



## Paris Committee on Capacity-building

07 June 2019

Third meeting  
Bonn, 20– 22 June 2019

### **Background note on the strategic plan for stakeholder engagement, communications and resource mobilization**

#### *Recommended actions by the Paris Committee on Capacity-building*

The Paris Committee on Capacity-building (PCCB) will be invited to:

- a) Endorse the strategic plan for stakeholder engagement, communications and resource mobilization;
- b) Agree on its next steps towards the implementation of the strategic plan.

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

### **A. Endorse the strategic plan for stakeholder engagement, communications and resource mobilization**

1. Considering that at the last PCCB meeting the Committee agreed to develop communication, stakeholder engagement and resource mobilization strategies to be in a position to address its mandates more effectively, an overarching and integrated strategy was developed interessionally.
2. The PCCB may wish to endorse the strategic plan for stakeholder engagement, communications and resource mobilization, contained in the annex, and to publish it on its website.

### **B. Next steps towards the implementation of the strategic plan**

3. The PCCB may wish to agree on the following next steps towards the implementation of the strategic plan:
  - (a) Develop a concept note for the PCCB Network;
  - (b) Open call for expression of interest to be part of the PCCB Network;
  - (c) Develop a matrix of partners and stakeholders which will include the stakeholders who participated at the 1<sup>st</sup> Capacity-building Hub, as well as the stakeholders who express interest in being part of the PCCB Network;
  - (d) Develop a specific digital media and communication and outreach plan to increase the visibility and brand recognition of the PCCB and its work among target audiences;
  - (e) Develop specific communication plans for the initiatives and activities developed by the PCCB and the PCCB Network;
  - (f) Develop communication tools and products to showcase the success of PCCB activities;
  - (g) Develop and launch the PCCB Network;
  - (h) Build the stakeholder network through activities such as participation at regional climate weeks;

- (i) Develop processes for feedback, incorporating results and reporting on stakeholder engagement;
- (j) Evaluate stakeholder engagement in 2018 PCCB activities, specifically the Capacity-building Hub at COP 24, and use the feedback to design activities for 2019 and 2020;
- (k) Develop a post-event survey for participants at major events such as regional climate weeks and COPs;
- (l) Develop criteria for the participation of external stakeholders in PCCB working groups;
- (m) Facilitate access to useful information, guidance, reports, blogs, opinion pieces and public presentations related to capacity-building, through the capacity-building portal and social media channels;
- (n) Develop indicators for assessing the effectiveness of the digital media and communication and outreach strategy;
- (o) Further develop the results-based management framework for the planning, management, communication, reporting and evaluation of the activities of the PCCB.

## Annex

# Strategic plan for stakeholder engagement, communications and resource mobilization

## 1. Introduction

In 2015, three significant agreements were adopted: the Paris Agreement, the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda. One element common to all three is capacity-building as a means of implementation for climate action and for meeting the Sustainable Development Goals (SDGs). SDG 17.9 covers capacity-building: “Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the SDGs, including through North–South, South–South and triangular cooperation”. The Addis Ababa Action Agenda addresses a range of capacity-building issues and states the following: “Capacity development will be integral to achieving the post-2015 development agenda. We call for enhanced international support and establishment of multi-stakeholder partnerships for implementing effective and targeted capacity-building in developing countries, including the least developed countries, landlocked developing countries, small island developing States, African countries, and countries in conflict and post-conflict situations, to support national plans to implement all the SDGs”.

Article 11 of the Paris Agreement addresses capacity-building for developing countries, particularly the least developed countries and small island developing States. Under the Paris Agreement, capacity-building should enhance the capacity and ability of developing countries to take effective action on climate change. It also addresses facilitating “technology development, dissemination and deployment, access to climate finance, relevant aspects of education, training and public awareness, and the transparent, timely and accurate communication of information”.

Parties to the Convention recognized the importance of addressing gaps and needs in building developing countries’ capacity to meet the challenges posed by climate change by establishing the Paris Committee on Capacity-building (PCCB) in 2015. By doing so before the entry into force of the Paris Agreement, Parties were acknowledging the need for coordination and coherence of support for developing countries around nationally determined contributions (NDCs). The PCCB workplan focuses on taking a holistic and systematic approach to identifying and addressing capacity-building gaps and needs, with its current focus on capacity-building related to NDCs.

## 2. Context

In May 2018, the PCCB agreed to develop strategies to enhance the implementation of its rolling workplan, including (1) an outreach/communications strategy, (2) a stakeholder engagement strategy and (3) a resource mobilization strategy. These strategies are presented in an integrated overarching manner in the sections below building on an initial analysis of the activities undertaken by the PCCB since its inception. The strategies also build on the following principles of, and approaches to, capacity-building. Capacity-building should:

- Be country driven, addressing recipient country needs, conditions and priorities;
- Foster country ownership, in particular for developing country Parties, including at the national, subnational and local level;
- Build on existing processes, institutions and endogenous capacities;
- Be implemented in an effective, efficient, integrated and programmatic manner;
- Involve learning by doing;
- Be continuous, progressive and iterative;
- Facilitate technology development, dissemination and deployment, access to climate finance, relevant aspects of education, training and public awareness, and the transparent, timely and accurate communication of information;
- Be guided by lessons learned, including those from capacity-building activities under the Convention;
- Be participatory, cross-cutting and gender-responsive.

