



ADAPTATION FUND

AFB/B.11/8
August 19, 2010

Adaptation Fund Board
Eleventh Meeting
Bonn, September 16 - 17, 2010

Agenda item 10

COMMUNICATIONS STRATEGY FOR THE ADAPTATION FUND BOARD

Note by the secretariat

At its ninth meeting the Board decided to approve the terms of reference for a consultant to develop a communications strategy for the Adaptation Fund Board¹. The annex to the present document contains the proposal of a communications strategy as it has been received from the consultant that developed it following that decision. The Board may wish to consider the content of the proposal and discuss it in order to provide further inputs for its implementation

¹ Decision B.9/5.

MEMORANDUM

TO: Marcia Levaggi
FR: Abby Spring
RE: AFB Communications Strategy
DA: July 1, 2010

The views and recommendations expressed in this document do not necessarily reflect the views of the Adaptation Fund Board Secretariat. The opinions presented reflect the author's experience developing and driving international policy and advocacy efforts and interviews held with fifteen current and former AF board members, civil society and other key stakeholders. The proposed communications strategy is meant to provide a strategic framework and concrete options for achieving the stated goals of the AF.

I. Background

The science of climate change is unambiguous. There is broad scientific consensus that climate change is already a serious challenge and it is likely to happen more quickly than was expected. There is little debate that with climate change comes a decrease in food security, less predictable availability of fresh water, and adverse health effects. Climate change is undermining development and increasing the burdens on the poorest people in the world, who are often the hardest hit by weather catastrophes, desertification, and rising sea levels; but who have contributed the least to the problem of global climate change. Helping the most vulnerable countries adapt to climate change requires significant resources.

II. Current Context

It is estimated that some \$50-90 billion per year is required to assist developing countries in climate adaptation. There is international consensus that climate adaptation funds should be governed in a democratic way and that the largest group of countries, the developing countries, need to have a voice in how financial resources are spent.

In response, the Adaptation Fund (AF) was created by the Parties to the Kyoto Protocol of the UN Framework Convention on Climate Change (UNFCCC) to finance concrete adaptation projects in developing countries that are parties to the Kyoto Protocol. In Bali, in 2007, the Parties to the Kyoto Protocol (CMP) established that the operating entity of the Fund would be the Adaptation Fund Board serviced by a Secretariat and a Trustee. Currently, the Global Environment Facility (GEF) provides secretariat services and the World Bank serves as the Fund's Trustee.

The Adaptation Fund represents the first time developing countries have direct access to funding and majority representation in the governance structure. This is what developing

countries have been asking for and represents a break with the traditional model of development aid.

The Adaptation Fund is also the first genuinely international levy on private sector activities. Its main source of finance is a 2% share of proceeds of certified emission reductions (CERs) issued by the Clean Development Mechanism under the Kyoto Protocol, that allows wealthy countries to invest in clean energy projects in the developing world in return for offsetting carbon emissions. The Fund's Trustee manages the sale ("monetization") of the CERs received by the Fund in accordance with the guidelines developed by the World Bank and approved by the Fund's Board.

Accordingly, the Fund is unique among climate change funds with respect to the magnitude of revenues it is projected to generate for adaptation- an estimated \$400 million by 2012. Considering that the current donor pledges to the other two climate change funds is around \$200 million, it is unlikely that bilateral donors could ever cover the cost of the estimated needs to address adaptation.

There is little debate that adaptation is a real issue with impacts increasing and countries becoming more vulnerable. The good news is that despite the global financial crisis and the resulting economic downturn, developing countries are getting more support in their efforts to address development and climate change as interlinked challenges. The developing world stands ready to step up to act on the climate change issue. Spain and Germany's recent financial contributions demonstrate that there is growing momentum and support for the Fund. Yet considering the scope of the problem, financing remains very limited. Moreover, the continuing uncertainty about the future of global climate policy and financing mechanisms represents the greatest challenge.

Created in 2007, today the Adaptation Fund is at a critical juncture to showcase results and demonstrate its potential as the future climate financing architecture. Considering all of its unique features, its success, governance and overall management of the Fund will be of great interest to international development and climate stakeholders.

To help us consider how best to build an effective communications strategy I have conducted some 15 interviews with current and former Adaptation Fund Board members and key stakeholders. The strategy outlined below reflects their insights. Below I have attempted to highlight some key challenges and opportunities.

III. Challenges

There are a number of external and internal challenges to achieving the overall goal of providing funds to help developing countries adapt to climate change. Listed below are challenges that need to be considered while developing an AF communications strategy.

External

- Overall goal is very broad
- Hard to match high expectations with limited resources
- Skepticism across some donors, multilaterals and key climate stakeholders
- Need to demonstrate transparency and explain priorities & criteria
- Slow to implement and demonstrate results. The Fund was established in 2007 and as of June 2010, no projects have received funding.
- Direct access is the foundation of the AF, yet only one NIE has been accredited.
- Competition with other Funds for limited donor resources (World Bank/GEF)
- Critical juncture, need to show direct access works by Cancun (Dec 2010)
- Future of Kyoto Protocol and the carbon market are unclear
- Not well known outside the climate community

Internal

- AF currently only has about \$145 million available for funding projects.
- AF could reach a range of \$300 to 440 million from the CDM mechanism by 2012, but this is nowhere near the \$50 billion per year needed by 2015 for developing countries to adapt to climate change.
- There is no clear consensus of measures of success among Board members.
- The Board is playing the role of advisor, manager, and monitor and sits on the accreditation panel.
- There is no defined "Ambassador" or spokesperson for the Fund.
- At present the Secretariat is small and does not have the capacity or broad development expertise to review and evaluate proposals. There are no dedicated technical experts for evaluating priorities among climate change issues (agriculture, water, forests, health, etc.)
- It is not clear how the Fund answers the following questions:

A) Considering the limited resources, what are the allocation criteria and how will the Fund prioritize?

