



Global Environment Facility

GEF/C.32/8
October 16, 2007

GEF Council
October 14-16, 2007

Agenda Item 14

GEF COMMUNICATIONS AND OUTREACH STRATEGY

Recommended Council Decision

The Council, having reviewed document GEF/C.32/8, *Communications and Outreach Strategy*, approves the strategy presented in the document.

The Council, taking note of the indicative deliverables and budget as a suggested approach for implementation, requests the Secretariat to proceed with implementation of the strategy in full consultation with GEF partners, and asks that the Secretariat report back to the Council on outcomes in November 2009.

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INVESTING IN OUR PLANET: Repositioning the GEF as a leading voice for the global environment

Communications and Outreach Strategy November, 2007

I. BACKGROUND

Council Request for a Strategy

1. In the 2006 replenishment of the GEF Trust Fund, the GEF Council called for a new communications and outreach strategy as a key component for GEF reform.
2. The Council's request for such a strategy grew out of the need, as stated in the June 2007 Council, for improving the GEF's accessibility on four fronts: strengthening the Secretariat's capacity for direct dialogue with countries; improving the effectiveness of corporate programs; strengthening the GEF's capacity to tap into and share its knowledge base; and strengthening the GEF's corporate image and public communications.
3. The effort to improve the GEF's accessibility is underway on three of the four fronts requested by Council: work has begun to strengthen the Secretariat's dialogue with countries initiated through direct country contacts regarding RAF allocations, and with the institution of the Conflict Resolution Commissioner; the Secretariat has undergone an effort to strengthen the corporate programs, particularly the revitalized Small Grants Programme and Country Support Programme; and beginning efforts are underway to consider how to better engage the GEF knowledge base. This paper sets out a proposed strategy to address the fourth front: strengthening the GEF's corporate image and publication communications.

Situation Analysis: Need for a Communications Strategy

4. The GEF has a great story to tell. The GEF is a unique organization which stands alone in its capacity to help cover the onerous costs of protecting the global commons, with a rich history of experience in helping developing countries achieve positive impacts on the global environment. Moreover, the GEF fills a critical niche as the only bridge between the development banks and the United Nations. A strong GEF public identity and presence could go a long way toward ensuring a robust, well-understood institution with a funding and knowledge base which is effectively leveraged and scaled up – an organization for which donors provide strong financial backing.
5. Historically, however, the GEF has not been a compelling public opinion-maker or advocate for the bedrock issues on which it is built. Rather, the GEF has maintained a more back-room style presence with little public visibility and a virtually non-existent corporate brand or image.
6. As a consequence, the GEF's vast body of experience in global environment work has remained largely unsung. GEF communications work has been decentralized, with the

Secretariat and agencies working vertically to communicate their own GEF accomplishments. In the Secretariat, the communications function has focused on producing publications, speeches, and products on demand but without an overall guiding outreach strategy and without systematic use of new communications tools and processes. Within the agencies, the GEF's role has often been subsumed into the broader agency work so that the GEF brand has become weak or indistinguishable from the agency's own corporate brand.

7. At the country level, GEF work has been documented and publicized in an *ad hoc* manner, rarely percolating to the global level to contribute to the GEF global corporate body of knowledge or public presence. Furthermore, communications has not been systematically embedded in GEF-funded projects at the country level.

8. Finally, the enormous repository of knowledge and experience built on 15 years' work which the GEF brings to the table has lain dormant in the GEF internal coffers, providing little benefit to scaling-up and leveraging critical knowledge at a global scale.

Why Create a Strategy Now?

9. As part of the GEF reforms it makes sense to move to a GEF-wide contemporary communications program which emanates from and builds on a sharply focused corporate presence. Why? Because a publicly accessible, well-articulated corporate GEF will mean a more effective GEF, better able to leverage not only its funding but its partnerships and its vast store of knowledge, and to systematically contribute to building international consensus and support for action on the global environment, promoting exchange of lessons among developing countries, and increasing awareness about the links between global and local environmental objectives and between environment and development objectives.

In addition, there is particular value in upgrading communications at this point in time:

- (a) First, it allows the GEF to capitalize publicly on the body of achievements it has funded over the past fifteen years – by documenting and demonstrating impacts of accomplishments in GEF countries from path-changing environmental policy and legislation to exponential shifts in energy use to a whole host of other achievements.
- (b) Second, it allows the GEF to better reflect the new GEF era, built on the reforms and incorporating the strengths of the changes in the Secretariat, leadership in the implementing agencies, and shift to the broader ten-strong agency base.
- (c) Third, it allows the GEF to reposition itself at a time when the capacity to communicate effectively has become paramount to an organization's success.
- (d) Fourth, it allows the GEF to make best use of the increased visibility of GEF issues – climate change, biodiversity, land, water – which are now public front-burner issues.