Capacity-building at the regional, national, subnational and local level is critical to enabling developing countries to meet the challenges that climate change presents as well as to assisting all Parties in meeting the Paris Agreement’s objectives and goals. The PCCB, as a UNFCCC body, functions at the international level to bring about coherence and consistency, including by providing guidance on needs for and gaps in country-driven capacity-building.

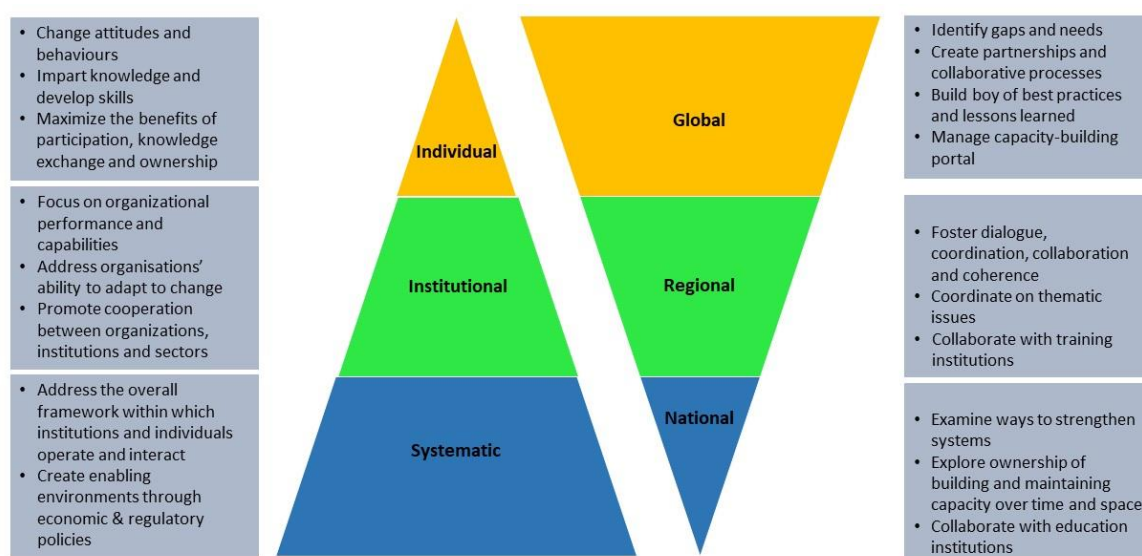
### 2.1 Levels of engagement

Capacity-building activities occur at three broad levels: individual, organizational and systemic. The Capacity-building activities relevant for the PCCB, however, generally occur at the global, regional and national (or subnational) level, in line with its mandate and the country-driven nature of capacity-building within the UNFCCC process. Activities at each level vary by type

of engagement and stakeholder, but a common element is the capacity-building portal, which is a valuable tool for disseminating results of PCCB analyses and providing an entry point for countries to gain insight into available tools and methods.

At the global level, the PCCB focuses on addressing needs and gaps identified through analyses of information gathered, managing the capacity-building portal and building a body of lessons learned and best practices. The PCCB also gathers best practices and lessons learned and provides access to information on specific policy issues related to capacity-building for use at the regional and national level. Further, the PCCB is looking to undertake activities at the regional level, including activities during the regional climate weeks and activities in collaboration with the UNFCCC's regional collaboration centres. At the national level, the PCCB addresses a range of topics at the heart of capacity-building, including providing advice and input on the priorities of the capacity-building frameworks under the Convention. Addressing cross-cutting issues such as human rights, just transition, gender-responsiveness and indigenous people's knowledge are also essential aspects of the work of the PCCB at all levels.

**Figure 1: Levels of capacity-building and levels of PCCB engagement**



Activities related to Action for Climate Empowerment (ACE) are also relevant to PCCB work. The six priority areas identified under Article 6 of the Convention are relevant aspects of capacity-building, including for understanding gaps and needs. As such, the PCCB will collaborate on and strengthen ties with ACE, including the ACE national focal points. While ACE activities focus primarily on the national and regional level, the PCCB can provide additional input on many aspects of ACE in order to boost local and national capacities, particularly at the individual, institutional and systemic level.

## 2.2 Coherence and Coordination in the provision of Capacity-building

Building capacity within countries is critical to increasing their ambition to meet the Paris Agreement's objectives and goals. Over the long term, this capacity must continue to grow and thrive, creating the necessary human and other resources needed for developing countries to prosper economically and sustainably. Gaining oversight of climate-related capacity-building has been a challenge because of its cross-cutting nature, the numerous actors involved, the number of initiatives that can fall under the capacity-building rubric and a lack of coordination among actors. Also, within the nexus of climate, sustainability and development there are multiple definitions of capacity-building. It has also been challenging to track capacity-building flows without a more coordinated assessment process in place.

Under the Convention, capacity-building occurs across many areas. From building the capacity of climate negotiators through assisting countries in developing educational programmes for primary schools to the myriad of technical and financial issues countries must be able to address to combat climate change, there is a broad body of experience to draw on when it comes to identifying and assessing capacity-building gaps and needs. There is also a significant number of capacity-building activities within the broader United Nations context that have synergies with activities under the Convention.

