



**GREEN
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GCF communications strategy

Summary

This document proposes a GCF communications strategy that sets four objectives for communications, summarized as engagement, implementation, impact and replenishment. The strategy identifies the Parties to the United Nations Framework Convention for Climate Change as the primary audience for GCF communications, and defines secondary audiences as civil society, the private sector, accredited entities and other project partners, other international partners, the media, and internal audiences, including the Board and the Secretariat. After providing an overview of activity types and expected results relating to each objective, the strategy outlines the communications channels to be used by GCF in its communications. An implementing plan is also provided for information.

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I. Introduction

1. The Board, by decision B.13/25, recognized the importance of effective communication and outreach in supporting the objectives and guiding principles of GCF, and decided to prioritize the development of a communications strategy for presentation to the Board no later than its seventeenth meeting.
2. In accordance with decision B.13/25, a communications strategy for GCF is elaborated in annex II to this document for consideration by the Board.

II. Linkages with GCF decisions and other documents

3. This document has actual or potential linkages with the following items:
 - (a) Governing Instrument for the GCF;
 - (b) GCF Strategic Plan;¹
 - (c) Guidance for GCF communications and outreach;² and
 - (d) Information Disclosure Policy.³

III. Background and rationale for the strategy

4. Communications play an important role in raising awareness about the role and activities of GCF as well as facilitating the engagement of stakeholders. A communications strategy shapes the overall objectives of communications, ensuring that they are aligned to the GCF Strategic Plan and work programmes, and providing a framework to guide communications activities.
5. The Board, by decision B.04/14, requested the Secretariat to develop a communications strategy for submission to the Board at its first meeting in 2014.
6. With decision B.13/25, the Board recalled the request for a communications strategy in decision B.04/14 and recognized the need for strategic, clear and consistent communication and outreach by the Secretariat, including Board-appointed officials, and the Board. That decision also set objectives for communications and outreach, to be applied until a communications strategy was adopted.

IV. Operational developments of relevance to communications

7. A number of operational developments have had an impact upon GCF communications since the Board set communications and outreach priorities at its thirteenth meeting (B.13).
8. The GCF project and programme portfolio has grown considerably in size and scope, amounting to 76 projects with a total commitment of USD 3.7 billion of GCF resources following approvals by the Board at its nineteenth meeting. The growing number of projects has increased demand from media and stakeholders for information, and from accredited entities for partnerships to communicate project goals and activities.
9. Implementation of projects and programmes has accelerated with the signing of accreditation master agreements and funded activity agreements as well as with the growing

¹ Decision B.12/20.

² Decision B.13/25.

³ Decision B.12/35, paragraph (a).

disbursement levels. GCF now has projects with over USD 650 million of GCF resources that have commenced implementation. This has led to an upsurge in media interest in the progress of projects as well as opportunities to collaborate with AEs in communicating on the implementation of projects. As projects progress in their implementation, associated communications demands are expected to significantly increase.

10. Readiness activities have increased in both scale and scope. The development of country programming, and specific support for national adaptation plans, in particular, has allowed for a more strategic approach to GCF support, while respecting the principle of country ownership. This development has been accompanied by an increase in regional outreach, with eight regional structured dialogue meetings scheduled for 2018.

11. A number of new initiatives, programmes and policies have been introduced that have a strong communications dimension. These include requests for proposals for Mobilizing Funds at Scale and REDD-plus, the launch of a new Simplified Approval Process Pilot Scheme, and the new Indigenous Peoples Policy and environmental and social policy.

12. Finally, GCF is approaching the launch of its first replenishment. The launch of a formal replenishment process will require GCF to be accountable for the allocation of funds received during its initial resource mobilization, and to make the case for future contributions based upon its activities to date and its plans for the next replenishment period. Replenishment will require GCF to clearly communicate its impact to date in relation to its mandate (including reporting on evaluations and reviews), and to provide information to potential contributors. Should the Board decide to broaden the sources of contribution beyond the current categories of contributors, then this would also require communications and outreach to reach new target audiences.

