related activities. The lessons learned from the implementation of this plan are incorporated in the development of the PCCB communication and engagement strategies for 2021–2024.

Stakeholder mapping and engagement

15. In line with the recommendations from the strategic plan and the PCCB priority areas mandated by the COP,⁷ the PCCB has continued to strive to further enhance coherence and coordination in capacity-building efforts under and outside the Convention and the Paris Agreement. Strategic stakeholder engagement is at the heart of its efforts and has been pursued through a number of avenues:

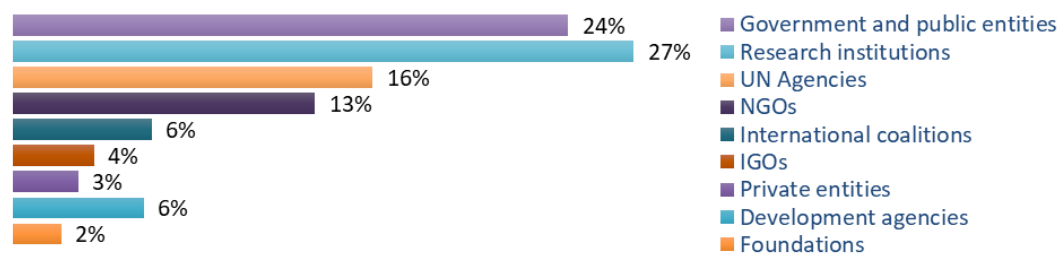
- Calls for submissions from Parties and observers on a range of issues, as specified in the PCCB 2021–2024 workplan;
- Surveys and questionnaires to seek feedback and evaluate the success of certain activities, including online events and activities of the PCCB Network;
- Consultations and dialogues with other bodies under the Convention and the Paris Agreement, as well as with members of the PCCB Network, including through virtual round tables and meetings;
- Establishing procedures for effective engagement with bodies under the Convention and the Paris Agreement (conceptualization of an informal coordination group for capacity-building under the Convention and the Paris Agreement (ICG))⁸ and with Party and non-Party stakeholders involved in capacity-building for climate action (through the PCCB Network).

⁶ Available at <https://unfccc.int/sites/default/files/resource/Annual%20Report%20PCCB%20Network.pdf>.

⁷ Decision 9/CP.25, para. 9.

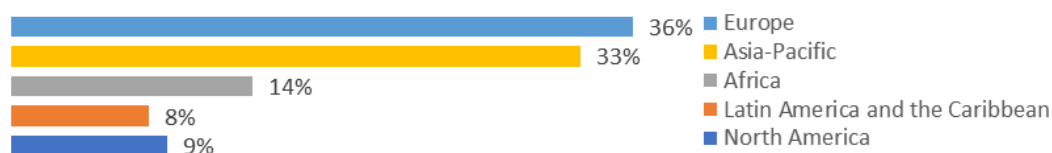
⁸ The ICG consists of nominated representatives of constituted bodies, operating entities of the Financial Mechanism and relevant processes under the Convention and the Paris Agreement.

Figure 2 – Institutional background of participants in PCCB Network online events in 2020



16. Despite the limitations resulting from the COVID-19 pandemic and the postponement of regional and global forums such as the UNFCCC regional climate weeks and COP 26, the PCCB has continued to strengthen existing collaborative partnerships and form new ones with a diverse range of entities under and outside the Convention and the Paris Agreement using digital means. Figures 2 and 3 show the institutional and regional composition of the stakeholders engaged through online events under the umbrella of the PCCB Network in 2020, illustrating the diversity of participants. Detailed lists of activities related to stakeholder engagement in the reporting period are provided in the annual technical progress reports of the PCCB.⁹

Figure 3 – Regional background of participants in PCCB Network online events in 2020



17. In addition, the PCCB has continued to collect contact information from partners and participants who have attended PCCB-related events and are willing to receive updates on future activities of the PCCB. Where applicable, the list specifies the regional and thematic background of individuals, providing a basis for targeted and effective communication. As at April 2021, the mailing list included 1645 addressees, showing a 54 per cent increase since the previous reporting period.

