# GCIP Communications Strategy 2023

Latest update: February 2023

# Contents

# I.   Introduction

The **United Nations Industrial Development Organization (UNIDO)** is a specialized agency of the United Nations that works to promote and accelerate sustainable industrialization in developing countries and economies in transition. The UNIDO mandate is to eradicate poverty through inclusive and sustainable industrial development (ISID), as manifested in the 2013 Lima Declaration. The importance of ISID is underscored in Goal 9 of the Sustainable Development Goals (SDGs), which calls to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

The UNIDO-led **Global Cleantech Innovation Programme (GCIP)** accelerates the development and deployment of cleantech solutions in emerging markets and developing economies. GCIP directly supports cleantech start-ups and SMEs through business acceleration training, mentorship, networking and funding access facilitation. GCIP also helps partner countries strengthen their national innovation and entrepreneurship ecosystems to create enabling conditions for the cleantech industry to thrive. GCIP builds capacities of national institutions and contributes to the formulation of inclusive national policy frameworks as well as creates partnerships between stakeholders in the public, private and academic sectors.

GCIP traces its origins to the 2011 **United Nations Framework Convention on Climate Change Conference of the Parties (COP)** in South Africa. UNIDO and the GEF piloted the first Cleantech Innovation Competition for green SMEs in South Africa with innovative ideas and concepts in the areas of green buildings, energy efficiency and renewable energy. Building upon its success, UNIDO and the GEF developed the Global Cleantech Innovation Programme (GCIP) with the aim to foster an ecosystem approach in supporting cleantech innovations in SMEs in 2014. Under the GEF 5 and GEF 6 replenishment cycles, GCIP was implemented in a total of nine countries: **Armenia, India, Malaysia, Morocco, Pakistan, Thailand, Turkey, Ukraine** and **South Africa**. An evaluation of the **GCIP I** by the GEF Independent Evaluation Office concluded that under the GEF 5&6 the programme was very successful and innovative. It further stated that there is potential to increase its impact and effectiveness through a **programmatic delivery**. **GCIP II (2022 – 2026)** has been designed based on the evaluation recommendations as well as achievements to date, key lessons from GCIP I and collective feedback from stakeholders. By 2025, GCIP is expected to become a network of at least 25 participating countries.

## Communication strategy purpose

The purpose of the **GCIP Communications Strategy** is to outline the strategic programmatic framework of communicating GCIP activities, progress and impact to its external and internal target audiences. The strategy lays foundation for the GCIP Global communications and outreach activities, i.e., work plan, and serves as reference for the development of GCIP national communications strategies and work plans.

Finally, the Communications Strategy formulates a long-term and sustainable communications approach for GCIP Global, ensuring progressive expansion of its audiences and visibility and building a strong branding identity for the GCIP success.

GCIP Communications Strategy fulfills the Programme objectives falling under the *Outcome 3.1: Standards and programmatic coherence to improve efficiency and sustainability of GCIP interventions,* namely the following outputs:

- **Output 3.1.1** – Programme-level internal guidelines and standards developed and implemented for programmatic coherence across countries
- **Output 3.1.2** – Programme-level communication and advocacy strategy developed and implemented across GCIP countries (gender-responsive)

GCIP Global Communications Strategy **is complemented by additional documents**, namely:

- GCIP Communications Work Plan (annual)
- GCIP Communications Work Plan for the period between 2022-2026
- GCIP Branding Guidelines
- Gender and youth mainstreaming Strategy and Work Plans
- GCIP Glossary
- Knowledge Management Strategy

GCIP Communications Strategy is a living document. The **revision** of the Strategy takes place **every year** to reflect new developments and adjust the GCIP communications approach accordingly.

## II. Communications strategy objectives (for GCIP Global)

### First-level objectives

1. Increase **the overall awareness of the role that cleantech plays** in catalyzing climate action and sustainable development, its long-term profitability as well as importance of systemic approaches/innovations to tackle climate change.

2. Establish **GCIP reputation as the leading global programme of UNIDO**[1] for accelerating cleantech innovations (by supporting SMEs) and building cleantech innovation and entrepreneurship ecosystems.

3. Mainstream **the role of women as agents of change** in cleantech among GCIP target audiences. Catalyze new strategic partnerships for women empowerment and investment opportunities for women-led enterprises[2].

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[1] Demonstrate UNIDO's thought leadership and normative role in the strengthening cleantech innovation and entrepreneurship ecosystems.
[2] Supported by GCIP and beyond.

4. Create **a wide network of cleantech stakeholders** well-connected through GCIP, including national project teams/governments, alums, private sector, investors and other strategic partners for women and youth empowerment, among others.

## Second-level objectives

1. Ensure that the successes and achievements of GCIP[3] are communicated nationally and globally, communicating that GCIP is well-positioned to lead the development of cleantech to donors, partners and investors.

2. Focus communication activities on the proactive approach and ensure programmatic coherence and coordination across GCIP countries.