V. Overview of the strategy

13. The GCF communication strategy presented in annex II to this document reviews existing guidance provided for GCF communications, including the objectives set by the Board in decision B.13/25. Based upon existing guidance and the operational developments described above, it then outlines a framework for the GCF communications strategy.

14. The communications strategy outlines four objectives for GCF communications, namely:

- (a) **Engagement:** encouraging the engagement between developing countries and GCF to strengthen country ownership, and supporting all key stakeholders in accessing and engaging with GCF in order to generate high quality funding proposals;
- (b) **Implementation:** providing transparent and accessible information about GCF governance, operations and activities, including in furtherance of the Information Disclosure Policy;
- (c) **Impact:** communicating how GCF activities further its mandate and how GCF is making a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change; and
- (d) **Replenishment:** supporting the first replenishment by reporting on the activities and achievements of GCF as it sets out its vision for the next funding period.

15. The target audiences for GCF communications are defined in the strategy, with the primary audience being the Parties to the United Nations Framework Convention on Climate Change and the Board along with national designated authorities and focal points. Other audiences for communications include civil society organizations (notably including accredited observer organizations); the private sector; accredited entities and other project partners, and other international entities (including multilateral funds supporting climate action).

16. An overview of expected activities and results relating to each objective is provided. This includes examples of activity types for specific audiences, and the anticipated results of successful communications.

17. Finally, an overview is provided of the communication channels and tools to be used in the implementation of the strategy. Channels include in person meetings and events, publications, the GCF website, social media, media coverage, and communications relays.

Annex I: Draft decision of the Board

The Board, having considered document GCF/B.20/14 titled “GCF communications strategy”:

- (a) Endorses the strategy contained in annex II; and
- (b) Takes note of the communications plan contained in annex III.

Annex II: GCF communications strategy

I. Introduction and rationale

1. Effective communications are key to fulfilling the mandate of GCF to make a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change.
2. This communications strategy sets the overall objectives for GCF communications, identifies the main target audiences for outreach, and specifies the main channels and tools to execute the strategy.
3. The strategy sets the framework for GCF communications and will be used to define operational communication priorities that will be reflected in the Secretariat's annual work programme. The strategy is intended to cover the period up to the end of the first replenishment for GCF; it will be revised as necessary based upon any relevant changes to the GCF Strategic Plan.

II. Alignment with the Governing Instrument for the GCF and strategy

4. GCF communications should support the achievement of various goals within the Governing Instrument for the GCF. Specifically:
 - (a) Promoting a paradigm shift towards low-emission and climate-resilient development pathways requires communicating GCF success stories to facilitate replication, and to promote a multiplier effect;
 - (b) Implementing a country-driven approach entails providing clear explanations to developing countries and other stakeholders on how they can best engage with GCF;
 - (c) Catalysing climate finance demands outreach to engage the private sector at the international and national levels; and
 - (d) The commitment to transparency and accountability necessitates publishing information in a way that is easily accessible by audiences on GCF operations and the impact GCF has had.
5. The GCF Strategic Plan sets out the Board's strategic vision and operational priorities for GCF.⁴ In relation to communications, the plan specifies the need for "proactively communicating the GCF's ambition in terms of both scale and impact as well as its operational modalities with a view to enhancing predictability and facilitating access".
6. Pending the adoption of a communications strategy, the Board, by decision B.13/25, set the following four objectives for GCF communications and outreach:
 - (i) To provide clear and accessible information on the GCF, in order to prompt the generation of high-quality funding proposals that will trigger clear transformational changes;
 - (ii) To encourage and support all key stakeholders to access and engage with the GCF;

⁴ Document GCF/B.12/32, annex I: Initial Strategic Plan for the GCF. Available at <https://www.greenclimate.fund/documents/20182/761223/Initial_Strategic_Plan_for_the_GCF.pdf/bb18820e-abf0-426f-9d8b-27f5bc6fafef?version=1.1>.