1645 individuals' contact information gathered	152 post-event surveys completed	244 questionnaires and technical surveys submitted	25 Inputs received through PCCB calls for submission
---	--	--	---

18. The insights gained from the implementation of the stakeholder engagement strategic plan and the PCCB Network pilot phase and from consultations around the establishment of the ICG have been incorporated in the development of the PCCB stakeholder engagement strategy for 2021–2024.

Digital presence and platforms

19. The PCCB uses its web pages on the UNFCCC website, the PCCB Facebook page¹⁰ and the PCCB YouTube channel¹¹ to engage and communicate with interested stakeholders on issues pertinent to capacity-building for climate action. During the reporting period, a diverse range of materials was shared in a variety of formats, from event and meeting documents and surveys to brochures, announcements, news articles, technical videos, interviews and social media campaigns.

20. In establishing the PCCB Network, the PCCB has taken further steps to boost the reach and impact of capacity-building-related activities by utilizing existing and new means of communication (e.g. a periodic newsletter) and mobilizing partner channels with a sizeable following and relevant audience. The communications plan that has guided the digital communications of the PCCB Network (see Table 2) has proven to be an effective way of achieving consistency in outreach activities and ensuring that reliable statistics are used to inform the planning of similar activities in future.

⁹ See document FCCC/SBI/2020/13 and the 2021 annual technical progress report, which is due to be published by September 2021 at <https://www.unfccc.int/pccb>.

¹⁰ <https://www.facebook.com/pccb.unfccc>.

¹¹ <https://www.youtube.com/channel/UCEQ4HMPJ94E3r4ZvNIqetiQ>.

2600+Facebook followers, up by 21% since June 2020	52000+ Facebook impressions June 2020	75+ page since	75+ Facebook posts since June 2019	300+ people reached per post on average
35+ partner channels	1,000,000 estimated total reach	20+ videos produced and shared on Facebook and YouTube	1500+ views of videos	

21. The data collected over the course of the reporting period indicates that the communication channels owned by the PCCB have a small but consistent reach, mainly targeting those closely engaged with its work. This reach, however, has seen a remarkable growth in terms of the size and range of audience thanks to the mobilization of appropriate partner channels. Joint campaigns have proven to be an effective means of both enhancing the visibility of the work of the PCCB and facilitating access to capacity-building-related information, knowledge products and activities undertaken by capacity-building actors across sectors, regions and institutions.

Additional activities

22. In addition to its work under the key action areas identified by the strategic plan, the PCCB has continued to connect climate actors, facilitate collaborative capacity-building activities and foster engaging discussions through virtual means, despite the limitations resulting from the COVID-19 pandemic. With the postponement of the 2020 UNFCCC regional climate weeks, SBI 52 and COP 26, the PCCB undertook these activities at the regional and international level in collaboration with interested partners to maintain momentum in capacity-building efforts.

Virtual Capacity-building Knowledge to Action Day for the African Region

23. This event was the final session in a series of three regional workshops¹² aimed at fostering dialogue between decision-makers, research institutions and other stakeholders involved in the planning and implementation of nationally determined contributions and national adaptation plans with a view to enhancing the science–policy–action interface at the national and regional level. The event¹³ took place virtually in September 2020 owing to the postponement of the Africa Climate Week to 2021.

9 partners	70 participants	5 discussion groups	6 panelists
-------------------	------------------------	----------------------------	--------------------

Virtual dialogue of the PCCB during the Climate Dialogues (November–December 2020)

24. At the final event¹⁴ in the Capacity-building Momentum to Recover Better series (the first three events were organized under the umbrella of the PCCB Network), the PCCB gave an overview of the activities undertaken and progress made in 2020 (2020 annual technical progress report), including highlights of the work of the PCCB Network. In addition, the PCCB used the opportunity to engage in a forward-looking conversation with the invited panellists and the audience with a view to facilitating an exchange of ideas and discussions on suitable pathways for advancing capacity-building efforts in the lead-up to COP 26.

