



Global Environment Facility

Summary of Document GEF/C.32/8

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.

EXECUTIVE SUMMARY

1. INTRODUCTION

1. In the 2006 replenishment of the GEF Trust Fund, the GEF Council called for a communications and outreach strategy to strengthen GEF's corporate image and public communications.

2. In response, this paper presents a strategy for development of a GEF-wide contemporary communications program which emanates from and builds on a sharply focused corporate presence. A publicly accessible, well-articulated corporate GEF will mean a more effective GEF, better able to leverage its funding, partnerships and knowledge, and contribute to building international support for action on 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 RECOMMENDED ACTIONS

3. 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

4. While the GEF has a clear mandate set out in the Instrument, there is a need for an articulated statement of mission which all parties have come together to own, and a set of organizational goals which drive that mission forward.

Recommended Actions:

- (a) Action 1: Articulate a corporate identity and mission statement. Under the leadership of the GEF CEO, the GEF should run a corporate branding exercise
- (b) Action 2: Develop a set of GEF-wide messages and branding instruments. The Secretariat should lead an exercise to revisit the GEF logo, products, and processes to ensure clear branding.

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

5. GEF is by design a partnership organization, and together we must establish a systematic approach to ensure consistent communication about the GEF throughout the entire partnership structure. In particular, GEF partners should jointly agree on GEF-related communications and be accountable for using consistent GEF products and messages, revise the GEF arsenal of communications products – publications, web, multimedia, speeches and statements, articles, use of multiple languages, etc. In addition, partners should jointly create the means to communicate GEF achievements and results, particularly through success stories.

Recommended Actions:

- (a) Action 1: Strengthen communications with GEF agencies. Revitalize and expand the interagency communications group; refine and apply Guidelines for GEF-wide Communications (*Annex 1*); systematize the submission of GEF-related public documents for clearance by the CEO; create a presentation series making use of GEF 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, incorporating communications products such as the National Dialogue Initiative; upgrade the web site, and revamp the approach to the GEF Annual Report.

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

6. To achieve a public position as a leader on the global environment, the GEF must be more effectively recognized and accepted by media outlets as a leading authoritative source of

factual and timely information on global environmental issues, particularly as GEF-related issues become front-burner items in the public discourse. In addition, GEF should engage publicly known luminaries to serve as GEF “Champions.”

Recommended Actions:

- (a) Action 1: Create and implement a media strategy (*Annex 2*), including media audit, journalist education, promotion of success stories, GEF media training, and outreach to traditional and alternative media.
- (b) Action 2: Engage GEF champions and advocates outside the GEF.
- (c) Action 3: Ensure GEF is part of any relevant intergovernmental or political process.

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

7. GEF must garner buy-in from different sets of stakeholders and investors in developed and developing countries to broaden GEF impact, particularly the private sector to help move the sustainability market; parliamentarians and policy-makers to shape key political decisions; and NGOs to help penetrate civil society’s engagement in GEF work.

Recommended Actions:

- (a) Action 1: Communicate to systematically engage new stakeholders. Deepen communications with the private sector, parliamentarians, and NGOs through targeted programs to facilitate partnerships, raise awareness, and increase support
- (b) Action 2: Ensure that GEF reforms are understood by all new stakeholders through workshops, seminars and briefing sessions
- (c) Action 3: Build alliances with relevant groups outside GEF for joint advocacy. Identify and invest in communications partnerships which have strategic gain for GEF.

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

8. Since most of the impact of GEF funding and support takes place on the local level in GEF-funded projects, communications must be embedded in every GEF project, to leverage knowledge and systematically capture GEF “success stories”. Communication must also be clear between country and global participants, particularly GEF Focal Points. We should build on the successful outreach of the GEF Small Grants Programme.

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; create information tools aimed at country level stakeholders; and apply lessons learned on communications from the Small Grants Programme.

III. IMPLEMENTING THE STRATEGY: Three-Track Plan

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

- (a) **Track 1: Establish the basics.**
Work with the interagency communications group to 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.*
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.*
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.

IV. INDICATIVE DELIVERABLES AND BUDGET

9. 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.

10. Based on this suggested set of deliverables, the Secretariat, in partnership with the agencies, will work to implement the strategy and 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*