- (iii) To ensure broad coverage of developing countries so as to highlight how beneficiary countries will benefit from their relationship with the GCF; and
 - (iv) To enhance transparency.
7. These remain valid communications goals for GCF, but they require broadening and updating to provide longer-term objectives to guide communications and outreach work.

III. Communications objectives

8. Taking account of the current state of GCF operations, and building upon the Board's guidance for communications objectives as set at its thirteenth meeting, the communications strategy will focus on the following objectives:
- (a) **Engagement:** encouraging engagement between developing countries and GCF to strengthen country ownership, and supporting all key stakeholders in accessing and engaging with GCF in order to generate high-quality funding proposals;
 - (b) **Implementation:** providing transparent and accessible information about GCF governance, operations and activities, including in furtherance of the Information Disclosure Policy;
 - (c) **Impact:** communicating how GCF activities further its mandate and how GCF is making a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change; and
 - (d) **Replenishment:** supporting the first replenishment by reporting on the activities and achievements of GCF as it sets out its vision for the next funding period.
9. Communication activities will be organized under the four pillars of engagement, implementation, impact and replenishment in order to achieve the objectives. Public communications activities relating to replenishment will take effect once the Board triggers the replenishment process.

IV. Audiences

Country stakeholders

10. The primary GCF audience is the Parties to the United Nations Framework Convention on Climate Change (UNFCCC), comprising both developing and developed countries. The Board, comprising 12 developing country representatives and 12 developed country representatives, is the most important internal audience for GCF communications as well as one of the primary audiences of GCF. The UNFCCC, to which GCF reports on an annual basis in accordance with the Governing Instrument, is also part of the primary GCF audience.
11. Within this primary GCF audience of country stakeholders, national designated authorities (NDAs) or focal points are a key group, as they are the beneficiaries of readiness support, and partners in the development and implementation of GCF projects and programmes. Effective communication with this group is essential in order to fully realize the principle of country ownership.
12. Alongside these primary audiences, GCF communications are also directed towards other audiences. These include the following groups.

Civil society

13. A broad range of civil society organizations engage regularly with GCF and are represented in Board meetings as accredited observer organizations (along with representatives of private sector organizations and international entities). GCF communications can help to ensure that civil society organizations are informed about potential projects and programmes, the implementation of the GCF portfolio, and the application of GCF policies and safeguards. Civil society organizations can also act as a relay for GCF communications to reach a broader audience.

Private sector

14. Communications targeted at private sector actors at both the international and national levels can support GCF in finding partners to directly and indirectly finance private sector mitigation and adaptation activities at the national, regional and international levels, and in catalysing private sector climate finance.

Accredited entities and other project partners

15. Communication with GCF accredited entities (AEs) helps to strengthen the GCF project pipeline and ensures alignment of AE priorities with developing country climate priorities. Communication with other delivery partners and potential partners (whether as AEs or executing entities) broadens the reach of GCF and provides a channel to multiply the impact of GCF activities as well as to identify innovative ideas that can feed into the GCF pipeline.

Other international partners

16. GCF has regular exchanges with international organizations including other multilateral funds engaged in supporting climate action, United Nations bodies and agencies, and other multilateral alliances, partnerships and initiatives in the climate sector. Communications with these groups helps to promote awareness of the role and mandate of GCF and provides opportunities for GCF to form strategic partnerships that can increase the impact of its operations.

Internal audiences

17. Internal communications are essential to ensure that GCF speaks with one voice, and that the key objectives, messages and activities for GCF are understood internally as well as externally. The main internal audience for GCF is its Board, and the Secretariat's Office of Governance Affairs is responsible for managing communications between the Board and the Secretariat. Communications also need to be targeted at the Secretariat, particularly as it grows, to ensure internal coherence, consistency and good knowledge management.