- (e) Fifth, it allows GEF to build an arsenal of contemporary, rapid-fire communications tools based on user-friendly media and multimedia products.
- (f) Finally, it takes into account GEF's evolution as a networked organization with partners fully empowered to reach out, position, advocate for and enhance the GEF.

10. Ultimately, a practical outcome of this new approach would be a GEF which is recognized as an effective body worth investing in and trusted as a funding source and partner for protecting the global environment. In an age of competing demands for constrained public resources and an exploding need for support to the global commons, this increased understanding is critical leading into the next replenishment and beyond.

II. FIVE STRATEGIC OBJECTIVES

11. The proposed strategy is built on one overarching goal: to reposition the GEF as a leading voice for the global environment.

To achieve this goal, the strategy sets out five principal objectives:

OBJECTIVE 1: To create a clear GEF corporate identity

OBJECTIVE 2: For GEF partners, to speak with a unified GEF voice

OBJECTIVE 3: For the public, to position GEF as a leader on the global environment

OBJECTIVE 4: For expanded interest groups, to communicate effectively with GEF

OBJECTIVE 5: For countries, to embed GEF messages at country and regional levels.

Each of these objectives is addressed below.

III. SUMMARY OF OBJECTIVES AND RECOMMENDED ACTIONS

OBJECTIVE 1. To create a clear GEF corporate identity

12. *What is the GEF?* Twenty knowledgeable people answering this question are likely to answer it in twenty different ways. While the GEF has a clear mandate set out in the Instrument, there has never been an articulation of a statement of mission which all parties have come together to own, or a set of organizational goals which drive that mission forward.

13. The Secretariat recently ran a GEF-wide contest to identify a tagline to shape a jointly held corporate identity. There were 90 entries with themes ranging from partnerships, funding and financing, stewardship, looking to the future, and general concern for the planet; this demonstrates that there is a wide spectrum of impressions within GEF of the GEF's central purpose but also a lot of commonality that could be easily focused into a coherent identity and brand. (The final tagline is "Investing In Our Planet").

Recommended Actions

- (a) **Action 1: Articulate a corporate identity and mission statement.** Under the leadership of the GEF CEO, the GEF should run a branding exercise to create a mission statement and organizational goals.
- (b) **Action 2: Develop a set of GEF-wide messages and branding instruments.** Based on the new mission statement and corporate identity, the Secretariat should lead an exercise to revisit the GEF logo, products, and processes to ensure clear branding. This would include all publications, web, media, and multimedia GEF-related work.

OBJECTIVE 2: For GEF partners, to speak with a unified voice

14. GEF is by design a partnership organization, but in the new GEF we must establish a systematic approach to ensure consistent communication and messaging about the GEF throughout the entire partnership structure. This can be addressed in two key ways:

- (a) With the new branding fully in place, ensure buy-in by partners through systematic joint exploration and agreement on GEF-related communications so that all partners use consistent, identifiable GEF communications products and messages. In particular, systematize public messages in support of the GEF among all GEF partners, particularly with leaders and senior management.
- (b) Establish joint means of measuring and communicating GEF results, particularly through success stories, and create a means of accountability for ensuring that all partners are consistent in their delivery of GEF-related communications products.
- (c) Revisit the GEF-wide approach to its arsenal of communications products – publications, web, multimedia, speeches and statements, articles, etc. Each product must be systematically considered and upgraded to make best use of new messages, and to coordinate across all GEF agencies. In addition, new technologies allowing for exciting contemporary forms of communication should be considered and incorporated. Finally, consideration must be given to the use of multiple languages, where possible, in all communications products.

Recommended Actions

- (a) **Action 1: Strengthen communications with GEF agencies**
 - (i) Revitalize and expand the interagency communications group to jointly agree on how to apply GEF corporate messages, identify and work with GEF allies, and build GEF communications from the local to the global levels.
 - (ii) Refine and apply the GEFSEC guidelines for GEF-wide communications (*Annex 1*) to ensure consistency in packaging, delivery, and incorporation

of the GEF into all GEF-related communications through all GEF partnerships.