3. Update and homogenize GCIP branding, visual representation, language, messaging and channels to promote the *'one vision, one voice'* approach and ensure a more impactful GCIP outreach[4].

4. Improve internal communication efficiency and avoid the '*silo thinking*' among GCIP countries[5] through effective internal coordination.

5. Establish a programme-level knowledge generation and management platform (GCIP webpage/web platform) and other supporting tools.

6. Ensure gender and youth mainstreaming for all GCIP outreach activities, empowering women as agents of change and youths as the future of cleantech development through promotional campaigns, knowledge products, thematic events.

## Communications and outreach principles

| Strategically formulated | Audience-targeted | Proactively organized | Gender- and youth-sensitive | Results-oriented | Transparency-based |
|---|---|---|---|---|---|

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[3] Primarily through showcasing GCIP alums and their success stories (impactful storytelling)
[4] GCIP Branding does not replace national governments' identity completely but should be incorporated in the national context to be recognizable as part of GCIP as the global programme.
[5] i.e., all implementing and executing entities view themselves as part of one Programme.

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Progress by innovation

gef          GREEN
             CLIMATE
             FUND

## III.   GCIP narrative messages

### General information & messaging about GCIP role

| Question | Key message |
|---|---|
| **What is GCIP?** | Global Cleantech Innovation Programme (GCIP) is a UNIDO-led flagship initiative to advance cleantech innovation and entrepreneurship for climate action through a system approach. |
| **What problem does GCIP address?** | Cleantech innovation plays a key role in climate action by supporting the transition towards sustainable economies while creating new green industries and employment opportunities. This is a unique opportunity for small and medium-sized enterprises (SMEs).<br><br>While cleantech SMEs have limitless potential for new ideas, they face challenges when trying to develop and deploy new solutions, especially in emerging markets and developing economies. They require key skills and networks to transform their ideas into fast-growing and investable market solutions and stumble across regulatory and institutional barriers and weak cleantech innovation and entrepreneurship ecosystems (CIEE).<br><br>Women entrepreneurs aspiring to succeed in cleantech face additional barriers to their development, which include persistent stereotypes, limited opportunities for training and access to STEM education as well as a lack of empowering role models.<br><br>Moreover, in many countries there is a lack of coordination between different actors in different parts of their CIEEs, which requires a systems approach for creating synergies and strengthening connectivity and effectiveness. |
| **How does GCIP address the problem?** | Recognizing these problems, GCIP, at its core, accelerates the development and deployment of cleantech solutions in emerging markets and developing economies. GCIP directly supports cleantech start-ups and SMEs through business acceleration training, mentorship, networking and funding access facilitation.<br><br>GCIP also helps partner countries strengthen their national innovation and entrepreneurship ecosystems to create enabling conditions for the cleantech industry to thrive. GCIP builds capacities of national institutions and contributes to the formulation of inclusive and gender-responsive national policy frameworks as well as creates partnerships between stakeholders in the public, private and academic sectors. |
| **What is special about GCIP?** | GCIP accelerator cycles produce investment-ready and scalable cleantech solutions, coached, mentored and selected for their economic viability, environmental sustainability, social and gender-specific impact.<br><br>Through collaboration with GCIP, investors gain exclusive access to credible cleantech solutions with high-impact potential and overcome existing gender and age biases in investment.<br><br>GCIP promotes the establishment of such national ecosystems that enable SMEs to succeed in developing and commercializing their innovative cleantech solutions. |

| | As the UNIDO programme, GCIP builds upon its strong normative function to provide policy guidance to UNIDO Member States, within and beyond GCIP partner countries. By leveraging UNIDO's thought leadership in sustainable industrial development and its network of partners, GCIP provides tailored support to each country, which allows for smarter resources allocation and the long-term sustainability of interventions. |
|---|---|
| | GCIP offers national governments policy advice and tools to enhance frameworks that create business incentives and obligations that address both the supply and demand side of cleantech markets. |
| | GCIP empowers women entrepreneurs to develop businesses and products that support a greener future. GCIP promotes greater involvement of women entrepreneurs not only as direct beneficiaries but also as mentors and coaches, to create more women role models in cleantech. |
| | GCIP's approach focuses on systems change, combining policy support and capacity building with the direct acceleration support to cleantech enterprises, uniquely placing the GCIP as the only comprehensive cleantech ecosystem-building initiative. |
| **What is the short-term impact of GCIP?** | GCIP creates fast-growing and dynamic networks of entrepreneurs, thought and industry leaders, mentors and investors nationally and globally. These networks continue their development after the GCIP intervention finishes. |
| **What is the long-term impact of GCIP?** | GCIP's mission is to contribute to climate action and deliver other environmental and socio-economic co-benefits, including job creation, women and youth empowerment and economic growth by harnessing the catalytic transformative potential of innovation and entrepreneurship. |
| **What can 'you'[6] do?** | Join GCIP on social media to get the latest news and become part of our community. Subscribe to our newsletter. Visit GCIP website for additional information. |

