

Green Climate Fund

Concept Note on the
Development of a
Communication Strategy

GCF/B.04/13

12 June 2013

Meeting of the Board

26-28 June 2013

Songdo, Republic of Korea

Agenda item 8

Recommended action by the Board

It is recommended that the Board:

- (a) Takes note of the information presented in document GCF/B.04/13 *Concept Note on the Development of a Communication Strategy*; and
- (b) Adopts the draft decision presented in Annex I to this document.

Concept Note on the Development of a Communication Strategy

I. Introduction

1. At its March 2013 meeting in Berlin, Germany, the Board requested the Interim Secretariat to prepare a concept note on the development of a communication strategy for the Fund, to be submitted for its consideration at the June 2013 Board meeting (decision B/01-13/05). This concept note responds to this request by providing information on the development of a strategy, and proposes to extend the timeframe for the consideration of a final communication strategy from September 2013 to the first Board meeting in 2014.
2. This document is based on the guidance provided by the Board and on the following documents:
 - (a) Decisions of the Board at its March 2013 meeting (contained in document GCF/B.01-13/12);
 - (b) Document GCF/B.01-13/06 *Green Climate Fund Communication and External Representation*; and
 - (c) Existing press communications of the Fund (press releases and advisories).
3. This concept note sets out the rationale for developing a communication strategy. It outlines the required elements of the strategy and the necessary deliverables, to be prepared by a consultant or consultants. It also proposes a draft decision for consideration by the Board to advance this work (Annex I), and presents in Annex III a request for proposals to secure external support.

II. Rationale

4. The development of a communication strategy was not part of the 2013 work plan of the Board adopted by the Board at its October 2012 meeting. However, as outlined above, the Board, at its March 2013 meeting recognized that a communication strategy will be critical to underpin the Fund's overall communication approach.
5. Since its inception, the Fund has been subject to increasing levels of interest from a range of stakeholders, including developing and developed country governments, project implementers, media, civil society and the private sector. This attention is likely to increase as the Fund moves to establish its headquarters in Songdo, Republic of Korea, and approaches its operationalization. Attention will focus on the implementation of the business model framework, transparency of the Fund's practices and processes and other aspects of its work programme.
6. The communication strategy will be a proactive tool to support the Fund's objectives. An effective communication strategy should respond to clear objectives, set specific targets and identify tools and activities that need to be executed. Gaining political, public and civil society support will also be essential if the Fund is to succeed, and its communication strategy will be vital to achieving this.

III. Communication requirements

7. The communication strategy should include a number of basic elements. In order to ensure a baseline for work, as well as a comparison point for future evaluation of the strategy, a communication review should be conducted as the first step in the development of the strategy. This review would include analysis of the current perception of the Fund by stakeholders. Alongside this review, a stakeholder-mapping exercise should be undertaken in order to establish stakeholder target audiences.

8. In order to take advantage of best practices, the strategy should include a brief comparative mapping of the communication strategies and tools used by comparable international institutions.

9. It will further be necessary for the strategy to establish more detailed objectives and priorities for the Fund's communication work, based on the Fund's overall objectives.

10. The strategy should also establish the key messages for the Fund (which will vary through the different stages of the Fund's development) and make recommendations for the preferred communication channels to advance these messages.

11. The strategy should also propose a practical schedule of communication activities for the Fund, taking into account the Board's calendar, as well as the annual work plan of the Board, including the timetable for the operationalization of the Fund.

12. It will also be necessary to consider how the relationship between the Co-Chairs, the Board, and the Interim Secretariat should be managed in order to ensure responsive, but properly endorsed, communications from the Fund.

13. The strategy should also identify where existing (or additional) Interim Secretariat communication staff will be employed to execute the strategy, and where consultants may be required.

14. Finally, the communication strategy should include tools to enable an ongoing and periodic evaluation of its effectiveness against the Fund's stated objectives. The evaluation should be presented to the Board on an annual basis.

15. These necessary communication requirements are listed in the terms of reference in Annex II (Section 2.1).

IV. Deliverables and phasing

16. In order to establish the strategy in line with the communication requirements, a number of deliverables will need to be prepared prior to the delivery of the final communication strategy for the Board's consideration at its first meeting in 2014. These deliverables are set out in the terms of reference in Annex II, together with a schedule (Section 2.2).

17. An outline strategy document should be the first deliverable. This will provide an overview of the elements of the strategy, the methodology to be followed, and some initial recommendations concerning the strategic direction and message, based on the communication review. This deliverable should be prepared within the first four weeks. A draft communication strategy, including the elements outlined in the scope of work, should be submitted for the consideration of the Co-Chairs by December 2013. Finally, the communication strategy should be presented for approval at the first Board meeting in 2014. It should include the detailed elements outlined in the requirements listed above and the terms of reference. It should also provide the strategic direction for the Fund's communication, but also contain practical tools which can be used for messaging and outreach.

18. The Interim Secretariat will engage the support of an external consultant or consultants to undertake this work. This will be necessary since the scope of work outlined in Annex II includes a substantial amount of research (including the analysis of stakeholder perceptions, mapping of the communication strategies of other international institutions, and stakeholder mapping), which falls beyond the capacity of existing Interim Secretariat staff.

19. As the current budget period of the Fund is until 31 December 2013 and it is proposed that the preparation of the communication strategy will extend beyond this date, consultancy support for the preparation of the communication strategy will occur in two phases:

- (a) In the first phase, a contract will be entered into to provide the interim deliverables by December 2013; and
- (b) A second phase with a separate contract, with the final communication strategy as the deliverable, that would be entered into after the approval of the 2014 administrative budget of the Fund by the Board.