- How will the Fund identify the immediate "most vulnerable" countries and communities?
- How does the Fund decide to approve projects? If many proposals meet the requirements; how does the Fund decide? Does the Fund have priorities?
- How will the Fund ensure balance between accreditation of national and multilateral implementing entities?

- How will the Fund ensure balance between top-down central government projects versus in-the-field local community projects?
- How does the AF ensure that projects largely address risks from changes in climate and are not sustainable development projects that are or could be funded by other multilateral organizations?
- How will the Fund react in regions where climate change is not a risk in the immediate future but where requests for funds will still be made?

B) Considering donor skepticism, how will AF demonstrate transparency?

- How will the Fund integrate civil society?
- Is there going to be an independent evaluation unit to conduct monitoring and evaluation?
- How does the AF monitor the process through which governments/NIE access the money?

IV. Opportunities

Where there is a challenge, there is also an opportunity. Listed below are external and internal opportunities that need to be considered while developing an AF communications strategy.

External:

- The Fund is at a critical juncture and the climate change community is waiting, hopeful and watching.
- The international community recognizes and is generally supportive of the need for the Adaptation Fund.
- There is little debate that adaptation as part of climate change taps into the overall development agenda.
- AF is the only Fund that reflects the influence of the customers.
- Climate community sees the potential of the AF as a new funding mechanism model that could represent the future of climate financing architecture.
- The Fund is a breakthrough in international cooperation. For the first time developing countries have direct access to funding and majority representation in the governance structure.
- AF has a sustaining and innovative source of funding financed from a 2% share of the proceeds of the Clean Development Mechanism (CDM).

Internal:

- The basic architecture, rules of procedure, role of Board and Secretariat and innovative financial mechanism are now established. (Legal mechanisms still being finalized for NIE's).
- The first call for proposals resulted in 8 submissions, 1 NIE accredited and a number of MIE's.

- The Board is ready to communicate to all stakeholders in order to encourage more countries to apply for funding and increase donor funding.
- The Board continues to be open to integrating the role and voice of civil society.

V. Strategic Approach

Since there is consensus among the broad environment and development stakeholders that adaptation funding is critical and necessary for developing countries, the Adaptation Fund has an advantage. However, the timing is crucial. The AF needs to fortify and amplify its messages to key stakeholders and potential recipient countries; and it needs to demonstrate success both in the way it is using criteria for funding projects and its impact over time.

VI. Overall Goals

The following goals describes what the Adaptation Fund Board (AFB) hopes to achieve over the long term:

The goals of the Adaptation Fund are:

- to finance developing country projects aimed at addressing the adverse impacts of and risks posed by climate change.
- to establish the Adaptation Fund as the results-driven and innovative model for future financial architecture of climate financing.

VII. Recommended Strategic Objective

A well-defined objective is THE MOST important component of a good strategy. If the objective is too broad, decisions will be vague, virtually guaranteeing an ineffective effort. The objective must be measurable and should represent a definitive plan of action. Based on the broad goal, I recommend developing a clear objective that is specific, measurable, actionable, realistic and time-bound.

Based on the agreed goals of the AF and interviews, I recommend that the objective take into consideration these factors:

- Geographic balance
- MIE/NIE balance
- Issue Balance (agriculture, fishing, water, health, disease, etc)
- Long-term impact /short-term immediate risk projects
- Input from civil society

While the underlying objective can be to raise awareness and mobilize AF advocacy efforts on a regional and country basis, the following draft objectives describe the first measurable step the AF needs to accomplish by Cancun in December 2010 to move toward the overall goal:

Option A:

The AF has provided funding for at least three projects: two short-term projects and one long term project with at least one in Asia, Africa and South America. One of these projects is funded through accredited National Implementing Entities (NIEs) and the other two through Multilateral Implementing Entities (MIEs). The AF has been successful in securing financial commitments from five donors.

Option B:

The AF has provided funding for two projects: one short-term and one long term. One of these projects is funded through accredited NIE and other through MIE. The AF has been successful in securing financial commitments from five donors.

VIII. Decision Makers

Often there is confusion between decision-makers and target audiences because they can sometimes be the same. I refer to decision-makers in this document as the people who make the decisions to make the goal and the objective successful.