- (iii) Systematize submission of all GEF-related publications, press releases, and other public documents, for final clearance by the GEF CEO.
 - (iv) Create a presentation series making use of GEF managers throughout the GEF family (supported by communications and media training for those managers).
- (b) **Action 2: Strengthen communications with other key partners: Council, Conventions, Focal Points.**
- (c) **Action 3: Revitalize the GEFSEC series of communications products,** including a contemporary line of modular corporate publications focused on clear messages, articles, multimedia presentations and more fully incorporating successful communications products such as those currently used for the National Dialogue Initiative; upgrade the web site with help from a webmaster, with particular attention to the knowledge management and country portals, ensuring that the site remains up-to-date, user-friendly, easily accessible, and linked to all partners' and stakeholders' sites; and revamp the approach to the GEF Annual Report, producing a more robust and useful set of yearly financials and programmatic achievements for every fall Council, and presenting a thematic report to every spring Council which helps carve out the global knowledge base on some aspect of the global environment. Other products such as posters with strong messages, visibility enhancers, etc.

OBJECTIVE 3: For the public, to position the GEF as a leader on the global environment

15. Media is the most direct way to reach to key audiences. In the work to increase GEF public visibility, media will play an extremely influential role in framing the debate for GEF donors and clients who will ultimately determine our relevance. This strategy aims to strengthen existing media outreach efforts through improving consistency, and by being a trusted resource that media will point to, particularly by providing information to journalists that is viewed as credible and factual. In the past few months, the GEF has been evaluating the current media environment in influential media outlets to create a baseline for determining progress in increasing visibility. This information gathering is now complete and we are moving forward to bring positive, consistent and effective messages to traditional and alternative media.

16. In addition to media outreach, it is important to identify and engage a set of GEF "Champions", luminaries outside the GEF who can lend their good name to the GEF issues and institution and attract media attention while doing so.

17. It is also important to ensure that in any forum or process taking decisions on relevant environmental matters, the GEF has a visible presence as the main financier for the global environment.

Recommended Actions:

- (a) **Action 1: Create and implement a comprehensive media strategy** Create a broad globally-based network of media contacts and story placements in major news outlets, as reflected in the attached media strategy (*Annex 2*)
- (b) **Action 2: Engage GEF champions and advocates outside the GEF** Identify and invite a group of key public influential persons to speak globally on behalf of the GEF issues through an “Ambassador for the Global Environment” series
- (c) **Action 3: Ensure that GEF is part of any major intergovernmental or political process** of relevance as the recognized principal financial mechanism for the global environment.

OBJECTIVE 4: For expanded interest groups, to engage effectively with the GEF

18. In the GEF reform, it has become clear that we must engage different sets of stakeholders and investors in both developed and developing countries to broaden the impact of GEF’s programming, particularly looking beyond the traditional relationship with governments. In particular we can look to the role of the private sector in helping shape and move the market for environmental sustainability; to parliamentarians and policy-makers around the world to help shape key political decisions; and to NGOs to help penetrate civil society’s engagement in GEF work. GEF communications must be designed in a way which ensures these stakeholders’ understanding and buy-in, allows them to make best use of the GEF arsenal of accomplishments and resources, and opens the way for their increased engagement and contributions to GEF.

Recommended Actions

- (a) **Action 1: Communicate to systematically engage new stakeholders.** Deepen communications with important new stakeholders: with the private sector to raise awareness and increase financial investment in GEF through targeted programs such as PPP, GEF-labelled consumer products; with parliamentarians to increase their political and legislative understanding of and support for GEF’s role through dialogue and informational programs such as GLOBE¹; and with NGOs, through active and regular engagement with NGO umbrella groups such as the International Conservation Caucus and its Foundation (ICCF)².

¹ GLOBE (Global Legislators Organisation for a Balanced Environment) is an organization which brings together parliamentarians and legislators to participate in high level dialogues on key environmental issues. These dialogues are led by legislators but involve business leaders and civil society representatives. Their objective is to urge effective action by governments and private sector leaders. The GEF has participated in several of their dialogues on climate change (in the US Congress and the German Bundestag) leading to the G8 summit in Japan in 2008; the GLOBE platform affords the GEF a chance to reach key legislators in the process leading up to key decisions on global environmental issues. GLOBE also conducts dialogues on biodiversity and forest management. GLOBE is a fee-based organization.

² The International Conservation Caucus and International Conservation Caucus Foundation (ICCF) are umbrella groups of international environmental NGOs who lobby for environmental issues in political venues such as the US Congress.

- (b) **Action 2: Ensure that the GEF reforms**, particularly regarding moves to programmatic and regional approaches and new financing instruments, are understood by all new stakeholders. Run a series of workshops, seminars and briefing sessions to educate various constituencies – journalists, parliamentarians and other policy-makers, civil society, NGOs – on GEF-related issues.
- (c) **Action 3: Build alliances with relevant groups outside the GEF for joint advocacy.** Identify and invest in appropriate communications partnerships for which there is a strategic gain for the GEF’s participation, such as the Alliance of Communicators for Sustainable Development (Com +)³.