Capacity-building priorities identified under the capacity-building frameworks under the Convention include plans and programmes, national communications, national greenhouse gas inventories, education, training and public awareness, technology transfer, mitigation, vulnerability, adaptation, market-based mechanisms, and research and systematic observation. The role of the PCCB is to examine at a high level existing programmes, initiatives and practices to identify gaps and needs while developing tools and methodologies for enhancing coherence and coordination.

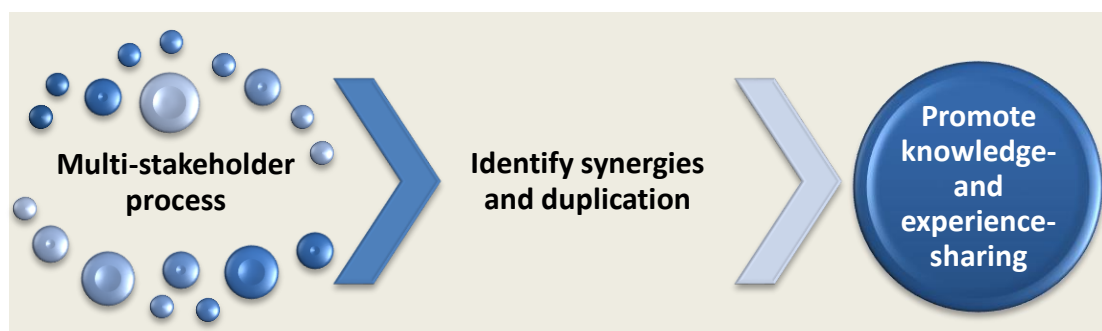
Like other UNFCCC constituted bodies, the PCCB draws on its convening power to create partnerships and to collaborate with the full range of stakeholders involved in capacity-building.

As a constituted body under a United Nations convention, the PCCB actively collaborates with other United Nations agencies, such as the Office of the United Nations High Commissioner for Human Rights on human rights and just transition issues, UN Women on gender issues, and the UNEP DTU Partnership<sup>1</sup> and United Nations Development Programme on capacity-building for the implementation of the Paris Agreement more broadly. Over the period covered by this strategic plan, the PCCB will continue building its relationships with United Nations and other intergovernmental bodies and building stronger ties with non-Party stakeholders, including the private sector. It is essential, however, to identify, understand and map stakeholders, including understanding where the interests of the PCCB and its stakeholders intersect. The capacity-building portal and the events at the Capacity-building Hub at COP 24 are a start, but the process must be strengthened and intensified to ensure that the PCCB is in a position to deliver on its mission.

In order to enhance coherence, the PCCB must define what coherence means in terms of capacity-building. SDG 17.14 covers the enhancement of policy coherence for sustainable development. It is supported by a multi-stakeholder process for policy coherence for sustainable development (PCSD) that has some commonalities with the work of the PCCB. Like the SDGs, addressing climate change has many challenges that cut across economic, social and environmental policy fields. NDCs have increased the need for governments to work across sectors, actors and governance levels. Capacity-building for addressing climate change must also be made more systematic and coherent in order to ensure that capacity is targeted, consistent, continuous and long term. In short, it is necessary to go beyond silo thinking and planning and, as the PCSD Partnership notes, should consider:

- The roles and responsibilities of different stakeholders in the planning process, to identify duplication of efforts;
- Sectoral interlinkages (e.g. synergies and trade-offs) and their implications across economic, social and environmental areas;
- The consistency of decisions across different governance levels;
- Effects on the well-being of people to ensure no one is left behind here (domestic dimension) and now, elsewhere (trans-boundary dimension) or later (for future generations).

**Figure 2: Coherence and coordination process**



Addressing capacity-building needs under the ACE priority areas will enable developing countries to develop targeted assessments of their needs and gaps in both the short and long term. Additionally, by working with the ACE national focal points, the PCCB can enhance others' understanding of critical capacity-building issues.

### 2.3 Positioning the PCCB

Capacity-building is a critical element in enabling developing country Parties to increase their ambition to meet the Paris Agreement's objectives and goals. Given the urgency with which Parties must address climate change, the PCCB must also accelerate its activities. In addressing the gaps and needs of developing countries, the PCCB is catalysing a broad range of stakeholders to address capacity-building holistically and systematically. In preparing for the implementation of the Paris Agreement, the PCCB will use its convening power to establish a multi-stakeholder partnership. The PCCB Network, proposed in the following paragraphs, will help expand the impact of the PCCB, developing a more extensive stakeholder base and gathering inputs from across multiple sources. In turn, the PCCB will be better positioned to assist developing countries in achieving coherence and coordination at different levels of governance in tackling climate change and meeting the SDGs.

To focus its efforts, the PCCB proposes the following vision and mission statements, which are based on COP decisions, the capacity-building needs of developing country Parties and experience from the first two years of PCCB operations.

#### Vision

<sup>1</sup> The Partnership, formerly known as the UNEP Risoe Centre, operates under a tripartite agreement between Denmark's Ministry of Foreign Affairs, the Technical University of Denmark (DTU) and the United Nations Environment Programme (UNEP).

The PCCB supports a coherent and consistent institutional architecture for climate-related capacity-building for developing countries. Its guidance facilitates the design and implementation of effective and sustainable capacity-building efforts that avoid duplication and fragmentation of actors' efforts in assisting countries in building their climate capacity.