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[6] A general call to action

## IV. Target audiences

| Key categories |
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| **1. GCIP accelerator stakeholders** |
| **A.** Cleantech SMEs from GCIP countries & beyond* (for GCIP Global)[7] |
| **B.** GCIP national and global semi-finalists/finalists/alumni (incl. GCIP I) |
| **C.** Future trainers, mentors, judges[8] |
| **D.** Trainers, mentors, judges involved in GCIP (selected, trained & certified by GCIP) |
| **2. Potential investors and customers for GCIP alumni/private sector partners** |
| **E.** Angel, venture and impact investors |
| **F.** Industry and business associations (global and local) |
| **G.** Private sector actors (corporations, big companies etc. – both on national & global levels) |
| **3. Project implementation and execution** |
| **H.** Global Project Executing Entities (GPEEs) |
| **I.** National Project Executing Entities (NPEEs), Project Management Units (PMUs) |
| **J.** Global Programme Coordination Team (GPCT) and project Focal Points (FPs) at HQ |
| **4. Donors, Global Advisory Board, Partner Countries (government level)** |
| **K.** Global Environment Facility (GEF), Green Climate Fund (GCF) |
| **L.** GCIP countries' government counterparts & Project Steering Committees (PSCs) |
| **M.** Global Advisory Board (GAB) members |
| **N.** Future GCIP countries' governments |
| **O.** Future GCIP donors, including private sector actors, philanthropies etc. |
| **5. Other audiences** |
| **P.** Academia (universities and institutions of higher education, research institutions) |
| **Q.** GENDER MAINSTREAMING: Gender FPs in UNIDO & national project teams, organizations/institutions promoting gender equality and the empowerment of women (GEEW) |
| **R.** YOUTH MAINSTREAMING: Youth entrepreneurship organizations/institutions/programs relevant for GCIP |
| **S.** General Public[9] |
| **T.** UNIDO Colleagues (including Field Offices) |
| **U.** UNIDO Management |

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[7] Those that are yet to engage in GCIP (outside the Programme)
[8] Those that are yet to become GCIP trainers, mentors, judges (outside community)
[9] Not sector/industry-specific

## Target audience analysis: 'Know–Feel–Do' Model

| Target audiences | | |
|---|---|---|
| **Know (target messages)** | **Feel (understanding)** | **Do (call to action)** |
| 1.  (A-D) GCIP accelerators stakeholders | | |
| *Key questions for this group: Why is GCIP beneficial for me? What differentiates GCIP from the other existing accelerator programs?* | | |

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| **(A)** GCIP is the business accelerator programme tailored specifically to the needs of cleantech start-ups. GCIP offers in-depth business training and mentorship designed to transform innovative ideas into scalable and investable solutions. While having an element of competition, GCIP is about learning, networking and collaborating between innovators.<br><br>**(A)** GCIP offers more advanced business support to innovators that require additional skills and knowledge for product development, piloting and commercialization, to upscale their solutions to national and international markets as early as possible.<br><br>**(A)** GCIP encourages women cleantech entrepreneurs to apply for GCIP accelerators. Women founders involved in GCIP receive tailored support based on their specific needs and time requirements. GCIP women mentors and trainers understand the challenges of women entrepreneurs and strive to be the positive role models.<br><br>**(B)** GCIP is a global community of innovators. GCIP helps its alums connect to investors and private sector as well as other | **(A, C) Well-informed** about benefits of engagement with GCIP<br><br>**(A) Encouraged** to apply for national GCIP accelerators/global innovation challenges<br><br>**(A, B) Motivated** to use GCIP website/web platform<br><br>**(B) Motivated** to be active in their work with GCIP; share updates about their progress; engage in networking<br><br>**(A, B, C, D) Optimistic** about the results of their engagement with GCIP<br><br>**(A, B) Confident** in the future of their business solutions<br><br>**(C) Interested** in becoming GCIP trainers, mentors, judges with their expertise and skills<br><br>**(A, B, C, D) Interested** in participating in GCIP-related events/collaborations<br><br>**(B) Empowered** to further upscale their enterprises, connect with more investors (nationally and globally)<br><br>**(C) Motivated** to ensure continued enhancement of the training and certification activities | **(A, B, C, D) Visit the GCIP website** and open relevant calls to action - applications for accelerators/information about GCIP trainers/mentors/judges<br><br>**(A)** Apply for the **GCIP national/global accelerators**<br>**(A, B, C, D) Spread the word** through relevant channels (social media, radio, TV etc.) to attract more applications for accelerators, engage potential trainers/mentors/judges<br><br>**(A, B, C, D) Show interest** in a continuous collaboration with GCIP<br>**(B) Be proactive** during the training period; comply with all training requirements; submit worksheets on time and be active during the webinars<br><br>**(B) Provide regular updates** on the progress and challenges; use communication channels – web platform, social media group<br><br>**(A, B) Apply for advanced services** offered to the GCIP alums<br><br>**(B) Engage in support activities** provided by GCIP: technology verification, prototyping and product development, IT services, tax registration, protection of intellectual property (IP), etc.<br><br>**(B, D) Participate** in GCIP-related events and other activities (courses, webinars etc.) as participants, panellists |