OBJECTIVE 5: For countries, to embed GEF messages at the country and regional levels

19. Communications cannot only take place at the global level. Indeed, most of the real impact of GEF funding and support takes place on the local level in GEF-funded projects. It is important to find a means to ensure that communications is fully embedded in every GEF project from the outset, that we are able to systematically capture “success stories” which highlight the outputs of GEF work throughout the world.

20. In addition, we must ensure that communication is clear between country and global level participants, particularly the GEF Focal Points. Focal Points play a key role in dissemination of information and raising awareness on a local level and need to be engaged, kept up to date, and encouraged to regularize their communications on the GEF throughout their countries and regions.

21. We should build on the successful outreach, good practices and lessons learned from the GEF Small Grants Programme to bring a human face to the GEF, and integrated these findings into the broader GEF communications approach.

Suggested Actions

- (a) **Action 1:** Systematically include communications in the GEF project cycle
- (b) **Action 2:** Implement an approach to capture on-the-ground “success stories”
- (c) **Action 3.** Work with Focal Points to identify key events and country or regional activities, and create information tools aimed at country level stakeholders, including government officials, legislators, NGOs, civil society and community based organizations, private sector and academia; apply lessons learned on communications from the Small Grants Programme.

³Com+ is the Alliance of Communicators for Sustainable Development, an outreach partnership offering a platform to share expertise, develop best practice and create synergies, and engage public attention to sustainable development. GEF is a founding partner organization.

IV. IMPLEMENTING THE STRATEGY: THREE-TRACK PLAN

22. The work to achieve these five goals is designed to happen in three parallel tracks:

(a) **Track 1: Establish the basics**

- (i) Work with revamped Secretariat teams and the revitalized interagency communications group to refine our “bread and butter” communication approach: coordinate event participation, agree on ongoing products, define and agree on basic GEF messages, establish inventory and cost control.

(b) **Track 2: Deliver quick wins**

- (i) Achieve quick-win deliverables to raise the level of positive GEF visibility and to demonstrate value, cost-effectiveness and renewed vitality: web upgrade; GEF communications toolkit; quick-win project stories; key media placements; and positive communication support for hot-button items.

(c) **Track 3: Expand the toolkit**

- (i) Engage global and country-based media, engage GEF champions, create modular tools for story-telling about GEF successes, integrate communications into the business plan and knowledge base.

TRACK 1: Establish the basics

- (a) Refine production of all focal area publications, and all corporate-level communications, including Annual Report, calling card, translations, etc.
- (b) Revitalize and expand the interagency communications group, and carry out an exercise to create systematic, consistent messaging to identified audiences,
- (c) Support joint communications in events, including through side event support, materials preparation, support on speeches and other forms of messaging;
- (d) Refine specific communications support to focal areas and to the corporate team at global and country levels, such as for the country-level training workshops;
- (e) Refine speeches, articles, translations, and other communications vehicles to ensure consistency of messages; and
- (f) Upgrade and manage the web.

TRACK 2: Deliver quick wins

23. As deliverables for each of the goals above, provide a series of five quick wins by June 2008:

Five Quick Wins by June 2008

1. **GEF on the web:** revamped GEF web site with more user-friendly features, graphics, and newsworthy stories, blogs, interactivity
2. **GEF communications products:** GEF-sponsored video on climate change (Sting video for Bali), GEF exhibit on Capital Hill, revamped Annual Report approach
3. **GEF on the ground:** Systematic approach to gathering GEF success stories
4. **GEF in the news:** Event-related media hits, op-eds, GEF pick-up in major outlets
5. **Hot-button responses:** Full court press on positive communication support and information sharing for key meetings such as Bali; and for key constituency groups: private sector, donors, parliamentarians and policy-makers, Pacific Alliance, TerrAfrica.

TRACK 3: Expand the toolkit

24. Once the basics are more fully in place, we must integrate a new level of engagement so as to increase GEF's impact, adding new tools and approaches such as:
- (a) engage global and country-based media;
 - (b) engage GEF champions;
 - (c) create new modular tools for story-telling about GEF successes;
 - (d) integrate communications into the business plan and create a means for measuring and accounting for the communications strategy's impact; and
 - (e) integrate communications into the GEF knowledge management work.

V. INDICATIVE DELIVERABLES AND BUDGET

25. The following matrix presents an indicative budget for a suggested set of deliverables to meet the strategy's objectives during FY08. In approving the FY08 Secretariat corporate budget in June 2007, the Council approved \$829,000 for communications and outreach.

26. Based on this suggested set of deliverables, the Secretariat, in partnership with the agencies, will work to implement the strategy and will report back to the Council on outcomes in 2009.