V. Pillars of the communications strategy

18. This section outlines the type of activities to be undertaken within each pillar of the communications strategy, and indicates the expected results.⁵ The communications strategy will be complemented by a communications plan. This plan will be developed on an annual basis and will contain detailed information about activities. Key communications deliverables will be incorporated within the Secretariat workplan on an annual basis.

⁵ Many communications activities will be cross-cutting and aimed at supporting a number of objectives.

- (a) **Engagement:** encouraging engagement between developing countries and GCF to strengthen country ownership, and supporting all key stakeholders in accessing and engaging with GCF in order to generate high-quality funding proposals;
- (i) **Activities:**
- 1) **Explaining processes:** this will include communications on processes such as readiness, the funding process, accreditation and the application of GCF policies; and
 - 2) **Promoting engagement:** this will include communications support for events such as regional structured dialogues, and communications deliverables for partnerships with other organizations.
- (ii) **Results:**
- 1) Stakeholders have a better understanding of how to work with GCF; and
 - 2) Stronger engagement of stakeholders leads to an improved pipeline and more effective readiness activities;
- (b) **Implementation:** providing transparent and accessible information about GCF governance, operations and activities, including in furtherance of the Information Disclosure Policy;
- (i) **Activities:**
- 1) **Updates on current activities:** this will include updates on readiness activities, project approvals, accreditation master agreements, funded activity agreements, project implementation, and public engagements involving the Co-Chairs of the Board, Executive Director and the Secretariat;
 - 2) **Information on governance:** this will include further development of the Boardroom section of the website, which provides access to Board documents and decisions, as well as further development of the relationship between communications and the implementation of these policies and decisions; and
 - 3) **Reputation management:** this will consist of increased responsiveness to outside stakeholders, including through the creation of a crisis communications plan;
- (ii) **Results:**
- 1) Increased awareness among audiences about the status of GCF operations and the implementation of project and readiness activities; and
 - 2) Greater transparency and credibility for GCF; enhancing the capacity for GCF to respond to reputational threats with rapid and clear communications;
- (c) **Impact:** communicating how GCF activities further its mandate and how GCF is making a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change;
- (i) **Activities:**
- 1) **Portfolio communications:** this includes developing portfolio communications materials illustrating how our portfolio is addressing climate challenges; and

- 2) **Climate rationale:** this consists of explaining the link between the GCF portfolio and its climate rationale, encompassing thematic materials to illustrate the strategic approach of GCF;
- (ii) **Results:**
 - 1) Greater understanding of the contribution of GCF to the global response to climate change; and
 - 2) A higher quality pipeline, aligned to the GCF theory of change, together with increased potential for replication of projects;
- (d) **Replenishment:** supporting the first replenishment by reporting on the activities and achievements of GCF as it sets out its vision for the next funding period;
 - (i) **Activities:**
 - 1) **Accounting for initial resource mobilization activities:** materials will be developed to provide contributors to the initial resource mobilization with information on GCF activities during the that period; and
 - 2) **Setting out a vision for the replenishment period:** communications materials will explain the plans and ambitions of GCF for the replenishment period; and
 - (ii) **Results:**
 - 1) Initial resource mobilization contributors will have access to clear information explaining how GCF has used its resources to achieve its mandate; and
 - 2) New contributors will have a clearer picture of GCF objectives, operations and results to date.

VI. Communication channels and tools

19. GCF audiences span the globe and are very diverse. Therefore, GCF will take specific account of the different contexts and needs of its audiences within its communications wherever possible. The GCF approach to communications strives to avoid jargon and technical language where this is not appropriate to the audience, and to communicate clearly and concisely. Some audiences may require tailor-made outreach activities. While the official language of GCF is English, GCF will seek to facilitate communication in other languages where feasible, including by encouraging country partners to act as relays for information in local languages where appropriate. GCF will also respect the requirements of the Information Disclosure Policy, which states that documents submitted to GCF in other languages that it considers to be of significant public interest will be published in English on the GCF website.⁶

