

2023-2027

CTCN Communications & Visibility Strategy

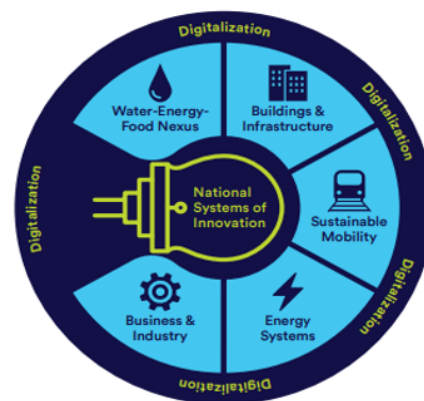
1.0 Background

The mission of the Climate Technology Centre and Network (CTCN) – the implementation arm of UNFCCC’s Climate Change Technology Mechanism, mandated under the Paris Agreement – is to provide support for accelerated development and transfer of environmentally sound technologies for low carbon and climate-resilient development at the request of developing countries.

In its distinctive role and position within the global climate action landscape, CTCN acts as a catalyst and connector between all stakeholders. It identifies and provides a portfolio of technology and innovative solutions, capacity building and advice on policy, legal and regulatory frameworks tailored to the needs of individual countries. By also harnessing the expertise of a global network of technology companies and institutions, CTCN creates pathways for national strategies, aggregation of regional markets and the de-risking of private and public investments.

Following the launch of both the TEC-CTCN [Joint Work Programme of the UNFCCC Technology Mechanism for 2023–2027](#) (JWP) and [CTCN Programme of Work 2023-2027](#) (PoW), the CTCN was requested by the stakeholders to use communications strategically at every level of its work to help:

- Respond to the increasing demands of developing countries, particularly small islands developing states and least developed countries, for transformative technologies for climate action and technology/knowledge transfer.
- Strengthen its network member base and build new partnerships and opportunities for RD&D.
- Attract private and philanthropic organizations and funding opportunities to scale up innovative climate solutions and move from ideation to piloting at national and regional implementation.



2.0 Communication Objectives

This Communications and Visibility Strategy will support the implementation of both the TEC-CTCN Joint Work Programme and the 3rd CTCN Programme of Work by:

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- a. Developing a range of communications actions that:
 - i. Highlight the achievements of CTCN technical assistance, emphasizing its impact on vulnerable communities and its potential for scalability.
 - ii. Promote the CTCN portfolio of technology and innovative solutions and projects, along with capacity-building efforts and advisory services.
- b. Leveraging regional and global events and high-level speaking opportunities to:
 - i. Strengthen existing relationships with key stakeholders.
 - ii. Cultivate new partnerships to enhance the reach and impact of CTCN initiatives.

3.0 Key Stakeholders

The CTCN aims to catalyze the development and adoption of transformative technology solutions for climate action, including adaptation, mitigation, and resilience. Such change relies on a complex communications matrix that includes key stakeholders as well as services, community engagement, and mandates, cutting across five system transformation areas and two technology enablers.



4.0 Objectives

The Communications Strategy is pivotal to:

- Position** the CTCN and its global network (comprising of National Designated Entities¹, over 800 Network Members, and leading climate technology partners) as invaluable assets for climate action on a global scale.
- Showcase** the CTCN's ability to facilitate the development of national climate strategies, promote market aggregation at the regional level and mitigate risks associated with both private and public investments in climate technologies.

¹ NDEs are technology representatives selected by each country's government representing 164 parties to the UNFCCC <https://www.ctcn.org/about-ctcn/national-designated-entities/national-designated-entities-by-country>

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- c. **Promote** the CTCN's distinctive role and value proposition within the broader landscape of global climate action. This includes engaging with key stakeholders and highlighting the CTCN's unique convening capacity, to influence and shape innovative climate action and policies globally, driving meaningful progress towards climate resilience and sustainability.

Additionally, the 2024-2027 Communications Strategy aims to foster greater understanding and appreciation of the CTCN's past and ongoing contributions, focusing on its impact in addressing climate challenges worldwide.

In parallel with external communications, it is crucial to strengthen internal communications for the visibility and promotion of CTCN's work and to foster internal support for its mission. It is imperative that CTCN staff and partners who sit in key roles – particularly those dealing with beneficiaries, donors, and other important stakeholders - fully understand and embrace the organization's communication goals and are trained and used as ambassadors of the brand.

To achieve this, the CTCN communications team will continue to:

- Engage CTCN - as well as more generally UNEP staff - to understand and promote the CTCN mission, internally and externally.
- CTCN branding and positioning to strengthen CTCN profile.
- Share branding guidelines and key messages to ensure consistency and clarity in messaging, helping stakeholders to communicate the impact of the CTCN.
- Seek communication opportunities and encourage storytelling by staff, partners, Advisory Board members and other key stakeholders to foster a culture of collaboration and engagement.
- Develop communications assets that showcase CTCN investment ROI.
- Promote CTCN portfolio.
- Strengthen CTCN leadership in communicating its work within the broader UN priorities.
- Create synergies for increased visibility and promotion.
- Leverage COP/ key international events for visibility and impact.
- Focus on internal communications to engage staff.
- Ensure communications assets are user-driven, relevant, and up-to-date.