Who are the decision-makers for the strategic objective listed above:

- AF Board - decides who gets the funding
- Recipient country government agencies - propose projects
- Recipient country projects - asks for funds
- Donor countries - who give more funds to the AF
- National Implementing Entity, Multilateral Implementing Entity –prepare project proposal, implement, manage and act as fiduciary agent

IX. Target Audiences

Target audiences are the people who can move your decision makers and help you achieve your objective. The more clearly the audience is defined, the more strategic you can be about reaching that audience. Some of the target audiences that need to be reached are:

- Former AF Board Members
- Recipient country Ministers of Environment, Finance and Planning
- Recipient country climate lead contacts
- Recipient country media
- Donor government Ministers of Development, Environment and Finance
- Leaders of Regional and sub-regional banks, ECA and AU
- UNFCCC leadership
- UN Agencies (UNEP, UNDP, WFP, WHO), World Bank
- Civil society leadership networks at the international and national level
- International climate negotiators

- Donor country media

X. Communications Objectives

Based on the overall goal, strategic objectives, decision makers and target audiences the following objectives are recommended. Tactics are outlined in the timeline.

Increase role of Civil Society: Civil society does not have a voice in the decision-making process. In order to send a clear message to the donor community that the accreditation process is transparent consider including rotating members of international and nation civil society to be part of the Board.

Other models exist that can help guide the inclusion such as the Education Fast Track Initiative. Here is the definition and representatives they have on their Board of Directors. The **FTI Board of Directors** provides overall policy guidance to the partnership, gives direction to the Secretariat, oversees the work of the various task teams and working groups, and helps ensure overall coordination. It includes donors, multilateral agencies, developing countries, and civil society representatives. An independent chair provides political and intellectual leadership for FTI, convenes and chairs all FTI meetings.

Consider Strategic Approach to Identifying first round of AF project proposals: At present, the call for proposals is reactive. Whoever sends a proposal is considered. Considering limited funds, a more strategic approach would be to **liaise with national partners/allies to help identify potential “fast track” NIEs and a cross section of proposals covering both immediate climate impacts and biggest long term threats in the in Asia, Africa and South America**. It is not clear if the accreditation panel, the Secretariat or the PPRC has the capacity to do this, but you could consider recruiting and identifying dedicated issue area experts (agriculture, water, health, etc.) that can help provide the needed expertise across the development issue areas and include civil society in the process to ensure transparency and garner more support. This needs to be formalized and clear for donors and Fund recipients.

Develop clear criteria for AF decision-making to avoid potential crises: In the criteria listed on the website, all the questions either can be answered by yes or no. If many projects can answer yes to all the criteria and they have thorough proposals, how

do you decide which one gets funded given the limited funding? There needs to be clear criteria that is posted on the website so when projects are rejected, they cannot claim that the AF is playing favorites or not being thorough in its decision-making.

Draft messages for decision-makers and target audiences: Messages are based on the core values of the audience you are trying to reach. Messages that resonate with donor countries will be different than those of recipient countries. We need to draft messages for different types of audiences. (*See draft messages below*)

Identify credible messengers for the AF: Who delivers your message is just as important as what you choose to say. The right message delivered by a messenger with no credibility with your target audience will likely fall on deaf ears. Potential messengers include AF current and former Board Members; international development leaders such as donor country Ministers of Finance, Environment and Development; recipient country climate leads; civil society allies.

Designate AF Board members as "AF Ambassadors/spokespeople" At present, there are no AF spokespersons proactively and systematically reaching out to target audiences. I recommend designating AF board members as ambassadors/spokespeople who can do peer to peer communications. We need spokespersons from donor countries that can speak to donor countries, civil society, multi-lateral agencies and the media; and we need spokespersons from developing countries that can speak to other developing country audiences, civil society and media.

Identify third party validators: The AF should not be the only people talking about the Fund. It will be helpful to have spokespersons from other organizations that can validate the need, the innovative funding mechanism, and the opportunity of the AF to produce real results.

Train all spokespersons: Once messages have been established for the AF, I recommend conducting outreach training for the Board and former Board members to ensure that the messages are clear and consistent and that all messengers can reinforce each other.

Develop materials for decision-makers and target audiences: The AF website is fairly comprehensive, but more information can be added. In addition, materials need to be created depending on the audience that needs to be reached. All materials should be available in print and electronic form. Some materials that need to be created are: press kits, donor kits, recipient application kits, q&a's, fact sheets, PowerPoint presentations, and internal briefing books for spokespersons. Details about materials can be found in the tactics and timeline section of this document.

Inform and engage key stakeholders about the Adaptation Fund: Identify the key stakeholders in recipient and donor countries who can help proactively identify

potential projects; increase the number of proposals submitted; increase the amount of donor funds given; and expand the support for this innovative form of climate financing. Set up meetings/briefings/events with these key stakeholders.

Identify speaking opportunities for AF spokespeople: Throughout the year, there are numerous international, regional and national meetings. It would be worthwhile to identify all the potential meetings where AF target audiences and decision-makers will be present and to use those events to give speeches, presentations and hold small meetings with Ministers and other key stakeholders.

Reach out to international and key national media: The media can be another messenger for the AF, especially when there is progress and the AF needs to inform key audiences of events, call for proposals, and announce recipients of AF funds. Key media needs to be identified and lists need to be generated to keep in touch with them regularly.

Position the AF as the leader on Adapting to Climate Change: Establish the AF as the global leader for action, knowledge sharing and advocacy on adaptation to climate change. Demonstrate success by bringing forward the voices of a diversity of recipients, share lessons learned and show how direct access works. Use effective messages and strategic outreach to enhance the positioning and reputation of the AF and its unique features.