20. Communications activities use many different tools and are disseminated through various channels. These are adapted according to the communication objective, the target audience and the nature of the information to be conveyed, and they will include the use of multimedia materials where appropriate. The Secretariat will make full use of appropriate channels and media to support its communications efforts. The principal channels for communication used by GCF are outlined below:

- (a) **In person meetings and events:** a large part of GCF outreach is undertaken through face-to-face meetings and through the organization of, and participation in, larger scale events. Communications will support GCF presence at meetings and events, including at

⁶ Decision B.12/35.

the annual Conference of the Parties to the UNFCCC. The Board is represented by its Co-Chairs at external meetings, except when this function is jointly delegated, and the Secretariat will support the Co-Chairs as required in the exercise of this function;⁷

- (b) **Publications:** specific publications will be produced to provide information on GCF activities and initiatives. Publications may include reports, explanatory brochures, factsheets, infographics and presentations. Wherever possible these publications will be provided in digital formats in order to reduce the environmental footprint of GCF;
- (c) **Website:** the GCF website is a primary channel for official GCF communications. The website hosts the Board decisions and documents that provide transparency relating to the governance of GCF. It is also the hub for information about how to access GCF, including via readiness support, and it provides official project information as well as general news on GCF activities. The website will increasingly provide information relating to the impact of the GCF portfolio, and website updates will be disseminated online to a subscribed audience via an automated email platform;
- (d) **Social media:** GCF will extend its social media presence through appropriate digital channels, both to promote information provided through other channels, and also to make information accessible to different audiences;
- (e) **Media coverage:** media relations will be developed with international, and where feasible, national media organizations in order to provide an outlet for GCF communications. GCF will facilitate visits by journalists to projects under implementation, in cooperation with AEs, to promote reporting on the impact of the GCF portfolio;
- (f) **Communication relays:** as a multilateral institution without country offices in beneficiary countries, GCF relies upon information relays to communicate at the national level. NDAs and focal points are the main country-level conduit for information, and GCF will continue to support NDAs in communicating on GCF projects and activities. GCF will increasingly collaborate with its AEs to produce and disseminate information about projects under implementation, realizing synergies and avoiding duplication of effort. GCF also recognizes the valuable efforts of many civil society organizations to provide stakeholders, and the general public, with regular information about GCF activities, and will encourage such third-party publications (although it is not able to provide undertakings regarding the accuracy of such materials).⁸

⁷ Rules of Procedure of the Board, paragraph 14.

⁸ In order to promote awareness of GCF, ensure visibility for its activities and to safeguard the integrity of its branding, GCF has developed branding guidelines that cover the use of the GCF name and logo.

Annex III: Communications plan 2018 – 2019

I. Introduction

1. Further to the communications strategy presented in annex II, this planning document sets out the detail of the communications activities to be undertaken. The activities are based upon the pillars of the communications strategy and targeted at the audiences as defined within the strategy. The activities within this plan are intended to be undertaken during the period of 2018-2019. The plan will be updated on a rolling basis as more events and relevant communications opportunities emerge. It will be factored into the development of the 2019 Secretariat work programme, and future communications planning will be aligned and incorporated into this annual work programme while remaining based upon the aims and objectives of the communications strategy.

II. Communication pillars

2. Communication activities will aim to fulfil the objectives set out within the communications strategy relating to engagement, implementation, impact and replenishment. The priority activities within each pillar will be as follows:

- (a) **Engagement:** creating materials that help explain to stakeholders and partners how to engage with GCF. This will include the creation of a new website and promotional materials for the simplified approval process (e.g. videos, infographics, guidebooks, brochures) as well as further materials explaining the new GCF Indigenous People Policy, environmental and social policy, and any other significant policies as they are introduced. Improvements to the website relating to accessibility of information will also impact positively upon this objective;
- (b) **Implementation:** continuing to publicize GCF activities, particularly the implementation of new readiness and national adaptation plan agreements, the development of country programmes, and the approval of new projects and programmes, and the completion of the policy framework by the Board;
- (c) **Impact:** creating narrative materials relating to the impact of the GCF portfolio, and collaborating with accredited entities (AEs) to increase the visibility of GCF project activities. Outputs will include presentations, infographics, web features and videos. This will be one of the major new areas of activity for GCF communications; and
- (d) **Replenishment:** reporting on activities undertaken during the initial resource mobilization period, as well as to outline plans for the first replenishment, once the Board has triggered this step. Activities will include materials explaining GCF, its progress and impact to date as well as various reporting materials for potential contributors. Strengthening of the three other pillars will also provide further communications materials that can be leveraged during replenishment. Further communications plans for replenishment will be developed once the timeline and procedures for replenishment are determined by the Board.