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| networks. GCIP alums are the 'brand ambassadors' of the Programme, advocating for it and sharing their success stories.<br><br>(C) Industry experts have an opportunity to become a part of the GCIP global community of trainers, mentors and judges and connect with high impact cleantech SMEs *(networking opportunities)* and their latest innovative technical developments.<br><br>(C) GCIP welcomes women industry experts as trainers, mentors and judges to (1) have enabling/empowering environment for women participants, (2) motivate more women to apply, (3) create more role models.<br><br>(D) The expert community certified by GCIP can positively influence the cleantech innovation initiatives at national and global levels and contribute to the strengthening of the cleantech innovation and entrepreneurship ecosystems.<br><br>(C, D) After developing trainer/mentor skills with GCIP, these experts can explore newly available commercial and technical opportunities for business consultancies. | | (A, C) **Join GCIP events** as audiences<br><br>(A, B, C, D) **Actively participate in all web platform activities** and explore all the features offered<br>(D) Comply with the GCIP certification and training guidelines, including those on gender and youth mainstreaming<br><br>(D) **Provide training and mentorship support** to GCIP accelerator participants, considering gender and age-specific requirements. As a judge, provide unbiased evaluation and apply gender and age sensitivity principles. |

**2.  (E-G) Potential investors and customers for GCIP alumni/private sector partners**

*Key questions for this group: Why is investment partnership with GCIP beneficial for us? Why should we collaborate with GCIP?*

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| (E) Through collaboration with GCIP, **investors can gain exclusive access to credible cleantech solutions with high-impact potential**. GCIP produces investment-ready and scalable | (E) **Confident** to provide investment opportunities to cleantech SMEs selected through GCIP accelerators without facing significant risks | (E) Provide **investment opportunities** for GCIP alumni<br><br>(G) Provide GCIP alumni **opportunities for joint venture and co-innovation** across borders, to |

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| cleantech solutions, coached, mentored and selected for their economic viability, environmental sustainability, social and gender-specific impact.<br><br>**(F)** Joining efforts with GCIP, including sharing of industry expertise and guidance, can help industry associations expand their membership, better communicate industry needs to policymakers, advocate for greater women engagement in entrepreneurship and strengthen their positions nationally, regionally and globally.<br><br>**(G)** There are **promising market opportunities for SMEs** to develop cleantech innovations and expand partnerships **with large corporations** in support of sustainability efforts. Partnerships with local companies and SMEs can help corporations ensure their sustainability targets and commitments.<br><br>**(G)** With the knowledge and expertise acquired through GCIP, corporations can incubate promising SMEs themselves. | **(E) Well-informed** about the field of cleantech and partnership opportunities with the help of GCIP knowledge and outreach products<br><br>**(F) Motivated** to continue improving CIEEs in GCIP countries through enhanced outreach, sharing of know-how, capital and interest in cleantech innovations<br><br>**(F) Confident** that GCIP interventions bring benefits<br><br>**(F) Interested** to engage in global-scale partnerships<br><br>**(G) Interested** to work with GCIP and other partners<br><br>**(G) Inspired** to match with GCIP accelerator alumni and explore collaboration/upscaling opportunities<br><br>**(G) Well-informed** about the benefits of partnering with GCIP **Recognized** as an invaluable asset of the programme | facilitate market expansion and product co-development or product and enterprise incubation<br><br>**(E, F, G) Utilize GCIP web platform** to connect with GCIP semi-finalists and alums<br><br>**(E, F) Participate** in the running of GCIP national accelerators<br><br>**(E, F, G) Participate** in investor connect events, Global Forum<br>**(F) Provide consultations** on research relating to capacity building, policy and engagement<br><br>**(F, G) Promote** enhanced participation of women and youth in the cleantech sector based on GCIP action plans/recommendations<br><br>**(E, F) Receive training** on investment and gender lens investment principles<br><br>**(F, G) Partner with SMEs** in support of sustainability efforts<br><br>**(E, F, G) Contact GCIP** to receive additional information |

### 3. (H-J) Project implementation and execution

*Key questions for this group: How do we best implement GCIP? What are the communication priorities of GCIP? How can we get the necessary advice/guidance if needed?*