XI. Tactics/Timeline – Communications Activities

While more research needs to be done, the following is a draft timeline (for discussion) of tactics that need to be implemented to reach the objective stated earlier in this document. If results are to be accomplished by Cancun in December 2010, it is important to start now.

End September 2010

I. **Finalize initial messages for decision makers and target audiences:** In developing messages it is important to understand the core values of the target audience you are trying to reach, therefore I recommend developing two sets of messages that complement each other. One set for donor countries and another set for developing countries.

Donor countries core values and concerns are:

- Meeting their international commitments
- Supporting programs that are transparent and have impact
- Assuring taxpayers that their funds are being used wisely
- Finding solutions to the impacts of climate change

Developing countries core values and concerns are:

- Reducing the impact of climate change in their country and community
- Having a voice in the international decision-making process
- Securing resources in the near and long term
- Finding solutions to the impacts of climate change

Types of messages:

There are usually four types of messages in any communication strategy:

1. *The ask:* What are you asking your target audience to do?
2. *The value:* What does the target audience care about?
3. *The misconception:* We never restate the misconception, but we make sure there are messages to address any potential misconceptions the target audience might have.
4. *The vision:* If the target audience, does what you ask, what will they get?

Sample Donor Messages:

The ask message:

- **Be a partner and support the AF.** The AF is sustainable because it is the first genuinely international levy on private sector activities whose main source of finance is a 2% share of proceeds of certified emission reductions (CERs) issued by the Clean Development Mechanism under the Kyoto Protocol. We need additional funds to meet the growing costs of adapting to climate change in developing countries.

The value message:

- **Meet your climate change pledges:** Supporting the Adaptation Fund is a way in which developed countries can meet their pledges on adaptation and is crucial to maintaining trust and eventual progress on a binding climate treaty.
- **Act now, climate change affects us all.** The Adaptation Fund will allow us to confront the growing challenges of climate changes impact on global poverty, disease, water scarcity, and depleting natural resources. By addressing these complex challenges and promoting our values, we protect our own security and lay the foundation for a more peaceful and prosperous future for all.

Misconception message:

Before I address the misconceptions messages, here is a list of the some of the misconceptions I heard:

1. The process has take too long and no projects have been funded.
2. What are the criteria? Are there priorities? Will the fund focus on immediate climate related needs or the biggest longer-term threats? Or both?
3. The Fund may not pay enough attention to projects that focus on immediate risks from changes in the climate but rather focus on broader sustainable development projects that are already getting funds.
4. There is no independent monitoring and evaluation structure. (*Note: RBM and evaluation framework were adopted at the AF Board meeting no. 10 – but never the less some key stake holders are not aware so this still needs to be clarified and amplified*)

Draft messages to address misconceptions:

- **When you start from scratch and the stakes are high you need to take your time:** There has been real progress and the operational procedures are in place. We are ready to show the world that we can deliver real adaptation projects of high quality.
- **Fund is a change in the way we do development business and represents the future of climate financing architecture.** The AF stands as one of the most innovative international financing mechanisms conceived of today. The sources of its funding, the balanced representation at its governing bodies and the direct access modality to access its resources, constitute the features for which this fund is considered a breakthrough in international cooperation.
- **The Fund is strategic and balanced.** Our priority is to identify and fund both those countries and communities faced with immediate climate impacts and those faced with long term impacts across all regions of the globe.
- **The Fund aims to show that direct access works.** This is the result of what developing countries have been asking for and represents a break with the traditional model of development aid. The Fund represents the first time developing countries have direct access to funding and majority representation in the governance structure.
- **The fund has made progress.** The Fund has issued a call for proposals. Already, the first three agencies have been accredited to manage grants from the Adaptation Fund. These agencies are the Centre de Suivi Ecologique from Senegal, which is the

first national organization that will be able to propose adaptation projects directly to the Board, as well as UNDP and the World Bank.

The vision messages:

- **Be part of the solution.** Partnering with the AF shows that you are listening to developing countries and you support this innovative financing structure.
- **Together we can get results.** We can help nature become more resilient. Known as adaptation, this combination of management, restoration, and protection strategies will help prepare places, plants, animals—and people—for climate change. Successful adaptation of living systems—such as lakes and rivers, coral reefs, forests and grasslands—can help ensure their ability to support the needs of people and to better withstand future changes.

Sample Developing Country Messages:

The ask message:

- **Identify and submit proposals.** Find projects that you think would benefit from AF funds and work with them to submit proposals.
- **Identify and recruit potential NIEs.** The AF is the first direct access fund. Identify organizations that can be NIEs in your country.

The value message:

- **The AF listened to you, you have a voice.** Developing countries have called for a new independent fund that distributes funds on the basis of needs. Donor nations prefer to funnel it through existing multilateral institutions. The Adaptation Fund meets both requests.
- **The Adaptation Fund will help you.** The Adaptation fund will bolster the defenses of developing countries that lack the money, technology and human resources to cope with climate change.
- **Climate change is happening now.** People and nature around the world already feel its impacts. The United Nations Intergovernmental Panel on Climate Change predicts, "The effects of climate change are expected to be greatest in the developing countries in terms of loss of life and relative effects on investment and the economy."