20. A maximum consultancy budget of US\$ 50,000 is estimated for this task; US\$ 35,000 for the first phase and US\$ 15,000 for the second phase. The costs associated with this consultancy will be covered by the administrative budget.

Annex I: Draft decision of the Board

The Board, having reviewed document GCF/B.04/13 *Concept Note on the Development of a Communication Strategy*,

- (a) Decides to extend the timeframe for the completion of the communications strategy from September 2013 to the first Board meeting in 2014;
- (b) Approves the terms of reference for the development of a communication strategy, contained in Annex II of document GCF/B.04/13;
- (c) Requests the Interim Secretariat, under the guidance of the Co-Chairs, to develop the communications strategy with the assistance of a consultant or consultants, on the basis of the terms of reference in Annex II of document GCF/B.04/13, for the consideration by the Board at its first meeting in 2014;
- (d) Acknowledges that US\$ 35,000 from the administrative budget of the Fund for the period from 1 November 2012 to 31 December 2013 may be used for the completion of the work planned for 2013, as set out in Annex II of document GCF/B.04/13; and
- (e) Further requests the Interim Secretariat to allocate US\$15,000 from the administrative budget for the period commencing on 1 January 2014 to be used for the completion of the work planned in 2014, as set out in Annex II of document GCF/B.04/13.

Annex II: Terms of reference for the development of a communication strategy

I. Context

1. The Green Climate Fund is a new multilateral fund that was agreed by Parties under the United Nations Framework Convention on Climate Change. The Fund's purpose is to make a significant and ambitious contribution to the global effort to limit global temperature increases to 2° Celsius by providing support to developing countries to limit or reduce their greenhouse gas emissions and to adapt to the impacts of climate change.
2. The Board decided that the Fund requires a comprehensive communication strategy in order to help it achieve its objectives.
3. Since its inception, the Fund has been subject to increasing levels of interest from a range of stakeholders, including developing and developed country governments, project implementers, media, civil society, and the private sector. This attention is likely to increase as the Fund moves to establish its headquarters in Songdo, Republic of Korea, and approaches its operationalization.
4. The Board is currently faced with the challenge of delivering rapid operationalization while, at the same time, ensuring that frameworks and policies are put in place to deliver an efficient and effective Fund. The Fund's communication strategy should seek to ensure that both these goals are understood and that the Board's approach is seen as credible by external stakeholders.
5. The communication strategy should identify levers for attracting funds, and address how external communications could generate stakeholder interest in this regard.
6. Finally, as the Fund moves to disbursing and channelling funds, the communication strategy will need to promote awareness of successful projects, and highlight the ongoing work of the Fund in supporting initiatives to address climate change.
7. The Fund's communication strategy should be based on, and evaluated against, the extent to which it helps the Fund to achieve its objectives.
8. The communication strategy should develop clear objectives, set specific targets, and identify the tools and activities which will need to be executed. A proactive communication strategy should be closely linked to the Board's work plan during all of these stages.

II. Terms of reference

2.1 The scope of work required includes:

- (a) Communication review, including an analysis of the current perception of the Fund and its Board among key constituencies and stakeholders;
- (b) Mapping of the communication strategies, relationships, and outputs of other comparable international institutions;
- (c) Mapping of stakeholder and target audiences;
- (d) Establishing objectives and priorities for the Fund's communication;
- (e) Key messages for the Fund's external communications (including recommendations for preferred communication channels);

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- (f) Overview of proposed communication activities, including baseline components, with associated resource and capacity implications; and additional “added value” components, also with resource and capacity implications;
 - (g) Establishing a procedure for internal organization and planning of communication activities, including managing information flows between the Board, (Interim) Secretariat and consultant; and
 - (h) Establishing tools for evaluation of the communication strategy.

2.2 Timeline and deliverables for the strategy

- (a) Concept note and terms of reference approved (June 2013);
- (b) An outline strategy document, for the consideration by the Co-Chairs (August 2013);
- (c) A draft communication strategy, which should include the elements outlined in the scope of work, for the consideration by the Co-Chairs (December 2013); and
- (d) Final draft communication strategy presented for approval at the first Board meeting in 2014.

2.3 Consultancy support

9. The Interim Secretariat will engage external consultancy support to assist in delivering this work. A consultant or consultants will be selected, through a competitive process, from a short-list of communication experts established following the procedure outlined in Annex III.

10. The work will be contracted through two contracts since the current spending authority is limited to 31 December 2013. The first contract will encompass the delivery of the draft communication strategy by December 2013. The second contract, for the final deliverable, would be entered into after the spending authority for 2014 is approved by the Board.

Annex III: Invitation to communication consultants to register with Fund's roster of consultants

I. Context

1. The Green Climate Fund is a new multilateral Fund that was agreed by Parties under the United Nations Framework Convention on Climate Change. The Fund's purpose is to make a significant and ambitious contribution to the global effort to limit global temperature increases to 2° Celsius by providing support to developing countries to limit or reduce their greenhouse gas emissions and to adapt to the impacts of climate change.

II. Invitation to register

2. The Green Climate Fund anticipates engaging external communication experts to assist with various aspects of its communication. Experts will be recruited from the Fund's or the UNFCCC roster of consultants, according to the needs of specific communication projects. Communication needs may include providing support in drafting a communication strategy for the Fund, or providing support in the execution of various parts of that strategy.

3. Services will be required on a short-term basis to provide outside expertise, special skills or knowledge not available from regular staff of the Interim Secretariat and for which there is no continuing need.

4. Whenever relevant opportunities arise, potential candidates with the required expertise will be identified and contacted.

5. Interested consultants with an expertise in communication are invited to register with the Fund's roster of consultants: <http://gcfund.net/secretariat/consultant-roster.html>.