**REPOSITIONING THE GEF
AS THE WORLD'S PREMIER VOICE FOR THE GLOBAL ENVIRONMENT**

**COMMUNICATIONS AND OUTREACH STRATEGY
NOVEMBER 2007**

INDICATIVE BUDGET FY2008

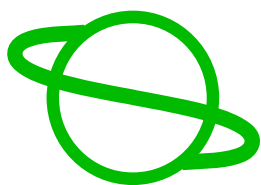
OBJECTIVE 1: To create a clear GEF corporate identity		
Action	Deliverable	Cost
Articulate corporate identity	Meeting to establish GEF corporate brand, using facilitator	4,000
Develop a set of GEF-wide messages and branding instruments	Re-brand logos and standard GEF corporate graphics	10,000
OBJECTIVE 2: For GEF partners, to speak with a unified GEF voice		
Action	Deliverable	Cost
Strengthen communications with GEF agencies	Meetings/videoconferences with interagency group to agree on way forward	
	Publish and distribute final guidelines on interagency communications	
Strengthen communications with Conventions, Council, Focal Points	Create systematic Secretariat-led corporate publications and/or media/multimedia products for each COP	40,000
Revitalize GEFSEC publications	Revise current GEF line of publications and where needed create new publications to reflect reforms and new corporate identity	40,000
	Upgrade web site: phase 2 of FY07 upgrade	25,000
	Produce revamped GEF Annual Report and use it to run a global marketing campaign	70,000
	Systematically upgrade translations for GEF publications	100,000
OBJECTIVE 3: For the public, to position the GEF as a leader on the global environment		
Action	Deliverable	Cost
Create and implement a comprehensive media strategy	Project tours: travel for journalists, publication materials, meeting expenses	70,000
	Journalist workshops: publications, meeting expenses	10,000
	Media training for GEF senior management	5,000
	Specialized publications: to track specialized and general media along with key legislation and regulatory developments in donor and client GEF countries	

Engage GEF champions and advocates	Begin “Champion of the Global Environment” campaign, engaging luminaries in global public media outreach campaigns	40,000
	Launch climate change video with Sting and Rhythms del Mundo in partnership with UNEP and World Bank to deliver public GEF message	35,000
	Launch similar public products for media pick-up on other focal areas	35,000
Ensure that GEF is part of any major intergovernmental or political process		
OBJECTIVE 4: For expanded interest groups, to communicate effectively with GEF		
Action	Deliverable	Cost
Communicate to systematically engage new stakeholders: (a) <i>private sector</i>	Develop marketing campaign for PPP, including launch of PPP product	[to be financed by PPP]
	Consider launching GEF-labelled consumer products (such as the Global Fund’s (Product) ^{RED}) as a fund-raising and awareness-building tool	20,000
(b) <i>parliamentarians</i>	Work with GLOBE to participate in all Dialogues on the path to Japanese G8 meeting and other issue areas (forests, biodiversity)	110,000
(c) <i>NGOs</i>	Engage with International Conservation Caucus (ICCF) and other like-minded NGO advocacy groups in GEF member countries	
Ensure GEF reforms are understood		
Build alliances with relevant groups for joint advocacy	For Com+, of which GEF is a founding member, co-sponsor three events in the context of Conferences of the Parties	35,000
OBJECTIVE 5: For countries, to embed GEF messages at country and regional levels*		
Action	Deliverable	Cost
Include communications in the GEF project cycle	3 meetings to engage interagency group to determine how best to include communications in GEF projects: linked project web sites, communications as required component of project documents	
	Publish and disseminate internal guidelines to implement group decisions	
Implement an approach to capture on-the-ground stories	Devise a means to systematically capture and disseminate GEF success stories	
Work with Focal Points to identify key events and activities		

SUMMARY		
Subtotal projected expenditures Nov 2007-June 30 2008		649,000
Estimated Expenditures July 1-Oct 31 2007		100,000
Contingency 10%		80,000
Grand Total		829,000

**Additional communications activities to those already approved through the Country Support Program*

ANNEX 1: GUIDELINES FOR GEF WIDE STRATEGIC COMMUNICATION



**Global
Environment
Facility**

GUIDELINES FOR GEF-WIDE STRATEGIC COMMUNICATIONS

October 24, 2006

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GUIDELINES FOR GEF-WIDE STRATEGIC COMMUNICATIONS

Communications as a GEF Corporate Activity

In the fourth replenishment of the Global Environment Facility (GEF-4), strategic communications is to be regarded as a *corporate activity*, encompassing global messaging, products and services, and coordination of individual institutional positions across the GEF family. Whenever and wherever a dollar of GEF money is spent and publicly acknowledged, the GEF itself should be central to the acknowledgement.

