



**United Nations
Environment
Programme**

Distr.
GENERAL



UNEP/OzL.Pro/ExCom/93/Inf.2
6 December 2023

ORIGINAL: ENGLISH

EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
Ninety-third Meeting
Montreal, 15-19 December 2023

**ELEMENTS FOR A COMMUNICATION STRATEGY FOR THE MULTILATERAL FUND:
ENHANCING AWARENESS AND IMPACT**

Introduction

1. At the 91st meeting, the Executive Committee noted and approved the report on the update to the information strategy for the Multilateral Fund. The Secretariat prepared this strategy in response to the assessment carried out by the Multilateral Organisation Performance Assessment Network (MOPAN), which included, among others, an observation¹ on the need for an improved communications function to enhance broader dissemination of results and accountability of the Multilateral Fund. The information strategy included a detailed information and knowledge management plan, website/information technology requirements, resources needed, and clear timelines. Phases 1 and 2 are currently under implementation. Communicating the success of the work done under the Montreal Protocol was also cited by the Executive Committee as necessary, and the Secretariat was encouraged to produce at least one annual communications product on the Fund's key achievements.

2. During the discussion of the information strategy, the Executive Committee noted that a revised, specific communication strategy should be considered taking into account the new available technologies.

3. This information note contains only elements of a communication strategy for the Multilateral Fund. It builds upon the knowledge management system, the revamped website, and other core products presently under preparation as part of the information strategy. It provides a brief analysis of the communication needs and challenges of the Multilateral Fund, outlines the purpose and objectives of a

¹ From MOPAN's report: Although publicly available, Multilateral Fund documentation is not clear and accessible to outsiders. Fund policies, plans and progress are embedded in multiple detailed technical reports connected to Executive Committee meetings. The addition of an improved communications function—and an updated, user-friendly website—would enhance public information and accountability.

strategy, defines the target audience, identifies the key messages to be reported, and describes delivery approaches and communication channels. A list of performance indicators is also described. A full communication strategy based on the elements described in this note can only be developed once the new knowledge management system is in place. Once the products and tools of the new knowledge management system are developed, they might require specific approaches for their dissemination.

The need for a communication strategy and the basic principles of its design

4. The first and only information strategy for the Multilateral Fund was developed in 2003.² It focused more on information dissemination as it related to the operations of the Fund and the Executive Committee, thus limiting both its audience and the communication tools developed for that purpose. As a consequence, the Fund's achievements and its unique role in ozone protection were relegated to the background. Much of the communication about the Fund's work was done through the bilateral and implementing agencies and have focused on accomplishments made by those agencies with funding from the MLF. In the Secretariat, while individual project case studies were prepared and one or two communication products were developed and included in the Fund's website, there was no clear overall approach to communications, and very little use of new tools and processes.

5. The Multilateral Fund has many achievements to share as the financial mechanism for one of the most successful multilateral agreements. In its 31 years of operation, it has valuable experiences and a rich history of assisting Article 5 countries with their activities to meet compliance, many using innovative approaches.

6. With the implementation of the Kigali Amendment, the mandate of the Multilateral Fund expanded to include the phase-down of HFCs with new opportunities regarding climate change mitigation achieved with the resources of the Fund. A solid communication strategy will reposition the MLF's communications to address issues related to ozone layer protection, climate change mitigation, the contribution to the Sustainable Development Goals.

7. The communication strategy of the Fund once developed should be dynamic and evolve based on emerging challenges and opportunities. The strategy should ensure that the activities being undertaken by the Fund are disseminated to the larger community of national ozone units, beneficiary enterprises, and other stakeholders so that they all understand the relevance of the Fund, its evolving policy framework, the assistance it offers, and its achievements. The communication strategy should have a clear brand and a consistent design to enhance the visibility of the Multilateral Fund.

Objectives

8. The overall mandate of the Multilateral Fund as the financial mechanism of the Montreal Protocol is to provide technical and financial assistance to Article 5 countries to meet compliance.

9. The objectives of a communication strategy for the Fund are to:

- (a) Create a clear identity for the Fund and enhance information dissemination
- (b) Increase visibility and outreach for the Fund to demonstrate its achievements, the specific projects and initiatives funded to maintain its status as the financial mechanism behind the most successful environmental agreement, and its evolution as a financial mechanism for climate warming gases
- (c) Improve the Fund's engagement with stakeholders including governments, industry representatives, non-governmental organizations, and the general public to develop

² At the 39th and 40th meetings

partnerships, and

- (d) Enhance internal communications between the Executive Committee, bilateral and implementing agencies and the Multilateral Fund Secretariat

Target audience and messaging

10. In order to systematically reach the required stakeholders, it is important that the strategy defines the potential recipients of the information disseminated. Within the Montreal Protocol community, this includes diverse individuals and groups with specific needs, interests, and levels of understanding of the technical issues relating to projects supported by the Fund. There is also the general public for whom information on the Fund and its achievements is of interest. The information strategy presented at the 91st meeting identified main users of data and information related to the MLF, and while they are the broad target audience for this communication strategy, in order to assist the Secretariat in developing messages that suit the needs to these stakeholders, they can be reclassified more specifically as follows:

- (a) Government officials/Parties to the Montreal Protocol/Policy makers
- (b) Executive Committee members;
- (c) Bilateral and implementing agencies;
- (d) Project beneficiaries/industry/interest groups;
- (e) Other partners; and
- (f) General public.