III. Tools and activities

3.1 Portfolio communications

3. One of the main priorities is to communicate on the impact of the portfolio of programmes and projects. There are now 20 projects under implementation (where there has been at least one disbursement to the AE), and this number is expected to grow rapidly over the coming twelve months. Communications will focus on describing how these projects are contributing to the realization of the GCF mandate and supporting countries in delivering on their nationally determined contribution commitments. This will be achieved through two main activities: developing portfolio narratives and establishing collaborative project communications with AEs.

3.1.1. Portfolio narratives

4. To date, GCF has focused on communicating on engagement (informing stakeholders about GCF processes and aiding countries to access GCF resources), and implementation (reporting on progress in operationalization), rather than impact (outcome results measured against objectives). In order to facilitate this impact-based reporting, the portfolio is being analysed to identify clusters of projects grouped around particular themes that can illustrate how GCF is aiming to achieve its ambitious mandate. These thematic narratives will provide illustrations of impact derived from the GCF project and readiness activities. The stories should be informative, but also engaging.

5. These thematic narratives will be used to generate promotional materials including:

- (a) Speaking points;
- (b) Presentation slides;
- (c) Infographics;
- (d) A replenishment prospectus;
- (e) Extended articles/features for the GCF website and media; and
- (f) Short videos.

3.1.2. Collaborative project communications

6. GCF will step up its collaboration with AEs to ensure visibility of its projects and to develop materials that reflect the impact of its portfolio. Branding guidelines have recently been developed to provide guidance to AEs on the use of the GCF name and logo when communicating about activities that are supported by GCF. Building upon these guidelines, a systematic network of communications liaison points will be established with AEs to provide the basis for communications collaboration. This collaboration will include joint planning for project communications as they move to implementation as well as the sharing of materials relating to project activities and development of collaborative communications plans, including for media relations. Initial discussions with several AEs have indicated a strong appetite for collaboration with GCF on project-level communications. This will be a significant new channel of communications activity for GCF.

3.2 Website

7. The GCF website⁹ is the centrepiece of the online presence of GCF and a major channel for communications and outreach. The site itself is fairly young and has great potential for improvement and expansion. A phased approach will be adopted to further enhance the website, with each phase establishing firm foundations for succeeding ones. The approach seeks

⁹ Available at <<https://greenclimate.fund>>.

to improve major facets of the GCF website, from its technical infrastructure, content coverage, information discoverability and user experience.

8. In particular, changes to the website will allow the move from a news-based to a storytelling approach to communications and will complement ongoing efforts to make information on the website more accessible. This would entail a shift to tell the stories of how GCF projects are providing positive impacts on the ground in developing countries, and diversifying from a focus on meetings and the signing of agreements. This will be joined by efforts to make information on the website more accessible. A significant re-design is planned to support this transition. The addition of new content types will allow the inclusion of richer narrative content on the impact of GCF operations, including the use of video, photo essays, etc. This transition will be built upon the recent establishment of the country profiles section of the website.¹⁰

9. Finally, a number of changes will improve the user experience in relation to the presentation and accessibility of existing content. These will include a number of measures to facilitate easy access to Board documents (to be undertaken in collaboration with the Office of Governance Affairs), and the introduction of a website taxonomy and editorial style guide to ensure consistency across the site. The recent launch of country pages for all developing countries that have nominated a national designated authority or focal point will also facilitate accessibility of information, providing single access points for country-level information ranging from readiness activities to projects and project news, concept notes and nationally determined contributions.