7 collaborating organizations	58 participants	220 livestream viewers	40 participating organizations	39 country locations
--------------------------------------	------------------------	-------------------------------	---------------------------------------	-----------------------------

IV. Progress between June 2020 and June 2021

25. This section describes the progress under each action area and the communication tools applied between June 2020 and June 2021, taking into account the previous review report and the next steps

¹² A summary of the event series is available at <https://unfccc.int/pccb/capacity-building-knowledge-to-action-days#virtual-capacity-building-knowledge-to-action-day->.

¹³ More information about the event, including the event recording, is available at <https://unfccc.int/knowledge-to-action-day-africa>.

¹⁴ More information about the event and a recording of the discussion is available at <https://unfccc.int/event/keeping-momentum-on-capacity-building-pccb-s-work-in-2020>.

identified therein. Further details, including on the communication tools, are provided as applicable, and notes are provided to reflect the adjustments made in the light of the COVID-19 pandemic.

Table 1-progress report under action areas of the strategic plan between June 2020 and June 2021

Output/activity	Status	Communication means
PCCB Network¹⁵		
1. Planning and implementation of activities for 2020	Completed, ongoing - Five newsletters published - Two all-member meetings organized - Five technical online events organized - Five post-event surveys conducted - One Network-wide evaluation survey conducted	- PCCB Network task force meetings and calls - PCCB Network web page - PCCB Facebook page - PCCB YouTube channel - PCCB Network mailing list
2. Planning and implementation of activities for 2021	Ongoing -Regional Climate Weeks -PCCB Toolkit -Webinars	- UNFCCC and partners' media channels - Online meetings - Questionnaires
3. Criteria for the participation of external experts in PCCB working groups	Completed - Criteria are listed in the annex of the PCCB communication and stakeholder engagement strategies 2021–2024 ¹⁶	- Periodic newsletters - Summary reports

Note:

As envisaged in the concept note, an evaluation report on the implementation of the PCCB Network pilot phase will be prepared for consideration by the PCCB. The PCCB decided to extend the pilot phase until December 2021 owing to the circumstances surrounding the COVID-19 pandemic. The evaluation framework will be agreed intersessionally, and the evaluation report will be discussed by the PCCB at its 6th meeting in 2022.

Stakeholder mapping and engagement

1. Developing a matrix of stakeholders	Ongoing - Concept note for the ICG is finalized - The contact list is periodically updated and steadily growing	- Event registration form - PCCB mailing list - PCCB meetings and events - Round table, panel discussion and consultation session
2. Developing processes for feedback and incorporating results into activities	Ongoing - The PCCB regularly invites submissions from stakeholders ¹⁷ - Post-event surveys are consistently conducted to evaluate the success and effectiveness of PCCB activities	- Email submission - Ex-post assessment of activities - Targeted evaluation survey
3. Evaluating stakeholder engagement in PCCB activities	In progress Evaluation surveys and statistics on partnership/membership are used to monitor stakeholder engagement activities and are incorporated in the 2021–2024 stakeholder engagement strategy	- Technical survey and questionnaire - Report and executive summary

Note:

Owing to the COVID-19 pandemic, the third Capacity-building Hub had to be postponed to 2021 in conjunction with COP 26. The PCCB will continue utilizing the hub for connecting capacity-building actors and engaging with stakeholders.