The purpose of a GEF-wide communications approach is to ensure that the GEF:

- Speaks with one compelling voice from a coherent set of public messages
- Acts as an effective advocate for the global environment
- Systematically embeds strategic communications in its outreach
- Regularly disseminates “stories” of GEF accomplishments
- Builds a stronger public awareness of the GEF role
- Has a coordinated and streamlined means of sharing communications messages, tools and products throughout the GEF family.

Areas of Communication Activity

This corporate approach applies to the following areas of communications activity:

Media

- Press releases
- GEF-relevant news items generated by sources outside the GEF family
- Opinion pieces and interviews
- Media networking and dissemination plans

Publications

- GEF corporate publications
- Agency-specific publications on GEF topics

Speeches and Presentations

- CEO and agency head speeches
- Powerpoint presentations with GEF-wide significance

Project Stories

Website

- Intranet

Exhibitions

Logo and Boilerplate

MEDIA

Press Releases

To ensure that the GEF is accurately reflected in GEF-related news items, all press releases generated by GEFSEC and GEF family members related to GEF work and making use of GEF funding must be cleared through GEFSEC and the CEO. Templates for these releases are attached in *Annexes 1 - 3*. GEFSEC will provide a 48-hour turnaround on clearance.

There are three types of press releases:

- **Operational press release.** Immediately following approval by Council or CEO endorsement of a project, a press release on the project should be issued and marketed globally and in relevant countries. The release will be produced by GEFSEC or by the Agency with support as needed from GEFSEC, and the CEO will clear it with a 48-hour turnaround. The release should be issued in a timely way making full use of the agency's media infrastructure. The release would have the GEF and Agency logos, and would first quote the GEF CEO, second quote the agency senior management, and would carry a clear "stamp" of GEF in the boilerplate at the end. These would be marketed by the relevant Agency with support from GEFSEC. See the attached template for the release.
- **Corporate press release.** These press releases will be issued by the GEFSEC and will relate to general corporate issues such as the replenishment, the CEO appointment, etc. It would be expected that these would receive full agency treatment as a press release to be marketed by the agency media teams along with the GEFSEC placements.
- **Joint IA-GEFSEC press release.** On occasion, press releases may be issued for joint undertakings, such as the World Bank Development Marketplace which GEF helped fund. In these instances, a release will be generated by the GEFSEC in consultation with the relevant agency, which will together issue a joint press release. The release will contain both logos, and will lead with a quote from the agency followed by a quote from the GEF CEO, and will have the boilerplate GEF identity statement at the end. These would be marketed by both the relevant Agency and the GEFSEC.

GEF-relevant news items

Public messages about the GEF and its projects are not only generated by GEFSEC or agencies at the global level. Where GEF-related stories are produced by other sources in local, national or international press, the GEF family should make best use of the news. Agencies and the GEFSEC should share the information, ensure that the GEF is appropriately reflected, and publicly correct any misapprehension with a public explanatory comment by the CEO. The CEO is to be apprised as soon as possible of instances where GEF is misrepresented so as to have the opportunity to quickly respond and clarify the GEF position.

In addition, where news stories carry positive messages about the GEF, all members of the GEF family should work to disseminate the stories more widely, including by posting them on their respective web sites.

Opinion pieces and interviews

GEF messages can be effectively shaped in the public arena by generating opinion pieces and public interviews. Efforts should be made by GEFSEC and the Agencies to capitalize on GEF messages through the voice of the CEO and other institutional leaders of the GEF family. All corporate GEF-related op eds and opinion pieces should be from the CEO. Where appropriate, they can be joint GEFSEC/Agency pieces signed by both the CEO and an Agency head. If there is an agency-specific message from an Agency head on a GEF-related topic, the CEO should be provided with a draft for information before publication. Conversely, the CEO will be available to support Agency activities on request by providing opinion pieces or interviews, either alone or jointly with the Agency head. In these instances, the CEO will provide a message and will clear the final overall draft, with a 48-hour turnaround.

Media networking and dissemination plans

Although the GEFSEC itself has no infrastructure for media placement and dissemination, the GEF family at-large has a powerful media network in place through its agency members. Members of the GEFSEC family should work together to provide support for media dissemination and outreach. At the corporate level, GEF depends on its Agencies for support in placement of corporate press releases, opinion pieces and interviews, and conversely is available to support each of the Agencies in their work to place individual Agency-related stories and items.

Once a project-related release is produced by an Agency or by GEFSEC and cleared by the CEO, the relevant agency should engage its media team to disseminate it as widely as possible.

In the coming weeks, an exercise will be undertaken, led by the GEFSEC, to coordinate all GEF-related media contacts into a database which will ultimately be placed on the GEF intranet web site when it is developed and made available to the full GEF family.