3.3 Social media

10. Social media channels provide rich avenues for GCF to further engage online with different stakeholders. GCF has steadily built respectable communities in Twitter and Instagram, with 18,500 and 1,100 followers, respectively. GCF will continue to build these communities over the next 12 months and will explore ways to utilize these networks to amplify our messages. Communications activities on social media will focus on (1) communicating GCF activities to a wider audience, (2) promoting a storytelling approach to the GCF portfolio of projects and programmes, (3) proactively bringing more traffic to the GCF website, and (4) monitoring public sentiment on potential and real reputational risks (discussed in more detail in paragraph 14).

3.4 Media relations

11. Relations with key media contacts will be systematised and the existing GCF media database will be extended. GCF will continue to respond promptly to media enquiries, while increasingly focusing upon proactive relations designed to encourage media coverage of project impact at the country level. Partnerships with AEs, as specified above, will be used to facilitate media visits to projects as well as to provide more detailed information about project implementation and impact.

12. Press releases and more general news releases will continue to be issued to promote awareness of significant GCF news and activities. These are each posted to the GCF website and disseminated to stakeholders and a subscriber-based email list as well as to relevant news media.

¹⁰ Available at <<https://www.greenclimate.fund/countries>>.

3.5 Crisis communications planning

13. GCF needs to be able to anticipate and respond to events that trigger significant reputation risk. Reputation risk is identified as part of the risk management framework, which identifies the need to establish crisis communications planning to actively mitigate reputation risk. The development of a crisis communications plan is anticipated within the communications strategy in order to protect the reputation of GCF and promote transparency and responsiveness to its stakeholders. A crisis communications plan will be established, based upon an approach and framework that has been agreed by the Secretariat's Senior Management Team. The plan will include the following elements.

3.5.1. Roles and responsibilities

14. Responsibilities for anticipating and mitigating reputational risk will be managed within the Secretariat at different levels, namely the Division of External Affairs (reputational risk owner, responsible for overall reputational risk management, daily media monitoring, quarterly reputational risk reporting), first response team (monitoring of issues, including via maintenance of issues management table, evaluation of crisis levels), crisis management team (senior team to respond in event of crisis, as first level due diligence).

3.5.2. Monitoring

15. The current daily media and social media monitoring will be extended and systematized. Regular liaison will be undertaken with the Independent Integrity Unit to track upcoming issues that may have reputational impact (whilst respecting the Independent Integrity Unit's independent mandate and confidential procedures in respect of integrity investigations). Issues that may have an impact upon reputation will be identified and tracked through an issues management table, which will classify issues according to their emergence (potential; emerging; current; crisis; dormant/resolved), volatility, and severity (low; medium; high). A test will be defined to indicate when issues should be escalated to the crisis response team. This threshold test will focus upon issues with the potential to cause serious reputational harm to GCF, such that they may impact upon its ability to continue to deliver upon its mandate.

3.5.3. Responding

16. As part of efforts to proactively mitigate reputational risk, crisis communications guidelines and crisis response resources will be developed. The guidelines and resources will ensure that GCF can respond rapidly in crisis situations, providing up to date and accurate information to its stakeholders, the media and the public through appropriately determined channels.

IV. Events

17. Communications support will continue to underpin outreach at meetings, events and conferences focusing on climate change and where an enhanced GCF presence could provide strategic benefit. Where such events are organized by GCF, for example, the regional structured dialogues, communications and branding materials will be developed for participants, and communications reporting undertaken to promote awareness of the events and their outcomes. In relation to major external conferences and events, such as the annual Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC), the communications team will ensure the visibility of GCF at the event. With regard to Board meetings, communications activities will be developed to promote GCF, in particular in relation to Board meetings held outside of the GCF Headquarters.