### **Mission**

The mission of the PCCB is to identify capacity gaps and needs and potential solutions, including enhancing the coherence and coordination of capacity-building efforts related to climate change. The PCCB fosters collaboration between actors at all levels (local, national, regional and global), strengthening networks and partnerships to enhance synergies and promote knowledge- and experience-sharing. Through its platform for capacity-building guidance and its communication tools, the PCCB facilitates access to information and knowledge for enhancing climate action in developing countries and for measuring progress on capacity-building to ensure continuous improvement over time.

### **2.4 Value proposition**

- By establishing the PCCB before the entry into force of the Paris Agreement, the COP acknowledged the need to make progress on addressing the capacity-building needs of developing countries.
- Utilizing its convening power, the PCCB Network will enable the PCCB to interact with a broad range of stakeholders: Parties and non-Parties, United Nations entities, national governments, academia, civil society and the private sector.
- Enhancing the coherence and coordination of climate-related capacity-building is a win-win situation. It will reduce the amount of money spent on duplicated efforts and enable a more targeted and effective use of limited resources.
- Having available a body of guidance will enable developing countries to engage more actively.

### **2.5 The PCCB Network**

Capacity-building for climate change must take on a more systematic and coherent approach in order to ensure that capacity-building initiatives are targeted, consistent and continuous and engender long-term effects. NDCs have increased the need for governments to work across sectors, actors and governance levels in order to have a coherent impact on climate action. In short, capacity-building activities must go beyond silo thinking and planning.

The PCCB will aim to fill this need by working with a diverse set of stakeholders to help identify gaps and needs in a timely manner as well as new ways to address capacity-building issues. By broadening interaction with stakeholders on a range of capacity-building issues, the PCCB will be better positioned and recognized, inside and outside the Convention, to provide guidance on building a coherent and consistent institutional architecture for climate-related capacity-building of developing countries. This approach will also enable the UNFCCC to incorporate its lessons learned into the broader sustainability policy coherence work under the SDGs. This can in turn boost the efficiency of capacity-building efforts in a holistic and systematic way across economic, social and environmental policy arenas.

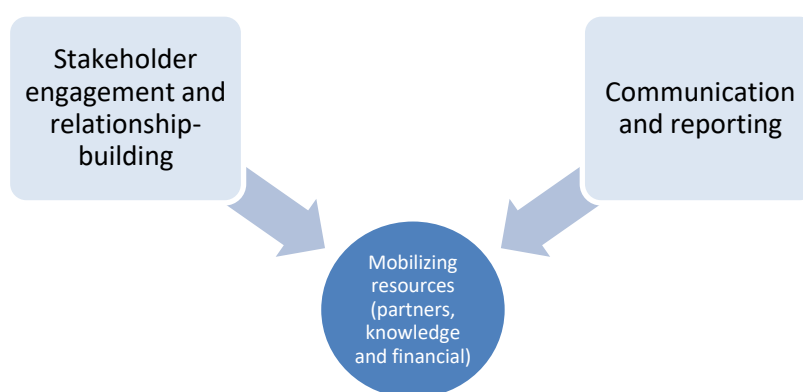
The PCCB will continue to work together with current and emerging partners forming a Network that will be a critical vehicle for expanding PCCB and other capacity-building activities. The Network will work primarily through the website and Social Media Channels and hold meetings on the margins of PCCB meetings and other UNFCCC events, subject to the availability of resources.

## **3. Stakeholder engagement, communications and resource mobilization**

Capacity-building is a critical element in enabling developing country Parties to increase their ambition and thus enable all Parties to meet the Paris Agreement temperature goals. Given the urgency with which Parties must address climate change, the PCCB must also accelerate its activities. Its role in the pre-2020 process is not only to identify but to begin to address the gaps and needs of developing countries. It has also begun to catalyse a broad range of stakeholders to address capacity-building holistically and systematically. In preparing for the implementation of the Paris Agreement, the PCCB will use its convening power to build a PCCB Network in order to expand its impact and gather inputs from across multiple sources. In turn, the PCCB will be better able to assist developing countries in creating coherence and coordination at different levels of governance in tackling climate change and meeting the SDGs.

In order to accelerate its activities, the PCCB committed to developing a stakeholder engagement, communications and resource mobilization strategy.

### **Figure 3: Relationship between stakeholder engagement, communications and resource mobilization strategies**



### 3.1 Types of support

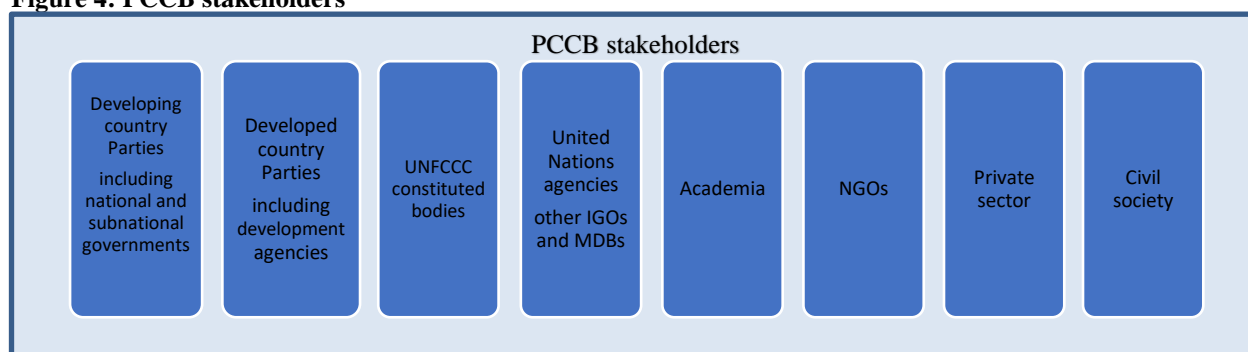
The PCCB will be seeking to broaden its current network by identifying and engaging with stakeholders and current partners that are interested in:

- Designing, planning and developing joint activities or initiatives;
- Becoming partner organizations in an established Network, with collaborative efforts including:
  - Joint proposal development;
  - Joint advocacy
  - Co-authorship or co-creation of publications
  - Contributing to specific events (including expertise, time, knowledge and other resources)
- Sharing and receiving information related to capacity-building (data, lessons learned, reports, case studies, events, any knowledge resources)

## 4. Stakeholder engagement

In the context of the PCCB, stakeholders refer to the broad range of actors involved in climate-related capacity-building.

**Figure 4: PCCB stakeholders**



Parties to the Convention are natural constituents for the PCCB. However, needs and expectations vary between developing and developed country Parties and their governments. UNFCCC constituted bodies provide climate-related capacity-building activities directly to developing countries, as do United Nations agencies. Additionally, United Nations agencies provide other types of capacity-building in areas such as finance, technology, education and the SDGs, to name a few. Academia, from primary through tertiary education, is the foundation for building resilient communities and strong, innovative societies. The private sector is both a recipient of capacity-building as well as a critical resource of information on a range of capacity-building issues. Financial institutions, including multilateral and national development banks and other initiatives, such as the United Nations Environment Programme Finance Initiative and the Private Finance Advisory Network, play an essential role not only in financing capacity-building initiatives but in building capacity for financing climate action. Civil society also plays a vital role in creating paradigm shifts that will be important for enabling Parties to meet the Paris Agreement's goals and objectives.

Stakeholder engagement under the PCCB is guided by several principles designed to create an open, transparent and consistent network for building respect and trust. The principles are shown below.

#### Issues-based, purposeful engagement

Engagement begins with a clear understanding of what is to be achieved by the PCCB, as well as an understanding of stakeholders' expectations.

<b>Inclusiveness</b>	Engagement with the PCCB encourages open and inclusive participation, including providing stakeholders with the information needed to participate in a meaningful way. There is also inclusiveness in the representation of views, including of women and youth, vulnerable people and minority groups.
<b>Timeliness</b>	Stakeholders are involved from the start and agree when and how to engage, including interaction when information is requested or feedback is sought.
<b>Transparency</b>	There are clear pathways for responding to people's concerns, suggestions and grievances. Information on activities, feedback from stakeholders and progress towards stated objectives will be incorporated into reports and reported back to stakeholders. Information will be disseminated so that it is easy to access.

#### 4.1 Objective and goals

The PCCB engagement strategy builds on its vision and mission statements and aims to foster a shared vision of priorities and results across the PCCB Network. The PCCB aims to pursue partnerships and joint efforts that can accelerate action to identify gaps and needs and broaden the base of resource partners to promote coherence and synergies through policy guidance.

The objective of the PCCB engagement strategy is to build a partnership between the PCCB and stakeholders involved in climate related capacity-building activities. Such partnership will enable the PCCB to broaden its interaction with stakeholders that are committed to the same vision and purpose but applying differing approaches. Soliciting input from a diverse set of actors in a targeted manner may help to identify gaps and needs in a timely manner as well as to identify new ways to address issues. Successful partnerships require two-way communication whereby stakeholders are not only informed but also help to inform and contribute to activities and processes.

The goals of stakeholder engagement are to:

- Create a cohesive and participatory network that utilizes the expertise of its partners to enhance climate action by providing developing countries with guidance on capacity-building;
- Ensure a proactive and interactive stakeholder engagement process, using feedback (both formal and informal) to continually improve the engagement process. This leads to inclusive service and the delivery of activities with a broad impact;
- Build support for the PCCB to achieve its objectives.

The stakeholder engagement process encompasses several steps:

1. Identifying partners and their potential roles;
2. Engaging with stakeholders, identifying common priorities;
3. Managing and reporting obligations;
4. Communicating results.

The table below provides more details on the actions involved in each step.

**Table 1: Steps in the stakeholder engagement process**

<b>Identify</b>	<ul style="list-style-type: none"> <li>• Develop a matrix of partners and stakeholders, mapping their interests against the strategic priorities and mandates of the PCCB.</li> <li>• Refine and match the partner matrix to activities in the action plan.</li> </ul>
<b>Engage</b>	<ul style="list-style-type: none"> <li>• Assign partner liaison roles.</li> <li>• Develop a plan for engaging identified partners.</li> <li>• Engage potential partners and seek their collaboration on the development of concept notes and proposals of activities and initiatives related to capacity building.</li> <li>• Develop key messages and communication materials.</li> <li>• Ensure participation in events to show the comparative advantage of the PCCB in addressing capacity-building issues.</li> <li>• Set up regular engagement channels with partners.</li> <li>• Formalize scope, areas of collaboration through agreements in line with UNFCCC rules and regulations.</li> </ul>
<b>Manage and report</b>	<ul style="list-style-type: none"> <li>• Ensure assessments of PCCB activities are conducted as agreed with partners.</li> </ul>



- Communicate and report**
- Create a communication plan to increase the visibility and brand recognition of the PCCB and its work among target audiences.
  - Develop specific communication plans for actions for specific initiatives and activities developed by the PCCB and the PCCB Network
  - Develop communication tools and products to showcase the success of PCCB activities.