Digital presence and platforms

1. Creating a digital media presence and communication and outreach plan	Ongoing, in progress	- Broadcasting events - PCCB Facebook page - PCCB YouTube channel
2. Developing indicators for assessing the effectiveness of the communication strategy	Ongoing, in progress - Evaluation surveys and social media analytics are currently used to monitor communication activities	- PCCB Network newsletter - UNFCCC website - UNFCCC Newsroom - UNFCCC Twitter
3. Facilitating access to useful information and knowledge through the capacity-building portal and social media channels	Ongoing, in progress - The PCCB Facebook page is being used to disseminate information and updates on climate-related capacity-building efforts - A periodic newsletter under the PCCB Network is being used to circulate the latest updates, knowledge products, case studies and opportunities for collaboration among members of the Network - The UNFCCC capacity-building portal is set to undergo a revamp by 2021. It will be utilized to boost the reach of information and knowledge products provided by stakeholders	- Other relevant media channels - Capacity-building portal

¹⁵ All relevant documents are available at <https://unfccc.int/pccb-network>.

¹⁶ The draft strategies are contained in document PCCB/2021/7.

¹⁷ Calls for submissions and submissions received are available at <https://unfccc.int/topics/capacity-building/resources/submissions-to-the-paris-committee-on-capacity-building-pccb>.

Note:

Owing to the limitations resulting from the COVID-19 crisis, in 2020 the PCCB shifted its activities to the virtual space, as appropriate. Circumstances permitting, the Committee hopes to resume in-person interactions, while continuing to utilize virtual means and platforms for the purpose of communications and stakeholder engagement.

V. Summary of lessons learned and areas for improvement for stakeholder engagement and communications

26. The efforts of the PCCB over the course of its first workplan, and particularly under the strategic plan, have enhanced awareness of its role, strengthened relations with other constituted bodies and operating entities of the Financial Mechanism, resulted in fruitful partnerships with relevant bodies under and outside the Convention, and led to the establishment, consolidation and recognition of flagship activities such as the Capacity-building Hub and PCCB Network, which enable the PCCB to communicate and engage closely with its stakeholders.

27. Effective stakeholder engagement and communications remain vital in terms of implementing the mandate of the PCCB, and the PCCB is striving to further enhance its work in this area. In doing so, the PCCB has continued to actively learn from past experiences, sought feedback from relevant stakeholders and identified effective tools and practices for stakeholder engagement and communications through learning-by-doing.

28. With the support of the secretariat, the PCCB not only proactively utilized more suitable means for communications and engagement, but also succeeded in broadening and strengthening interactions with a diverse range of stakeholders and set in motion processes that promote effective collaboration and lasting partnerships among capacity-building actors. A number of insights from the work of the PCCB under the umbrella of communications and stakeholder engagement that have fed into the development of the respective strategies for the 2021–2024 workplan are highlighted below.

29. Stakeholder engagement

- Ensuring institutional and regional diversity in the planning of activities (lead partners) is an effective way to achieve a richer diversity of participants in terms of their institutional, sectoral and geographical background.

- Members of the PCCB Network repeatedly expressed the need for a discussion space arranged on a regional/thematic basis involving smaller groups of members (email-based discussion groups/LinkedIn group).

- The PCCB has utilized its convening role to connect members of its Network with relevant capacity-building actors under the UNFCCC (Nairobi work programme on impacts, vulnerability and adaptation to climate change; Action for Climate Empowerment (ACE); UNFCCC Gender Team; Local Communities and Indigenous Peoples Platform, etc.) in the organization of events and activities, thereby creating more opportunities for multistakeholder exchanges and collaboration in relation to capacity-building under the Convention and the Paris Agreement.

- Use of virtual engagement tools (padlet, Mentimeter, Poll Everywhere, Jamboard, etc.) during events organized under the umbrella of the PCCB Network has been well received by participants and should be further enhanced.

- Opening Network events to the public has proven an effective way of engaging with individuals and entities, and increasing the visibility of the Network and the work of the PCCB by bringing them to a wider audience.

- The PCCB Gender Mainstreaming Standard was applied across all events and activities conducted by the PCCB and should continue to guide its work in stakeholder engagement.