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| **(H, I)** GCIP GPCT ensures streamlined coordination of communication between GPEEs and NPEEs to promote efficient GCIP implementation.<br><br>**(I)** The programmatic approach of GCIP ensures coherence and coordination of all activities to provide support to PMUs and NPEEs. GPCT shares | **(H, I, J) Unified** as one global programme<br><br>**(J) Motivated** to work towards programme success; adhere to workplans and deliverables schedules<br><br>**(H, I) Motivated** to provide updates, ask questions and clarifications, coordinate, think strategically | **(H, I, J) Stay motivated** to advance the GCIP progress<br><br>**(J) Ensure** smooth functioning and fulfillment of needs of key stakeholders<br><br>**(J) Look for improvement potential** for GCIP activities/engagement opportunities |

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| guidelines and internal standards and promotes interaction between NPEEs to avoid the *silo thinking*.<br><br>(H, I, J) All teams have sufficient knowledge of gender mainstreaming practices and enhance their understanding through additional capacity building.<br><br>(I) NPEEs benefit from efficient and timely communication with UNIDO HQ and other NPEEs by making their working process more streamlined. Ultimately, their visibility will be better and results more impactful.<br><br>(J) GPCT works as one coordinated team to ensure short-term objectives and aim towards programme success in the long run. | (I) **Inspired** to share success stories and achievements as well as challenges and concerns<br><br>(H, I, J) **Motivated** to ensure continued enhancement of the training and certification activities | (I) Apply commonly agreed branding and visual guidelines to outreach products<br><br>(H, I, J) Complete necessary training on gender mainstreaming, evaluate deliverables against gender action plans<br><br>(H, I) **Effectively collaborate** within the GCIP global team and ensure constant line of communication<br><br>(I) Provide regular reporting to the GCIP Global team (UNIDO HQ) |

## 4.   (K-O) Donors, Global Advisory Board, Partner Countries (government level)

*Key questions for this group: Why should we invest in/finance GCIP? What is the impact of GCIP? How does GCIP use funds to promote our interests? What are we missing out on?*

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| (K, O) GCIP is a well-functioning global programme with further upscaling potential. It has proven its additionality for the cleantech development an<br><br>(K) Project implementation and execution partners have clearly defined implementation and action plans aligned with programme objectives and are motivated to advance GCIP development.<br><br>(L) GCIP helps partner countries create enabling innovation and entrepreneurship ecosystems that systematically support cleantech development. GCIP does this by strengthening national institutions, developing | (K) **Confident** about the envisaged outcomes of the programme<br><br>(K) **Inspired** to further advance the programme and explore new partnership/programme expansion opportunities<br><br>(K) **Well-informed** about the current state of GCIP implementation (globally and in partner countries), budget spending, created an impact<br><br>(L) **Motivated** to support the development/upgrading of the national cleantech innovation ecosystem<br><br>(L, O) **Interested** to explore new opportunities offered by cleantech innovations | (K, L) Further promote GCIP internationally<br><br>(K) Show interest in the current work and progress of the programme, including sharing its success stories with partners/networks<br><br>(K) Ensure continuous support for GCIP development and implementation<br><br>(L) Get a better understanding of the functioning of efficient cleantech innovation ecosystems<br><br>(L) **Improve policy and institutional frameworks, including gender responsiveness**<br><br>(L) Share experiences, best practices and existing challenges |

inclusive and gender responsive policy frameworks and collaborating with national industry associations.

(L) PSC participation allows participating countries to learn from each other, interact with globally recognized leaders in industrial development and innovation and share their experiences.

(M) Through the GAB membership, its members create a stronger impact in the development context while also raising their profiles in the cleantech innovation sector.

(N) GCIP is open for new participating countries and constantly explores possibilities of the programme expansion. If your government's policy priority areas include SMEs support and the development of cleantech innovations, then GCIP has the potential to benefit your country.

(N) GCIP helps partner countries create enabling innovation and entrepreneurship ecosystems that systematically support cleantech development. GCIP does this by strengthening national institutions, developing inclusive and gender responsive policy frameworks and collaborating with national industry associations.

(O) GCIP is the biggest cleantech acceleration programme for emerging markets and developing economies. GCIP supports early-stage start-ups, facilitates investment in cleantech and helps governments build strong national ecosystems for

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(N, O) **Missing out** on a great opportunity

(L, N) **Motivated** to support the development/upgrading of the national cleantech innovation ecosystem

(L, N, O) **Engaged** in evidence-based discussions on cleantech innovation at the international level

(O) **Interested** to explore new investment opportunities offered by cleantech innovations

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with other partner countries internationally

(M) **Define key advocacy messages** of GCIP and strategic goals; **advocate for GCIP** ('brand ambassadors')

(N, O) **Contact UNIDO HQ representatives** for more information on partnership, funding and collaboration opportunities

(N, O) **Explore GCIP open web page** and look for a specific call to action

(N, O) **Follow GCIP social media** accounts and engage through reposts and tagging

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| entrepreneurs. GCIP goal is to grow to more than 25 countries and establish a global network of cleantech innovators and enablers. | | |

## 5. (P-U) Other audiences

*Key questions for this group: What is GCIP? Why should we be interested in/promote GCIP? What makes GCIP different from other existing accelerator programs? What are we missing out on?*