PUBLICATIONS

GEF Corporate Publications

The printed word has been the mainstay of GEF communications, and a more strategic approach is needed that makes increased use of Internet-based media and multimedia. That said, the printed word remains an important conduit for establishing corporate identity, and all GEF publications regardless of whether they originate in the Secretariat or an Agency must mirror the corporate identity.

- All GEF publications published by the Secretariat will feature the GEF logo prominently on the front cover, and include a quote from the CEO on the inner front cover
- All GEF publications will carry a foreword by the CEO

Agency-specific publications on GEF topics

- All GEF-project related publications published by a GEF Agency will feature the GEF logo on the cover (left side) and the Agency logo on the right side. When more than one Agency is involved, the logos will appear alphabetically with the exception of the GEF logo which will appear in the bottom left portion of the cover
- All GEF-project related publications published by an Agency will carry a joint foreword from GEF CEO and Head of Agency

All GEF-related publications regardless of whether they are published by the Secretariat or an Agency must be cleared by GEF CEO. A minimum of 3-days time is needed to properly review a publication.

Dissemination and sharing of publications

Given the range of knowledge and information developed and collected within the GEF family, it would be useful to create a means to ensure that all members of the family have access to the full range of publications produced by all GEF agencies. When a publication or other written material is developed by an agency, a copy should be forwarded to GEFSEC for information. Conversely, GEFSEC will ensure that each agency receives publications and materials developed by the Secretariat, and will take responsibility for compiling a rolling list of available publications and materials throughout the system. Ultimately, this information will be made available on the GEF intranet web site.

SPEECHES AND PRESENTATIONS

Speeches by CEO and Heads of Agency

All speeches by GEF CEO that include reference to an Agency will be shared with the Agency for information. Similarly, when a speech is drafted for a Head of Agency on a GEF-related topic, GEF Secretariat will provide input, including latest portfolio numbers, etc.

Powerpoint Presentations with GEF-wide Significance

A basic GEF presentation, attached at *Annex 4*, has been developed and can be adapted for wider use by Agencies. The template will remain the same.

PROJECT STORIES

GEF must begin to build a system by which project stories can be readily collected and made use of to help bring the GEF accomplishments and issues to light. As the stories emanate from the country level, it is best that they be captured there. To assist the process, a template will be designed so that when a project is initiated, the communication strategy is embedded upfront with specific sections on project goals, results, outcomes, and impacts. Every effort must be made to identify project beneficiaries upfront who will “tell” the story to bring alive the human interest element.

This process still needs to be systematized, e.g. at PIF, CEO approval and completion points. GEFSEC will develop a proposal to that effect and welcomes inputs regarding best approaches.

WEBSITE

The GEF website – www.theGEF.org – is being revamped to make it more user-friendly. New features to be added include:

- **Intranet:** This will be password-controlled, and allow for rapid sharing of information across the GEF family with a view to strengthening communications, communication strategy development and implementation, coordination of major events, etc
- **Search engine:** This will allow users to search the entire website, including documents in .PDF format
- **Improved navigation:** A state-of-the-art Content Management System (CMS) will enable easier updating of the website, and allow greater flexibility in the use of graphics and image. The ultimate aim is to achieve a balanced representation of the GEF, the strength of its partnerships, and links to Agencies, Conventions, Countries, and important stakeholders such as the private sector and civil society.

In parallel, it is expected that GEF representation on Agency websites will be strengthened.

EXHIBITIONS

Large, costly exhibits have not proven to provide enough return on the GEF investment in them, and GEF will follow a more strategic approach to GEF participation in exhibitions at major events and Conventions, including COPs/MOPs. In most instances, GEF will not have any exhibit; in specific instances, we may stage smaller, modular exhibits. The following elements should be considered:

- Does the opportunity cost for not participating in a planned exhibition outweigh the cost of joining? There may be instances where the GEF's lack of presence is a strong negative signal, and in these cases we should undertake an exhibit.
- In all instances, a GEF exhibit should be simple, modular, with materials which have a long shelf-life, and with clear easy-to-understand messages.
- Where possible, exhibits should be joint undertakings of the GEFSEC and IAs.
- Staffing of the exhibits should be shared among the GEF members, and where possible, exhibits should be stand-alone, requiring no staff presence.

LOGO AND BOILERPLATE

Boilerplate language:

We are currently using the boilerplate language below in press releases to describe the GEF.