In engaging with prioritized stakeholders, the PCCB will be aiming to coordinate approaches and create joint ownership and accountability of the PCCB Network. 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.

In designing specific engagements (events, workshops and so forth), the PCCB will:

- Provide clear objectives based on the issues to be addressed and related to the PCCB mandates;
- Ensure that the issues are apparent, relevant and relatable;
- Incorporate indicators to enable post-event assessments;
- Inform all stakeholders of the results of the engagements.

## 4.2 Mapping

The range of stakeholders is presented above, and a preliminary list has been compiled to guide the ongoing mapping process. The PCCB will continue this mapping process in order to understand stakeholders' expectations, build relations and determine specific interests. Identifying issues or areas of interest enables prioritization, defining the level of engagement with stakeholders, which in turn ensures that engagement is issues based and purposeful. It also enables a targeted engagement of specific stakeholders in a comprehensive. Prioritization of stakeholder interests can be used, for instance, to open the internal PCCB working groups up to specific external experts who may help to infuse new ideas and perspectives into their work. Engaging with stakeholders at an early stage through consultation also enables the identification of specific representatives to enable better communication flows and the dissemination of information. Priorities identified through the multi-year rolling workplan of the PCCB, and annual thematic areas (such as the focus in 2019 on NDCs), will help to identify groups of stakeholders with common interests that align with PCCB priorities.

In broad terms, stakeholders will be prioritized in two stages. First, the PCCB will build on its stakeholder process by reaching out to organizations with established multi-stakeholder networks. Second, stakeholders will be mapped and placed in a matrix to determine areas and levels of interest. The purpose of this is to target audiences for engagement and to prioritize them under three broad categories or tactics depending on the interests of the stakeholders and the objectives of the engagement.

## 4.3 Levels of engagement

Planning different levels of engagement requires an analysis of existing relationships, available resources and organizational constraints. Internal and external capacities for effective engagement must also be examined. An analysis of stakeholder information gained from the mapping exercise will provide a deeper understanding of specific stakeholder needs and expectations in terms of their level of engagement. Specific activities will draw on different sets of stakeholders as not all stakeholders will have the same level of interest in a specific activity. Engagement will be based on expertise, willingness and level of interest.

Specific activities will be identified and prioritized; then the process must be designed, including objectives, whom to consult and for which topics. Developing processes for feedback, incorporating results and reporting will ensure that timely assessments can be made. Once a specific activity is completed, its outputs should be assessed to determine whether it has met the stated objectives and ensure that stakeholders are informed of the quality of the outputs. Lessons learned will be captured and disseminated to stakeholders. There are three levels of engagement under the PCCB Network:

- Engage with the stakeholders with whom the PCCB will work on a specific issue or set of issues;
- Communicate with the stakeholders that have a high level of expertise or willingness but have not engaged or may not want to engage directly;
- Inform the stakeholders that seek information.

**Table 2: Stakeholder information, communication and engagement channels**

Inform	Communicate	Engage
<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Bulletins</li> <li>• United Nations related capacity-building reports</li> <li>• Speeches, conferences and public presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Focus groups</li> <li>• Attending public meetings and workshops</li> <li>• Sponsorships</li> <li>• Online feedback and discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative planning</li> <li>• Sponsorship of activities and events</li> <li>• Joint projects, i.e. workshops, conferences and other events</li> <li>• Thematic issues</li> <li>• Expert panels</li> </ul>

- **Media releases**
- **Facebook**
- **Blog posts and other articles**

- Social media
- Submissions
- Webinars
- Technical workshops

- Joint policy briefs
- Working groups

A concept note for the PCCB Network will be developed on the basis of the information provided in this strategy paper. The PCCB Network will be able to engage and network through the capacity-building portal, which will be upgraded to an interactive website that supports a range of topics and knowledge products, including the content in the table above, subject to the availability of resources.

#### 4.4 Action plan for stakeholder engagement

Like capacity-building, stakeholder engagement is a continuous process requiring input, analysis and support. The PCCB will:

- Upgrade the capacity-building portal into an online, interactive platform for the engagement of network members with the PCCB, through a step wise approach, building on the interactions and work already developed by the PCCB (subject to the availability of resources);
- Map existing and new stakeholders for the Network to identify areas of synergy between stakeholders and the mission of the PCCB;
- Evaluate stakeholder engagement in 2018 PCCB activities, specifically the Capacity-building Hub at COP 24, and use the feedback to design activities for 2019 and 2020;
- Further develop and launch the PCCB Network;
- Build the stakeholder network through activities such as participation at regional climate weeks;
- Develop a post-event survey for participants at major events such as regional climate weeks and COPs;
- Develop criteria for internal working groups in order to incorporate stakeholder representatives.

A priority action for the first half of 2019 is consulting stakeholders who utilized the Capacity-building Hub at COP 24 to determine how future endeavours can be tailored to meet the needs and expectations of stakeholders.