### P. Academia (universities and institutions of higher education, research institutions)

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| Collaboration with GCIP gives access to the GCIP knowledge products such as guidebooks, impact assessment tools and the GCIP cleantech innovation index. Academic institutions can receive targeted training to understand their respective roles in the ecosystem. | **Motivated** to provide early-stage innovations and share information about GCIP accelerators with potential applicants<br><br>**Interested** to engage with GCIP and explore benefits available to them should they partner with GCIP<br><br>**Motivated** to produce innovative tech spinouts<br><br>**Encouraged** to learn and build internal capacity to accelerate cleantech innovation | **Provide knowledge** of early-stage innovations (knowledge dissemination)<br><br>**Encourage** university tech spinouts to participate in accelerators<br><br>**Participate** in GCIP events as industry experts; **learn more** about GCIP through its website.<br><br>Reach out for engagement/information; **provide mentors, coaches and judges** for the GCIP accelerator |

### Q. Gender FPs in UNIDO & national project teams, organizations/institutions promoting gender equality and the empowerment of women (GEEW)

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| GCIP is committed to promoting gender mainstreaming in all its activities.<br><br>Targeted awareness raising activities for women-led SMEs and women engineering students aim to encourage and increase women's participation in cleantech and GCIP. GCIP ensures gender equality for trainers, mentors and judges so that GCIP achieves gender balance at all levels of the GCIP cycle.<br><br>GCIP also works with national governments to advise on gender-responsive policy and institutional frameworks. | **Inspired** by GCIP efforts in gender mainstreaming and women empowerment<br><br>**Motivated** to provide further guidance to GCIP when it comes to gender mainstreaming and promotion of women in STEM & cleantech<br><br>**Interested** to collaborate with GCIP on gender mainstreaming (development of knowledge products, outreach, events, innovation challenges etc.)<br><br>**Encouraged** to learn from GCIP tools and guidance | **Collaborate with GCIP** to develop gender-responsive methodologies, guidelines and policy tools to promote GEEW<br><br>**Design gender-specific** activities and capacity building (including training of mentors, courses)<br><br>**Promote GCIP women entrepreneurs** in media and networks (joint outreach campaigns)<br><br>**Advocate** for entrepreneurship careers in cleantech |

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| GCIP is interested to establish long-term partnerships for women empowerment in cleantech. | | |

### R. Youth entrepreneurship organizations/institutions/programs relevant for GCIP

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| GCIP engages extensively with young cleantech entrepreneurs. GCIP can provide strong guidance and mentoring they need.<br><br>GCIP works with youth organizations as well as government partners to raise awareness among youths of the opportunities and trends in cleantech. | **Recognized** as one of the key stakeholder groups of GCIP<br><br>**Encouraged** to make a step forward, share their stories to encourage other youths to consider entrepreneurship<br><br>**Interested** in collaboration with GCIP, including through the membership in the Global Advisory Board | **Participate** in GCIP-organized events with a focus on youth engagement<br><br>**Spread the word** on social media channels (since youth outreach works better with peer examples)<br><br>**Advocate for** entrepreneurship careers in cleantech<br><br>**Promote GCIP youth entrepreneurs** in media and networks (joint outreach campaigns)<br><br>**Inform & encourage their constituencies** to join GCIP accelerators |

### S. General Public

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|---|---|---|
| General information about GCIP activities and goals, e.g., GCIP supports cleantech start-ups and strengthens cleantech innovation and entrepreneurship ecosystems to ensure that innovative cleantech significantly contributes to climate mitigation, low-carbon development and job creation.<br><br>The benefits that new climate friendly products bring and encourage to buy/invest in these products | **Curious** to learn more about GCIP work<br>**Motivated** to share GCIP information through social media and other channels<br>**Interested** what the impact of GCIP interventions is<br>**Motivated** to give GCIP more visibility | **Read information** on the **GCIP web platform** landing page<br><br>**Read success stories** about GCIP activities/beneficiaries<br><br>**Engage with GCIP** through **social media channels**<br><br>**Participate in events** open to the general public |

### T. UNIDO Colleagues (including Field Offices)

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| GCIP supports cleantech SMEs and strengthens cleantech innovation and entrepreneurship ecosystems to ensure that innovative cleantech SMEs significantly contribute to climate | **Interested** in GCIP work and success stories<br><br>**Engaged** in GCIP activities and well-informed about the programme<br><br>**Inspired** to explore possibilities of collaboration with other projects/programmes | **Participate in GCIP-related events**<br><br>**Spread the word** about the programme through personal and official communication channels<br><br>**Explore collaboration possibilities** with other projects/programmes |

| mitigation, low-carbon development and job creation. | | |
|---|---|---|
| **General information**: Current work and developments related to GCIP; GCIP contribution to overall UNIDO programmatic activities and impact | | |
| **U. UNIDO Management** | | |
| GCIP is the flagship programme of UNIDO that has proven its effectiveness and has a big potential for further upscaling.<br><br>GCIP shows UNIDO leadership role in cleantech innovation and climate mitigation – building capacities of key stakeholders and setting norms for national governments | **Interested** to learn more about GCIP and stay up to date with its developments<br><br>**Inspired** to participate in GCIP events as high-level opening speakers and panelists<br><br>**Motivated** to give additional visibility for GCIP and advance its development | **Inquire** about GCIP and get additional information<br><br>**Participate in GCIP-related events**<br><br>**Promote GCIP** as the flagship programme of UNIDO internationally |