Misconceptions I heard:

1. The way the Fund is configured it will likely take a top-down approach and fund central government projects rather than local community projects.
2. There are a number of existing climate funds and the Adaptation Fund does not have very much money yet its mandate is to help all vulnerable developing countries.

Draft messages to address misconceptions:

- **We have resources and will help you.** It's worth your time.
- **We need your participation.** With your help we can show results on the ground and establish the Fund as the new future face of climate financial architecture. Finally, a fund that is driven by the customers. Recent financial contributions from Spain and Germany (and other donors considering) indicate that there is growing support.
- **The fund has made progress.** The Fund has issued a call for proposals and four out of eight submitted proposals were approved, including a direct access proposal. Already, the first seven agencies have been accredited to manage grants from the Adaptation Fund. These agencies are the Centre de Suivi Ecologique from Senegal, which is the first national organization that will be able to propose adaptation projects directly to the Board, as well as the United Nations Development Program (UNDP), the World Bank, the United Nations Environment Program (UNEP), the Asian development Bank (ADB), the International Fund for Agricultural Development (IFAD) and the World Food Program (WFP).
- **The Fund addresses current climate issues that impact you:** The fund is intended to finance climate change projects including sea walls to guard against expanding oceans, early warning systems for extreme events, improved water supplies for drought areas, training in new agricultural techniques and the conservation and restoration of mangroves to protect people from storms.
- **Climate change impacts your economy and your health.** All climate-sensitive systems of society and the natural environment, including agriculture, forestry, water resources, human health, coastal settlements, and natural ecosystems, will need to adapt to a changing climate or possibly face diminished productivity, functioning and health.

The vision message:

- **Be part of the solution.** Working with the AF you can help your country adapt to climate change and be part of a new financing structure that provides direct access.

II. **Identify credible messengers for the AF:**

- Designate AF Board members as spokespeople/ambassadors
- Identify third party validators

III. **Develop list of key decision makers and target audiences to reach and track:** It will be helpful to create a list of the key decision-makers, stakeholders including ministers, ambassadors, civil society, media and others and track when and how AF board members and allies reach out to those stakeholders and their reaction. One idea would be to assign sections of the list to Board members and ask them to reach out and set up meetings/telephone calls with those targeted individuals.

IV. **Develop an integrated media plan with key calendar action date(s)** such as international, regional and sub-regional climate, civil society and development related gatherings and conferences to inform engage and mobilize natural allies and attract media attention to support the Adaptation Fund. For example:

- Convene a launch event in Cancun to show that direct access is up and running and circulate new outreach friendly materials.
- Establish an Adaptation fund quarterly newsletter and annual report.
- Take advantage of existing events to reach out to new allies. For example, CIVICUS, the World Alliance for Citizen Participation is an international alliance of members/ partners creating an influential network at the local, national, regional and international levels. Their next global gathering is in August 2010 in Montreal and the theme is economics and climate change.

September 2010

1. Develop materials for decision-makers and target audiences: All materials listed below for development should be in electronic and print form and available on the AF website, on DVD and in printed packets. All materials will reinforce the finalized messages. Materials needed include:

- **Fact Sheets/Q&A** - these documents answer questions stakeholders and the media might have about the AF. Topics to include are:
 - Historical Context

- Governance: AF Board (who and how chosen), Accreditation Panel, Secretariat, Project and Program Review Committee, Ethics and Finance Committee, External Experts
 - Finance: Cost of Adaptation, Direct Access and Clean Development Mechanism
 - Eligibility & Criteria (Priorities, decision-making, etc)
 - National Implementing Entities and Multilateral Implementing Entities and other Implementing Entities
 - Evolving list of accredited projects, NIE's, MIE's
- **Press Kit - both electronic and print**
 - Fact Sheets
 - Press release announcing the Adaptation Fund's progress and goals
 - List of accredited projects, MIEs, NIEs with contact information
 - Favorable press clips/video
 - Contact information of AF spokespeople, issue experts and third party allies and project coordinators
 - Photos, video, interviews with project leads for accredited projects
- **Briefing Book for AF Ambassadors/spokespeople**
 - Power Point presentation (tailored for donor & developing country audiences)
 - Fact Sheets
 - Talking Points
 - Short speech - tailored to either donor or developing country audiences
 - List of accredited projects, MIEs, NIEs
- **Adaptation Fund presentation kits** for identified for target audiences:
 - Fact sheets
 - Favorable press clips/video
 - Contact information of AF spokespeople, issue experts and third party allies
 - Sample project proposals
 - Blank project proposal outline with criteria list of accredited projects, MIEs, NIEs
- **Identify opportunities at the international events** below to build momentum and educate key stakeholders about the AF. Arrange meetings with key Ministers of Environment, Finance, Development and Climate key negotiators. *(Note this is preliminary and other key events at the regional and national level will need to be identified too.)*
 - **September 13-17: 1st Adaptation Fund Board Meeting, Bonn***
 - September 20: Millennium Development Goals Summit, NY, Convene a stakeholders side meeting/forum.
 - September 21-22: UN General Assembly, NY
 - Sept/October: Additional UNFCCC Intercessional Meeting, tbd

3. **Conduct message training at Bonn Meeting.** Since all Board members are present at the AF meeting, use the Board meeting to train all AF Board members on the messages developed

during the summer to ensure that everyone is clear on the objectives and tactics moving forward. (Ideally this would happen at next Board meeting in September 2010).