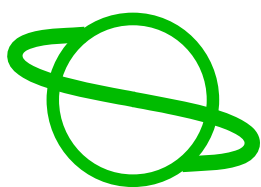
About the GEF

The Global Environment Facility (GEF) is an international financial mechanism with 177 member countries that addresses global environmental issues while supporting national sustainable development initiatives. GEF grants support projects in developing countries related to biodiversity, climate change, international waters, land degradation, the ozone layer and persistent organic pollutants. Since its inception in 1991, GEF has achieved a strong track record of support to developing countries and countries with economies in transition, providing \$6.2 billion in grants and leveraging \$20 billion in co-financing for over 1,800 projects in over 150 countries. Through its Small Grants Programme (SGP), GEF has also made more than 7,000 small grants, up to \$50,000 each, directly to nongovernmental organizations and community organizations.

Logos

A suite of GEF logos will be developed including high- and low-resolution images for use in printed publications and online content. Guidelines, including information on size, pantone colors, and suggested placements will be available at www.theGEF.org. Ultimately, the logo itself will be revisited to reflect the evolving understanding of the GEF image.

ANNEX 2: MEDIA STRATEGY



**Global
Environment
Facility**

MEDIA STRATEGY

Media Strategy

Introduction

To achieve a public position as a leader on the global environment, the GEF must work to be more effectively recognized and accepted by media outlets as a leading source of factual and timely information on global environmental issues. It is particularly important now, as GEF-related issues become front-burner items in the public discourse, that the GEF builds its public relevance and ensures that the GEF voice is not diluted or misunderstood, and that GEF is recognized as an authoritative source on global environmental issues.

Five Strategic Initiatives

In order to achieve this overarching media goal, the media strategy presents a set of five ongoing initiatives which will be carried out as parallel activities over the coming fiscal year in full cooperation with GEF partners:

- Media audit
- Journalist education
- Promotion of success stories
- GEF media training
- Outreach to traditional and alternative media

These five initiatives are detailed below.

1. Media Audit

One key tool for ensuring that the GEF has the presence we seek in the media is to establish a baseline of information about the quantity and quality of current pick-up on the GEF in media outlets globally. In order to achieve this, the GEF has just completed an analysis of GEF's presence in principal international outlets. Following on this baseline, we will continue to monitor on a weekly basis GEF mentions in traditional and alternative media to garner information to judge our progress with an eye toward boosting our "brand" in the months ahead.

2. Journalist Education

To build the network of journalists who will report on the GEF, our strategy is to educate the full range of relevant journalists, including both specialized and general media outlets at both the international and local levels. Expanding GEF's presence in this broad array of media outlets has the advantage of helping us "brand" our name in larger media outlets. To reach these diverse media outlets we want to educate reporters to GEF issues in the following ways:

- **Showcasing local success stories:** Demonstrations of on-the-ground experience, such as through project site visits, to help key media understand more clearly the impact we have in the field.
- **Reaching out to developing country journalists:** Providing human interest stories featuring people the country and/or community level who could provide first-hand information on the direct benefits of GEF projects.
- **Facilitating journalist workshops:** Educating reporters on both specific projects and more generalized issues surrounding our focal points.

3. Promotion of Success Stories

We will promote three success stories each quarter, based on the initiative to be developed as outlined in the communications strategy. Success stories to be highlighted will include both global and regional initiatives and national projects.

4. GEF Media Training

We will work with GEF partners to identify spokespeople inside and outside the Secretariat to tell a compelling story about our impact locally and globally and will provide media training to those identified spokespeople to help promote these key messages effectively and with one voice.

5. Outreach to Traditional and Alternative Media

- **Press briefings and events:** to boost GEF's presence with influential media. We will work to schedule these briefings so they are pegged to key news events.
- **Editorial Boards:** Editorial board visits with top newspapers in key donor countries. These visits will be in advance of major events to improve positive coverage and strengthen relationships with editors.
- **Internet-based media:** We will boost GEF's internet exposure by designing content to run on streaming media outlets such as YouTube and by building listserves to reach target audiences with key messages and content.

- **Online Speakers Bureau:** To help connect the media with GEF and its advocates, we will design a GEF-wide online speaker's bureau that will serve as a central and speedy way for media to find us. Website content would be optimized so that reporters searching for GEF information online would find experts throughout GEF. Each profile would contain a bio, picture, and areas of expertise.
- **Online Earned Media:** A revamped website will help strengthen GEF's online voice and boost our "brand" in blogs and other online media sources. As part of this strategy the GEF team plans to create a GEF-specific blog that will be an online forum for all our focal point areas. It will showcase success stories from around the world. It will also provide an online space for GEF and its partners to share our messages quickly in a real-time .
- **Online Press Releases:** Online press releases will be rewritten to trigger search engine pickups by Google and other search sites. Releases will also be written as broadly as possible with a limited amount of acronyms to be friendly to the public, and incorporate multiple links back to the Web site.
- **Podcasts:** GEF will format for downloading via the website brown bags, speeches and other related GEF events.