Communication channels/Outreach tools

11. Communicating the achievements and work of the Multilateral Fund cannot simply take place at the global level. Much of the impact of the Fund's projects and support takes place at the country-level. It is important to find a means to ensure that communications are fully embedded in every project from the outset, to systematically capture "success stories" which highlight the impact of the Fund's support across the globe. The emergence of new channels of communication has also opened up new ways for connecting with audiences. The use of traditional means of communication such as print and broadcast media are now being replaced by digital tools which can be transformative and reach a larger audience.

12. The newly revamped website and the knowledge management system of the Multilateral Fund will be the main initial communication tools used for disseminating results. Through the website, the following specific communication products will be launched:

- (a) Summary of meetings of the Executive Committee designed in a more engaging way
- (b) Short policy briefs summarizing important policies and guidelines as approved by the Executive Committee
- (c) Case studies of specific and unique projects that showcase the Fund's impact; showcased as a "*Featured project of the month*" on the website
- (d) Factsheets for demonstration projects
- (e) Annual year-end newsletter of the Multilateral Fund

- (f) Communicating achievements of the Multilateral Fund using data from the scorecard

13. Some of these products have been developed and are currently undergoing changes in their presentation to conform with branding guidelines that are also being finalized, others will be prepared alongside the website update. Once the new website and the knowledge management system is launched and fully operational, the Secretariat, with the guidance of the Executive Committee, could explore venturing into other digital forms of communication such as creating social media accounts to reach a wider and more diverse audience. These identified communication channels will encourage the Multilateral Fund to stay relevant, foster engagement, and share success stories in the digital age.

14. Other outreach tools for general information could include the following:

- (a) The websites of bilateral and implementing partners;
- (b) Outreach during conferences through side events, workshops and specialized briefings

I. Implementing the strategy: recommended actions

15. During 2024-2026, the following initiatives will be undertaken to meet the objectives described above:

Increase visibility of the MLF

- (a) Initiate a network of media contacts to find opportunities for story placements in news outlets, where feasible
- (b) Implement an approach to capture real “stories on the ground” from funded projects by collaborating with stakeholders, bilateral and implementing agencies
- (c) Ensure the timely publication of the newsletters and scorecards

Create a clear identity for the MLF

- (a) The newly revamped website will include a clearly defined identity and mission statement for the MLF
- (b) The upgraded logo of the Multilateral Fund and the consequent branding guidelines will be used for products and publications to ensure clear labelling
- (c) Discuss and agree with bilateral and implementing agencies on how to use the Fund’s logo in their own publications related to projects funded by the MLF to ensure consistent and identifiable products in support of the MLF and an approach to jointly communicate results

Improve the Fund’s engagement with its stakeholders

- (a) Ensure that policies and guidelines of the Executive Committee are understood by current and future stakeholders
- (b) Outreach during meetings of the Executive Committee, Parties to the Montreal Protocol, and other relevant meetings of industry and other partners

Enhancing the internal communications between the Executive Committee, bilateral and implementing agencies and the Multilateral Fund Secretariat

- (a) Strengthen communication with implementing agencies and other partners through an expanded inter-agency coordination mechanism
- (b) Regularly updating guides and submission forms for project proposals and other submissions that are used by bilateral and implementing agencies
- (c) Preparation of presentations and participation to network meetings under the UNEP CAP and other events organized by bilateral and implementing agencies

II. Evaluating the successful implementation of the communication strategy

16. The preliminary performance indicators listed below may be considered for the strategy, which can be measured initially on an annual basis over the three-year period. At the end of the three-year period, a more systematic analysis can be done with the view of updating the strategy to fit the communications needs of the Multilateral Fund.

- (a) Establish a baseline of the current website traffic and track once the new website is fully operational, including a survey of target audience on how information contained was useful
- (b) Track information users of the website using established analytics
- (c) Number of news articles/publications/presentations that use data and information available from the new Multilateral Fund website (i.e., how data from newsletters or scorecards are being used)

17. The Secretariat will report progress in meeting these performance indicators as part of Secretariat activities.