18. The following section indicates major events during the remainder of 2018 where GCF would expect to have significant communications presence and output. Note that this timeline is updated on a rolling basis and will continue to be extended and completed as further events are identified.

4.1 Regional structured dialogues

19. Eight structured dialogue meetings are scheduled for 2018, with a further programme to be developed for 2019. The structured dialogues are key branded events for GCF to engage with its stakeholders. They provide an opportunity for GCF staff to help guide stakeholders in accessing GCF and act as useful communication channels to promote shared learning between GCF and stakeholders and among the stakeholders themselves. Communications plans are developed to support each structured dialogue meeting as well as for other major GCF workshops and seminars (e.g. direct access workshops). These plans are adapted to each event but generally include:

- (a) Creation of event webpages as focal points for event materials (including documents, videos, photographs), reports, and outcomes;
- (b) Creation of branding and promotional materials;
- (c) News and press releases to promote the event and disseminate information about its outcomes; and
- (d) Programmed and unprogrammed social media posts before, during, and after the event.

20. The next structured dialogue meetings will take place in Jordan from 15-18 July (to be confirmed), and in Pohnpei, Federated States of Micronesia from 30 July to 2 August.

GCF annual meeting: private investment climate conference

21. The GCF annual meeting will focus on private investment. Taking place in the Republic of Korea from 10-11 October, the event will target private sector investors and stakeholders to discuss engaging private sector investment for climate activities in developing countries. Communications will be key to ensuring the participation of significant stakeholders from the private sector, and in raising awareness of the role of GCF among this diverse group. The communications deliverables for this event will include online and offline promotion, the development of branding and promotional materials, a social media campaign, and media engagement.

Board meetings

22. Board meetings provide an opportunity to draw attention to the progress GCF has made in building its project portfolio, completing its policy framework and setting strategic priorities for future action. Alongside the normal communications activities to promote these meetings, specific communications plans will be developed to promote GCF at the Board meetings taking place outside GCF Headquarters. In 2018, the twenty-first meeting of the Board (B.21) is scheduled to take place in Bahrain from 23-26 October (to be confirmed by the Board at B.20), providing the opportunity to raise awareness of GCF across the Gulf Region. A B.21 communications plan will focus on creating specific opportunities for regional media engagement by working in concert with the host country. This approach will then be evaluated to improve such engagement at future Board meetings outside Songdo.

Katowice Climate Change Conference (COP 24)

23. The annual COP meetings are a key communications opportunity for GCF, providing the occasion for reporting to the UNFCCC Parties on progress over the past year as well as the opportunity for engaging developing and developed countries, AEs, civil society, private sector, and project and delivery partners. GCF communications at COP 24 will take place from 3-14 December and will focus on promoting its annual report to the UNFCCC, facilitating engagement through the organization of side events, ensuring a high profile through a visible presence within the expo area, and publicizing interventions during the COP by the Co-Chairs, Executive Director, and other senior management.

Other events

24. Other events where GCF expects to have a significant presence and communications profile include future Board meetings, regional dialogues and other GCF workshops and conferences as well as COP 25 in 2019. Beyond these events, GCF maintains an ongoing external events list and provides communications support to Secretariat delegations and Board Co-Chairs when attending such events.

V. Resource allocation and budgeting

25. The current communications team consists of six staff and one consultant. The communications team is situated within the Division of External Affairs, which will be headed by Dr. Oyun Sanjaasuren from 9 July 2018. Communications staff include an acting Head of Communications, a Communications Specialist, a Web Coordinator, a Software Engineer, a Website Developer, and a Team Assistant. A Designer is engaged as a consultant. Recruitment is ongoing to fill vacancies for two Communications Specialists, one Communications Associate, and a Designer.

26. In order to deliver this communications plan, external support will be engaged, particularly in relation to the creation of video and multimedia materials as well as for the delivery and promotion of communications content. Delivery of the communications plan will also rely on the establishment of strong collaborative partnerships with communications teams within AEs, particularly those who have projects under implementation.