## V. Communication channels and tools – GCIP Global[10]

| Channel/tool | Purpose |
|---|---|
| **Channels** | |
| **GCIP social media (Twitter, LinkedIn, Instagram etc.)[11]** | Array of social media channels for the GCIP Global outreach activities. Content creation for social media focuses on specific target audiences, e.g., calls for applications – **(A)**, success stories – **(A)**, **(B)**, **(E)**, **(G)** etc. |
| **GCIP Website (landing page) & Web Platform** | GCIP Web Platform builds a community for national and international cleantech collaboration. It provides a user-friendly online system that empowers national project coordinators with local ownership of data whilst still encouraging international collaboration.<br><br>**Module 1 - Landing Page**<br>Public and open to everyone, the landing page is a general introduction to GCIP as a programme and speaks to several groups of target audiences. GCIP landing page has (1) general information about GCIP, (2) GCIP country pages, (3) information for specific audiences such as investor, |

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[10] Not an exhaustive list of tools, only the key ones listed.
[11] Broader overview of the GCIP Global approach to social media is in the Social Media Strategy.

private sector partners, mentors etc., (4) calls for applications, (5) news and updates, (6) contact information etc.

**Module 2 - Web Platform**
Gated space for selected groups of users: accelerator applicants; semi-finalists; UNIDO team members, country teams (PMUs); trainers, mentors and judges; GCIP alumni etc. GCIP web platform connects users through a dashboard with a wide array of dedicated features: status updates of national and global accelerators; interactive smart calendar; forum; upload tool for know-how exchange; customizable profile page templates.

| Web platform users | Role |
| --- | --- |
| **B.** GCIP national and global semi-finalists/finalists/alumni (incl. GCIP I) | **Users/beneficiaries (Innovators)** |
| **E.** Angel, venture and impact investors | **Benefactors (Enablers, sponsors)** |
| **F.** Industry and business associations (global and local) | **Benefactors (Enablers, knowledge creators)** |
| **G.** Private sector actors (corporations, big companies etc. – both on national & global levels) | **Benefactors (Enablers, partners)** |
| **H.** Global Project Executing Entities (GPEEs) | **Implementers (Facilitators)** |
| **I.** National Project Executing Entities (NPEEs), PMUs | **Implementers (Facilitators)** |
| **D.** Trainers, mentors, judges involved in GCIP (selected, trained & certified by GCIP) | **Benefactors (Knowledge creators, helpers)** |
| **P.** Academia (universities and institutions of higher education) | **Benefactors (Knowledge creators)** |
| **J.** Global Programme Coordination Team (GPCT) and project Focal Points (FPs) at HQ | **Administrators (Architects)** |

| | |
| --- | --- |
| **UNIDO Website** | Since GCIP is a UNIDO-led programme, the UNIDO website serves as another channel for publishing GCIP Global content such as: **beneficiary stories, press releases, event announcements**. Additionally, there is a general information page about GCIP: https://www.unido.org/GCIP |
| **Other webpages containing GCIP information** | Any other pages where GCIP information features: partners, donors, major event pages etc. (evolving) |
| **Online press and other media** | Articles, opinion pieces, press releases featured in online news websites, magazines as well as online radio/podcasts etc. |
| **Traditional media channels: TV, Radio, Printed Press** | Interviews of GCIP stakeholders on TV and Radio, articles featured in printed press (more appliable for national-level communications) |

| Tools | |
|---|---|
| **GCIP Promotional/Update Publications**[12] | General GCIP Global brochure(s)<br><br>Official promotional brochure describing general information about GCIP for a wide range of target audiences and highlighting key features. To be used as a general reference document. |
| | GCIP Annual report(s) & reports on gender mainstreaming<br><br>Reports envisioned by the Programme to highlight progress |
| | Thematic publications and brochures focusing on specific issues:<br>• Gender & youth mainstreaming<br>• Access to finance |
| | Other GCIP factsheets, leaflets, short brochures e.g.:<br>• GCIP and Gender<br>• Call for Partnerships (GCIP Offerings) |
| **GCIP Newsletter**[13] | Consolidated GCIP newsletter with the outline of GCIP latest developments in partner countries and on the GCIP Global level. PMUs to provide regular updates to the GCIP Global team to be included in the newsletter. |
| **Press releases** | News updates on the key GCIP developments: project launches, key GCIP Global events (Cleantech Week, side events at conferences etc.).<br>Example #1 (national level), Example #2 (global level) |
| **Media kits** | Examples of key messages, social media posts, tags etc. in the run-up to major GCIP-related events for distribution among partners/internally. |
| **Storytelling** | Being one of the most convincing content types, storytelling is essential for GCIP outreach. Success stories of the GCIP I and II participants are the best testimonial of the Programme effectiveness. These stories highlight personal experiences and perspectives, expectations, obstacles on the way to success.<br><br>Beneficiary feature impact stories to be published on the GCIP landing page [News block section], UNIDO website and by GCIP partners and amplified through social media.<br><br>Example |