### 5. Communications

The goals of the communications strategy are to:

- Increase PCCB visibility and brand recognition;
- Increase coordination among stakeholders in climate-related capacity-building initiatives and other related United Nations initiatives such as the SDGs;
- Throughout the PCCB Network, address the capacity-building needs and gaps of developing countries, including through a biannual assessment of gaps and needs;

The key objectives are to:

- Build an interactive and proactive Network to reach a broader range of stakeholders;
- Boost participation among academia, the private sector and other non-Party stakeholders;
- Increase expertise in existing working groups and develop new groups as needs arise;
- Create tools for achieving greater coherence and coordination of capacity-building at the regional, national and subnational level;
- Build greater awareness among UNFCCC focal points (including ACE) of available sources of information;
- Build collaboration and cooperation among PCCB stakeholders;
- Build a body of guidance for use by national and local organizations in developing countries.

#### 5.1 Audiences

Communication audiences are internal and external. Internal audiences include the PCCB, its internal working groups and the UNFCCC secretariat supporting the PCCB.

Below is an indicative list of external audiences and an indication of communication channels. As stakeholder mapping activities are undertaken, this list will be refined and audiences prioritized.

**Table 3: Indicative list of external audiences and communication channels**

<b>Audience</b>	<b>Details (organizations, sectors)</b>	<b>Overview of engagement activities / communication channels</b>
<b>Parties to the Convention</b>	Delegations present at sessions of the COP and subsidiary bodies	Side events, annual reports, other documents published  Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media
<b>Developing country governments (including non-Annex I Parties)</b>	Including through UNFCCC focal points, including ACE national focal points	Regional meetings such as Climate Weeks  Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media
<b>Developed country [governments?] (including Annex I Parties)</b>		Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media
<b>ACE and other UNFCCC focal points</b>		Regional meetings such as Climate Weeks  Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media
<b>PCCB internal working groups</b>	Online working groups based on specific issues	Social media, reports, feedback to the PCCB and PCCB Network on results of work (articles, blogs, reports)
<b>UNFCCC constituted bodies</b>	All	Thematic or issues-based engagement  Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media
<b>United Nations agencies, intergovernmental organizations, multilateral development banks</b>	Environment, energy, development, SDGs, finance	Thematic or issues-based engagement  Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media
<b>Academia</b>	Academic networks with global or regional reach	Issues based, particularly education and training  Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media

Audience	Details (organizations, sectors)	Overview of engagement activities / communication channels
<b>Private sector</b>		Issues based, including needs of small and medium-sized enterprises and institution-building  Web based resources including the Capacity-building portal, and other engagement based on preference
<b>Development agencies from developed country governments</b>	Climate and SDG related	Thematic or issues based  Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media
<b>Financial institutions</b>	Climate finance	Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media
<b>Civil society</b>	Non-governmental organizations, community groups, labour unions, indigenous people's movements, faith-based organizations, professional associations, foundations, think tanks, charitable organizations and other not-for-profit organizations	Web based resources including the Capacity-building portal, surveys, newsletters, reports, social media

## 5.2 Key messages

- The PCCB fills a gap that has existed for years in the Convention process. As Parties prepare for the implementation of the Paris Agreement, the capacity-building needs of developing countries will only increase. It is important to provide guidance to countries on the implementation of their NDCs and longer-term strategies that enable a country-owned and driven process. It is also critical to ensure that countries have the information they require to develop national and local capacities to combat the effects of climate change.
- Through its partnerships, the PCCB provides guidance on developing best practices for the inclusive, comprehensive and continuous building, development and strengthening of capacity.
- The PCCB Network will be integral to helping Parties achieve coherence and coordination of capacity-building action.
- As a Convention body, the PCCB can partner with a broad range of stakeholders – Parties and non-Parties, the United Nations, national governments, academia, civil society and the private sector:
  - Through the Network, the PCCB will engage a broad range of stakeholders, including women, youth and marginalized communities;
  - Engaging the private sector is an essential aspect of capacity-building. It will be important to focus on how to address the needs of small and medium-sized enterprises when addressing the full range of climate-related effects;
  - Academia plays a critical role in education and training. The PCCB Network will focus on short- and long-term strategies to ensure that countries can develop science, technology, engineering and mathematics programmes and science, technology and innovation programmes to meet longer-term needs.
- Enhancing coherence and coordination of climate-related capacity-building is a win-win situation. It will reduce the amount of money spent on duplicated efforts and enable a more targeted and effective use of limited resources.
- Having available a body of guidance will enable developing countries to engage more actively.
- The PCCB is a policy body that highlights existing guidance available to developing countries on a range of capacity-building issues needed for them to increase their ambition in line with the Paris Agreement temperature goals.