4. **Announce AF spokespeople at AF Board meeting:** Before the meeting, identify and recruit the Board members who can be the main spokespeople for the AF. Prioritize spokespeople as those who can reach out peer-to-peer to donor countries and others to developing countries.

5. **Draft press release/statement** and send to the media after Bonn meeting to inform media and other key stakeholders about decisions made and any other key outcomes from the meeting. (Potentially announce first NIE recipient of funding).

6. **Convene a forum** with key climate stakeholders, scientists and opinion leaders to discuss the Adaptation Fund at the Millennium Development Goals Summit in NY in September 2010.

October 2010

1. **Identify opportunities at the international events** below to educate key stakeholders about the AF. Arrange meetings with key Ministers of Environment, Finance, Development and Climate key negotiators.

- October 9-11: Annual IMF-World Bank Meeting, Wash DC, Convene a side meeting or integrate into existing and relevant forums/panels. October/November: Pre-COP meeting, Location tbd

2. **Draft and send press release statement** if any decisions were made at international meetings.

3. **Identify and reach out to key stakeholders** including national climate focal points, natural development allies including scientists, policy makers and civil society stakeholders to convene AF information and outreach meetings at the country and local level.

November/December 2010

1. **Identify opportunities at the international events** below to educate key stakeholders about the AF. Arrange meetings with key Ministers of Environment, Finance, Development and Climate key negotiators.

- November 1-5: CDM Executive Board, Bonn
- November 11-12: G20 Summit, Seoul, Korea
- November 13-14: Asia Pacific Economic Cooperation Leaders Summit, Yokohama, Japan

- **November 22-26: 12th meeting of the AF Board, Cancun***
- November 29-December 10: COP16/MOP6, Cancun Mexico
- December 1-3: Accreditation Panel Meeting, Bonn

2. *Plan Cancun launch event to update, build momentum and announce call for proposals and new projects. Organize press conference announcing recipients of AF funding and send press release following event. Simultaneously, place regional op-ed's in targeted media. Draft and release press release statement. Schedule individual print, radio, TV and Web interviews for AF spokespeople with targeted media list.

3. Identify and reach out to key stakeholders including national climate focal points, natural development allies including scientists, policy makers and civil society stakeholders to convene AF information and outreach meetings at the country and local level.

XII. Measurements of Success - Evaluation

As the strategy is implemented, it will be important to monitor progress along the way. Identifying both quantifiable and anecdotal ways to measure success helps signal progress throughout AF's efforts to reach the target audiences and come closer to the objective of funding projects and receiving more funds from donor countries.

The measures of success can be a mix of outputs and outcomes. Outputs are measures of efforts, the things done to move the strategy forward. Outcomes are the changes that occur because of these outputs. One output might be generating more news articles carrying key messages in outlets that reach your target audience. One outcome might be that your target audience saw the news coverage and, based on the coverage, decided to apply for AF funding. Measurements need to be defined and reviewed throughout the communications program. It is important to define what the measures would be for the AF. Some ideas for benchmarks and measures of success

include:

Outputs:

- Media outreach and coverage
- Number of speeches, meetings
- Training of spokespeople
- New material drafted
- Recruitment of third party allies

Outcomes:

- Number of projects proposals
- Number of projects approved

- Number of NIE's and MIE's - is it balanced?
- Balance between immediate needs and long term climate impact
- More donor resources
- Number of projects from Asia, Africa and South America
- Impact/Results

XIII. DRAFT Budget September 2010- September 2011

Listed below is an estimate of costs for implementing the communications strategy outlined above.

Option A:

This budget assumes adequate funding to achieve the overall communications objectives and goals.

1. Consultants/Staff

In order to implement the communications strategy, staff time will need to be allocated. I have listed job descriptions that could be for consultants, new staff people or individuals that could be seconded to the Secretariat.

Communications Consultant /Communications Associate

Develop, support & help implement the communications strategy including writing the materials, developing press lists, outreach to media, setting up media interviews for spokespeople and working on the content for the website. \$110,000

Outreach/Advocacy Consultant/staffer

Reach out to stakeholders, set up meetings and events. Act as AF representative at civil society meetings and opportunities. \$110,000 yr

Issue experts for Secretariat

Dedicated advisors to the accreditation committee and PPRC on issues, geographic balance. seconded

Media/spokesperson Trainer

Convene one day media/spokesperson training seminar \$5000k, plus expenses

Web consultant

Retain web design expert to update website with materials. Include all materials described in the timeline and tactics and as projects get underway get photos, video and interviews of participants to showcase as success. \$10,000

2. Travel Expenditures

The following projected annual travel budget includes domestic and international travel for AF Ambassadors/Spokespersons to attend and address conferences. Could also include travel for recipients to attend a press conference or event. Keep costs down by sending ambassadors to regions near their home base. This could also include inviting media to observe new projects.