30. Communications

- The average reach of posts on the PCCB Facebook account does not exceed the size of the PCCB mailing list, and engagement with posts (likes, shares) comes from users that are members of the PCCB Network and could be reached through other means, such as newsletters.

- Targeted communications allow for better dissemination and reception of technical content through both owned channels and those of partners (newsletters, knowledge portals).

- Partner channels are key to boosting the visibility and reach of PCCB activities among specialized audiences and the general public. Data collected over the course of the reporting period indicate that the reach of digital communications shared through partner channels could be 10 to 50 times greater than the reach achieved through the owned channels of the PCCB.
- It should be taken into account that consistency in the use of the logo, imagery, typography and other visual designs in the promotion of the PCCB Network helps boost the performance of social media posts.
- Coordinated campaigns harnessing the various communication channels of different partners have proven to be extremely effective in enhancing the reach and visibility of the PCCB Network online and widening the range of audience.
- The PCCB Gender Mainstreaming Standard was applied in all communications products and should continue to guide the work of the PCCB in communications and outreach.

VI. *The way forward*

31. This report highlights important lessons learned, achievements and areas for improvement that were taken into account by the PCCB in the formulation of its strategies for stakeholder engagement and communications for 2021–2024. Continuous learning, effective partnerships, transparent communications, efficient use of resources, inclusive engagements and collective action will continue to guide the implementation and advancement of the work of the PCCB.

Table 2 – Communications plan of the PCCB Network pilot phase

Digital means of comms.	Purpose of comms.	Audience	Recommended frequency	Deliverables	Content		Communications-related indicators	Engagement-related indicators
Email	Inform & engage	Individual members	- At least monthly - On average two per month - On special occasions weekly	- Confirmation of registration - Request inputs	Informing - Business processes - Announcements and updates	Engaging - Seeking inputs on the list of events and activities	# sent emails # received emails # recipients	- Rate of response # members involved # members initiating a conversation
Web page	Promote & inform	Public	As needed	- Activities - Announcements - Calls for registration	Promoting - Upcoming events and ongoing activities	Informing - Objectives of the Network - Ways to engage	#views	n/a
YouTube	Promote & inform	Public	At least one upload per month	- Interviews - Messages - Promos - Livestreams - Summary of events/activities	Promoting - Interviewing members - Good practices of capacity-building	Informing - Short courses - Visual status report - Summary of events and activities	# views # likes # shares	# members involved
Facebook	Promote & inform	Public	At least one post per week	- Livestreams - Interviews - Postcards - Infographics - Quotes - Announcements - Videos (linked to the PCCB YouTube)	Promoting - Promotion of the Network - Quotes from members - Welcoming new members - Promoting members' activities	Informing - Network statistics - Announcements of activities - Save-the-dates - Flyers for events	# likes # shares # impressions - Reach	- Use of #PCCBNetwork - Cross-posting on partner channels # partner channels utilized
Newsletter	Inform & mobilize	All members	At least one per quarter	- Op-eds - Calendar of events - Status reports - Opinion pieces	Informing - Updates from the UNFCCC process - Updates from the work of the PCCB - Updates from activities of Network members	Mobilizing - Open calls for submissions - Registration for events	# clicks	# members providing updates of activities # members providing inputs and content
E-meetings	Engage & coordinate	All/a subsection of members	As needed	- Meet-ups - Meetings - Technical online events	Engaging - Experts and learners - Focus groups - Networking events - All-member meetings	Coordinating - Regional/thematic meet-ups - Coordination meetings for joint activities	# participants	# members organizing # members participating -Regional diversity # institutional diversity
Surveys	Engage & mobilize	All/a subsection of members	As needed	- Technical questionnaires - Evaluation surveys	Engaging - Identifying areas of interest and priorities	Mobilizing - Capturing proposals for joint activities	# submissions	- Rate of response