### 5.3 Tools

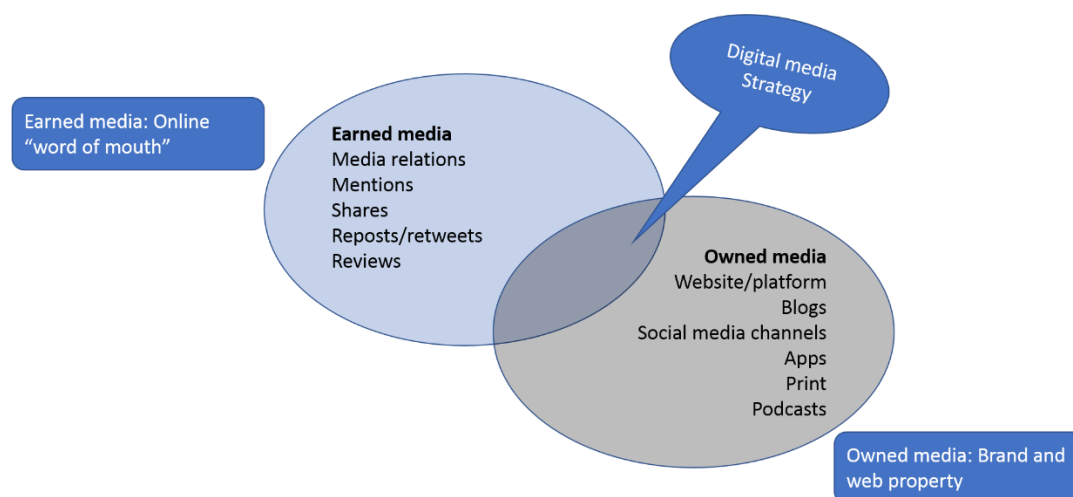
Internal tools for communication focus on methods for coordination and increasing the efficiency of PCCB operations. The primary tools for internal audiences include email, social media and internet-based messaging apps, and SharePoint. Digital media will play a prominent role in communications with external audiences. Therefore, a digital media strategy should be developed as part of the process of establishing the PCCB Network.

The current web-based channels of communication of the PCCB are the capacity-building portal and Facebook. Instagram may be added in mid-2019, and subject to the availability of resources, the portal might be upgraded through a step wise approach and building on the efforts already done by the PCCB, to a more interactive platform that could provide online services such as:

- Becoming a member;
- Calendar of capacity-building activities by Network members;
- Access useful information, guidance, reports, blogs, opinion pieces and public presentations.

Tools for the continuous monitoring of outreach and social media analytics will be used to adjust the content and messaging according to the behaviour of the audience. The ability to target messaging through continuous monitoring will be an important feature of the digital media and communication and outreach plan that will be developed as part of the communications strategy.

**Figure 5: Digital media strategy**



Another essential communication tool is the annual report of the PCCB to the COP. Once resources are secured for implementing the stakeholder engagement and communications strategies, the PCCB will include in its report to the COP the results of actions based on the strategies. Also, the PCCB will consider using other tools such as newsletters, blogs, op-eds and policy briefs.

### 5.4 Action plan for communications strategy

Implementing the communications strategy will entail several additional steps, including:

- Creating a digital media and communication and outreach plan;
- Developing indicators for assessing the effectiveness of the communications strategy;

### 5.5 Assessment

The communications strategy will be assessed to determine whether it has successfully met its objectives. The assessment should focus on internal and external audiences. Internal audiences include the PCCB, its working groups and UNFCCC secretariat staff. External audiences are the PCCB Network members and visitors to the Capacity-building Portal

Indicators will be developed as part of the planning process to assess such elements as:

- The structure of the portal, including the content and frequency of use;
- The social media used and its frequency of use, using social media analytics indicators;
- What did and did not work;
- Issues encountered, and information that stakeholders would like to see or see more of;
- Topics of interest stakeholders would like to see addressed;

- Whether the frequency of communication was appropriate or more or less communication would be preferred.

## 6. PCCB activities

Priority activities related to stakeholder engagement and communications for 2019:

- Development of the PCCB Network concept note;
- Open call for expression of interest to be part of the PCCB Network;
- Develop a matrix of partners and stakeholders which will include the stakeholders who participated at the 1st Capacity-building Hub, as well as the stakeholders who express interest in being part of the PCCB Network;
- Further development of internal PCCB working groups and development of criteria for these internal working groups in order to incorporate stakeholder representatives;
- Develop a digital media and communication and outreach strategy to increase the visibility and brand recognition of the PCCB and its work among target audiences;
- Launch the PCCB Network;
- Develop processes for feedback, incorporating results and reporting on stakeholder engagement.
- Evaluate stakeholder engagement in 2018 PCCB activities, specifically the Capacity-building Hub at COP 24, and use the feedback to design activities for 2019 and 2020;
- Further facilitate access to useful information, guidance, reports, blogs, opinion pieces and public presentations related to capacity-building, through the capacity-building portal and social media channels.
- Develop indicators for assessing the effectiveness of the digital media and communication and outreach strategy.

In addition to the priority activities listed above, the following PCCB activities will be undertaken depending on resource availability:

- Capacity-building segments at regional climate weeks;
  - Capacity-building Hubs at COPs;
  - Desk study to analyze coherence and coordination gaps in capacity-building activities under the Convention;
  - Preparation of policy papers analysing specific capacity-building issues, including coherence with other related areas, to inform policy dialogue and policy-making;
  - High-level events and workshops facilitated by experts to share experience in capacity-building;
  - Country case studies to identify best practices and facilitate exchange of experience;
  - Upgrade the Capacity-building Portal into an online, interactive platform for the engagement of network members with the PCCB;
  - Development of tools and practical guidance to support governments in developing country-driven capacity-building initiatives at the regional, national and subnational level;
  - Training workshops and provision of guidance on a range of capacity-building issues.
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