Estimated travel

**Note this will be covered by separate budget (\$40,000)*

3. Development of New Materials

The following includes projected cost of development and printing of materials;

AF Brochure	\$5000
Print materials	\$5000
Photography/video	\$10,000
Translation	\$5000
DVD's	\$3000
Mail Service	\$2000

4. Events - 2010

Throughout the year, there are a number of existing events where the AF could convene meetings to inform and educate stakeholders about the Fund including Ministers and civil society. A few are listed below:

- Convene event, send materials or ensure AF is part of forum. For example CIVICUS, World Alliance For Citizen Participation, Montreal \$2500
- Convene a forum in NY – MDG event in September \$5000.00
- Convene a forum October World Bank-IMF meeting \$5000.00
- Convene press events in Cancun in December \$5000.00

SUBTOTAL:

Consultants/Staff	\$235,000
Materials	\$ 30,000
Events	<u>\$ 17,500</u>
	\$282,500. TOTAL

Option B:

The following budget has a more limited budget and smaller scope:

1. Consultants/Staff

In order to implement the communications strategy, staff time will need to be allocated. I have listed job descriptions that could be for consultants, new staff people or individuals that could be seconded to the Secretariat.

Communications Consultant

Develop, support & help implement the communications strategy including writing the materials, developing press lists, outreach to media, and setting up media interviews for spokespeople.

\$72,000

Outreach staffer

Reach out to stakeholders, set up meetings and events. Act as AF representative at civil society meetings and opportunities.

Seconded

Issue experts for Secretariat

Dedicated advisors to the accreditation committee and PPRC on issues, geographic balance.

seconded

Media/spokesperson Trainer

Convene one day media/spokesperson training seminar \$5000k, plus expenses

Web consultant

Retain web design expert to update website with materials. Include all materials described in the timeline and tactics and as projects get underway get photos, video and interviews of participants to showcase as success.

\$10,000

2. Travel Expenditures

The following projected annual travel budget includes domestic and international travel for AF Ambassadors/Spokespersons to attend and address conferences. Could also include travel for recipients to attend a press conference or event. Keep costs down by sending ambassadors to regions near their home base. This could also include inviting media to observe new projects.

Estimated travel

**Note this will be covered by separate budget (\$40,000)*

3. Development of New Materials

The following includes projected cost of development and printing of materials;

AF Brochure	\$5000
Print materials	\$5000
Photography/video	\$10,000
Translation	\$5000
DVD's	\$3000
Mail Service	\$2000

4. Events - 2010

Throughout the year, there are a number of existing events where the AF could convene meetings to inform and educate stakeholders about the Fund including Ministers and civil society. A few are listed below: (this budget assumes there will be a separate budget for travel)

- Convene event, send materials or ensure AF is part of forums and discussions such as CIVICUS, World Alliance For Citizen Participation, gatherings. \$1000.00
- Convene a forum in NY MDG event in September \$1000.00
- Convene a forum October World Bank-IMF meeting \$1000.00
- Convene press events in Cancun in December \$2500.00

SUBTOTAL:

Consultants/Staff \$87,000

Materials	\$30,000
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Events	<u>\$ 5,500</u>
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\$122, 500 TOTAL

XIV. Conclusion

The AF has made excellent progress establishing the operational structures. It is now positioned to become the leading voice on adaptation and a new model of financing but it will take commitment to outreach, communications, transparency and strengthening participation of civil society. Considering the financial, technical and political challenges of addressing the impacts of climate across the developing countries the AF is at a critical juncture to show results. This will require having the right staff in place to ensure that where possible success is guaranteed.

Appendix 1:

2010: Climate Change Calendar

- May 31-June 11: UNFCCC Intercessional Meeting #2, Bonn, Germany
- June 25-26: G8 Summit, Toronto, Canada
- **June 14-18: 10th Adaptation Fund Board Meeting, Bonn**
- June 26-27: G20 Summit, Toronto, Canada
- June 27-28: Training Asian & African DNA's, Bonn (UNFCCC)
- July 19-20: Clean Energy Ministerial, Washington, DC
- August 20-23, CIVICUS, World Forum, Montreal
- **September 13-17: 11th Adaptation Fund Board Meeting, Bonn**
- ***September 20: Millennium Development Goals Summit, NY,**
- September 21-22: UN General Assembly, NY
- Sept/October: Additional UNFCCC Intercessional Meeting, tbd
- October 9-11: Annual IMF-World Bank Meeting, Wash DC
- October/November: Pre-COP meeting, Location tbd
- November 11-12: G20 Summit, Seoul, Korea
- November 13-14: Asia Pacific Economic Cooperation Leaders Summit, Yokohama, Japan
- **November 22-26: 12th meeting of the AF Board, Cancun**
- November 29-December 10: COP16/MOP6, Cancun Mexico
- December 1-3: Accreditation Panel Meeting, Bonn
- December 13-15: 12th AF Board meeting. Bonn

*Note a newly created high level MDG Advocacy Group has been convened by the Secretary General (members include Bill Gates & Ted Turner). Link with this group to ensure that support for the AF is part of the call to action to achieve the MDGs.

2011:

April 16-17: World Bank Spring Meetings Wash DC

September 24-26: World Bank Annual Meetings, Wash DC

Appendix 2:

The following memo summarizes the main themes identified in interviews conducted to date with some 15 current and former Adaptation Fund Board members, UNFCCC staff and other key stakeholders.