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[12] NOTE: In line with GCIP's paperless approach, it is strongly advisable to avoid printing outreach materials to the extent possible. If printing is required (annual reports, brochures for physical distribution for management/donors), it is preferable to use recycled paper.

[13] NOTE: GCIP Newsletter to also be distributed among all UNIDO staff for better internal communication within UNIDO.

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| | Materials for the stories collected through in-person and online interviews (raw material collection). |
| **Interviews with stakeholders/short testimonials** | Interviews with other GCIP stakeholders to give audiences different perspectives on the Programme from: mentors, trainers, judges, government partners, UNIDO team members, international partners etc. |
| **Video content** | Infographic videos about GCIP with the purpose of explaining GCIP elements/functions & generating interest |
| | Interviews with stakeholders (final material), firstly, beneficiaries |
| | Longer Programme movie (in-depth overview of the programme, involving interviews and testimonials, footage from accelerators etc.) |
| | Other videos (wrap-ups of events, snapshots etc.) |
| **Events** | GCIP Events *(hybrid and live events, e.g., GCIP launch event, GCIP Global Forum, webinars)* – open to the public or restricted to specific target audiences, internal partner coordination events. |
| | Courses, public lectures, thematic workshops and training sessions – open to the public or restricted to specific target audiences. |
| | Events organized by other UN entities/partners relevant for GCIP and international days applicable to the GCIP focus. |

## VI.    Risks & Mitigation; Monitoring & Evaluation

### Risks and mitigation measures

| Risks | Mitigation measures |
|---|---|
| Limited promotion and outreach opportunities in English due to language barrier in GCIP countries (lack of materials in national languages) | Coordinate with national project teams the translation of promotional materials into national languages. Translate/duplicate promotional materials in other UN languages (Arabic, French, Russian, Spanish) |
| Insufficient financial resources for the implementation of all envisaged communication activities | Ensure efficient cooperation between UNIDO, GEF and executing/implementing entities for adequate spending of resources and timely communication of needs. |
| Lack of communication between NPEEs, PMUs, UNIDO GPCT leading to the incoherence of visual representation and messaging | Establish effective internal communication tools to avoid misunderstandings and losses of valuable information. Properly communicate GCIP outreach/branding guidelines as well as ensure monitoring by the GPCT. |

| | |
|---|---|
| Insufficient interest from stakeholders (primarily SMEs and financiers) to use the GCIP web platform and engage in activities (post, update, search, connect) | Devise targeted outreach campaigns encouraging relevant stakeholders to use the web platform, explaining features and benefits. Employ nudge techniques/strategies to reduce stakeholders' efforts and maximize benefits. |
| Lack of media interest in GCIP activities | Look for engaging materials. Ensure high-quality writing style for stories. Produce press releases strategically and attract media outlets. |
| Bad internet connection in some of the partner countries preventing stakeholders from using the web platform to the full extent | Make sure that the web platform can be accessed with different levels of internet connection and different platforms (e.g. progressive enhancement). |

## Monitoring indicators for the communications strategy

| Quantitative indicators |
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| GCIP webpage (landing page of the platform) visits and average time spent |
| Web platform activity levels of all stakeholders (posts/updates shared; discussions initiated; questions asked; trainee-mentor sessions initiated etc.). |
| Number of followers on social media channels; video views on YouTube |
| Number of reposts and shares by key stakeholders (partners, other IOs, investors etc.) |
| Number of GCIP accelerators applicants (data to be collected through NPEEs) |
| Number of interactions on social media channels (reposts, retweets, comments) |
| Number of mentions of 'GCIP' in national/international media, social media |
| Number of new partners/donors/participating countries attracted by the programme |
| The number of GCIP events participants/registrants (launch event, webinars, courses etc.) |
| **Qualitative indicators** |
| Regularity and coherence of reporting from NPEEs, PMUs **(internal indicator)** |
| Quality and timeframes of GPEEs key deliverables and their consistency with the GCIP project targets/indicators |
| Google search results appearance (SEO effectiveness) |
| Invitations from partners, other international organizations to participate in their events |
| Inquiries from potential partners (quality engagement with strategic stakeholders) |
| Overall perception of GCIP within UNIDO and internationally |