MAIN THEMES

1. Adaptation Fund (AF) represents new possibilities and the future face of development: The Fund represents the first time developing countries have direct access to funding and majority representation in the governance structure. This is the result of what developing countries have been asking for and represents a break with the traditional model of development aid. *“Fund is a change in the way we do development business and represents the future of our climate financing architecture”*

2. When you start from scratch and the stakes are high you need to take your time: Because the Fund is considered a breakthrough in international cooperation, there are high expectations from recipient countries, skepticism from some donor countries and enthusiastic support from key climate stakeholders. Compared to other funds, the AF had no existing or defined structure. It was important that the basic architecture, rules of procedure, role of Board and Secretariat and innovative financial mechanism were established before operationalizing the Fund. *“There has been real progress and the operational procedures are in place. Now we must show the world that we can deliver real adaptation projects of high quality”*

3. Measures of success are not consistent among stakeholders: There is a clear understanding that the AF was created to finance adaptation projects in developing countries. There is consensus that the long-term goal is to demonstrate results and become the model for future climate architecture. *“Initially, success will be defined by our ability to fast track projects, encourage and accredit more NIE’s and broadcast our results.”* Yet, stakeholders are not yet consistent on how to measure success. Everyone agreed that it is crucial to mobilize more resources, accredit more NIE’s and start funding projects but there was less agreement on how many projects, expected timetable and clarity of funding priorities. Some say it is important to fund as many as possible in as many regions as possible, and others say it is more important to identify the most vulnerable and still others suggested picking a few projects and go deep to make sure the projects are successful and that the AF is not spread too thin with limited resources. It was agreed that the stakes are high. In summary, **the key point which does not appear to have clear consensus is should the Adaptation Fund Board focus on immediate climate related needs or the biggest long-term threats?** *“We are at a critical juncture and need to showcase first projects at the Cancun COP.”*

4. Concern about the ability to mobilize and diversify resources: If there is not sufficient funding, how does the Fund remain relevant and establish itself as a showcase for future fund’s of its kind? Because of Kyoto uncertainty and the potential for a loss of confidence in carbon market it is important that the AF demonstrate success quickly and strengthen broad based donor support.

5. Acknowledgement that AF is competing for resources with GEF and World Bank: The AF is a new model and a move away from traditional funding mechanisms like the World Bank. How much will the World Bank and GEF help to make the AF successful when the AF is viewed as competition?

6. Donor audiences more concerned about AF, developing countries happy they have a seat at the table: Some donor countries are suspicious about governance, finance structure and transparency; developing countries are happy that the AF is a bottom up approach and that Fund will reflect the needs and requests of its customers. Yet, recent financial contributions from Spain and Germany (and other donors considering) indicate that there is growing momentum and support from donors.

7. Concern that some of the most vulnerable countries may not have the funding to put project proposals together: Some expressed concern that special financing should be set aside to provide funds to countries requiring assistance and many underscored the need to clarify priorities and criteria for selecting projects.

8. Transparency, Broad Stakeholder Engagement and Identifying more NIE's will assure the credibility of AF: If it is not clear up front how funds were awarded and managed, the AF exposes itself to mismanagement and criticism. Creating an independent evaluation unit to conduct monitoring and evaluating will help ease donor skepticism. Broadening the participation of external stakeholders including civil society in the process going forward could help build support, assure transparency, and credibility. Some noted that civil society are big supporters of the fund and should be viewed as allies who will help ensure transparency and advocate on the Fund's behalf at the international, national and local levels. Some felt that civil society representation was adequate while others underscored the need to expand their participation. Most concluded that the Board continues to be open to growing their participatory role. One interviewee encapsulated what others also said: "*We need to enhance Civil Society participation and engagement globally and incorporate their voice in our proposals.*" "*At present, civil society has no right to speak at meetings, we need to change that.*" Others said that credibility will ultimately rest on the Fund's ability to show that direct access works. "*To prove skeptics wrong we need to show that direct access works and ensure balance between NIE's and MIE's as the Fund become operational.*"

9. Communication about the AF needs to be strengthened. While there is awareness of the AF across the international climate community there are still misconceptions. It is not well known or understood by the broader development community: Awareness about the Fund is limited to those directly involved. AF needs to reach out to broader development audiences, stakeholders including donor countries, recipient countries and national and local NGOs. Awareness is low across key opinion elite in donor countries, especially the U.S. Even those recipient country stakeholders that are aware need to be provided with simplified materials that explain step by step how to engage with the Fund. While many noted that the website is excellent, outreach tools and materials need to be tailored to the diverse stakeholder audiences and to key focal points that can help multiply outreach efforts. Some noted the crucial

Ambassador role the current and former Board members could play in their countries, at development forums, across the media and with civil society audiences. Other's suggested that moving forward board meetings should conclude with a press statement about the proceedings. All agreed that it is time to develop an effective and broad reaching communications strategy to inform key stakeholders, build momentum, demonstrate progress and transparency and create buy-in across diverse audiences.

10. Expansion of Secretariat may be necessary as AF is scaled up but its too soon to tell:

Some expressed their opinion that the Secretariat had adequate staffing and should rely on the Board more for any needed support or build working groups, others suggested that as the Fund scales up there will definitely be a need to expand the staff and a few noted that there may be a need to host some key Secretariat staff position(s) in Bonn. A few were not clear on how the Secretariat is currently configured and suggested a briefing might be useful.