5.0 Target Audiences

The CTCN Communications Team has mapped out target audiences for maximum impact of the CTCN work. This includes a range of audiences that are more or less active, and also more or less friendly.

Most of the regular communications work will focus on neutral, passive and active allies. But it is also important to be aware of potential opponents and have reputational risk mitigation plans in place. This is particularly crucial if there are communications campaigns that may receive negative media attention. (All campaigns will include a risk mitigation section).

Attitude	Partners	Beneficiaries
Active opponent	N/A	
Passive opponent	Some media/NGOs	Developing countries seeking assistance from sources like the Green Climate Fund and development banks rather than the CTCN
Neutral	Media Private sector Philanthropic organizations	Organizations not currently affiliated with the CTCN but engaged in climate technology efforts (e.g., Climate Technology Initiative, InfoDev's Climate Technology Programme)
Passive allies	Donor countries & organizations Financial Mechanism, Global Environment Facility (GEF), Green Climate Fund (GCF) UNFCCC Constituted Bodies UNFCCC constituency organizations	

	<p>Consortium and Network members</p> <p>Climate-oriented organizations that may benefit from participating in the Climate Technology Centre's Network</p>	
Active allies	<p>UNFCCC</p> <p>The Technology Executive Committee (TEC)</p> <p>UN Environment (UNEP)</p> <p>Conference of Parties and organizations,</p> <p>CTCN Advisory Board Members and TEC members</p>	<p>NDEs</p> <p>National government institutions with environment and climate action mandates</p>

6.0 Key Messages

Three key messages underpin the CTCN’s mission. These are:

1. CTCN is unlocking climate innovation and technology for systems transformation in developing countries.
2. CTCN works at a critical crossroads, matching technical assistance in developing countries to industrial SMEs, technology providers and financing institutions.
3. By identifying solutions and promoting innovation, CTCN creates pathways for national strategies, aggregation of regional markets and de-risking of private and public investments.

Furthermore, there are other areas where Communications will be used to push the following messages to a variety of audiences and through appropriate channels. These include:

CTCN is mandated by COP:

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- CTCN is the only implementation arm of UNFCCC's Climate Change Technology Mechanism, mandated under the Paris Agreement, facilitating the rapid development and transfer of environmentally sound technologies for low-carbon and climate-resilient development in developing countries.

CTCN is demand-driven:

- CTCN responds to countries' needs and demands providing a diverse portfolio of technology solutions, coupled with capacity building and policy advice tailored to individual countries' specific requirements.
- CTCN is actively seeking new partnerships and funding opportunities to scale up innovative climate solutions, driving them from ideation to implementation at national and regional levels.

CTCN is solutions-oriented:

- CTCN converges the capacity building and resource generation needed to strengthen national systems of innovation.
- In its distinctive role within the global climate action landscape, CTCN serves as a catalyst for climate innovation and technology advancement.
- CTCN bridges the gap between policymakers, research, development, and industry leaders, facilitating innovation and paving the way for national strategies and private and public investments.
- CTCN global network of technology companies and institutions ensures that climate solutions are matched to the unique challenges and opportunities of each nation.
- CTCN Programme of Work (PoW) for 2023-2027 focuses on enhancing transformational impact through technology enablers and system transformations.

Content

CTCN will continue to develop a broad range of communications assets to actively engage key audiences. This will include but not be limited to the following types of channels.

Storytelling

Compelling storytelling leads the editorial production of CTCN, involving the beneficiaries of CTCN technical assistance and knowledge, and technology transfer. It will continue to focus on the transformative solutions CTCN and its partners enable, and the impact it has on the lives of communities affected by climate change. Data: The integration of Google Analytics data and media monitoring will be integrated into the development of future web and communications plans.

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CTCN will continue leveraging UNEP channels and UNFCCC/TEC platforms and LinkedIn groups to promote such storytelling and create opportunities for joint communication activities, boost CTCN content, and create synergies with network members and partners.

Data

Distilling and promoting interesting, relevant and up-to-date data, which illustrate the impact of the CTCN work will play a crucial role in bolstering the profile of CTCN, and its capacity to attract private and philanthropic organizations and funding, as well as engage developing countries and other key stakeholders.

Knowledge Capital

CTCN holds an important knowledge capital – in particular related to technical assistance success stories - which has yet to be fully exploited for the purposes of communications, visibility and fundraising. Distilled and repackaged, this information can become the foundation of several campaigns targeting countries, communities, donors, as well as promoting technologies, climate actions and solutions, to name but a few.

Communications can tremendously amplify the impact of knowledge products, and knowledge exchange and capacity-building activities, as long as the communications component is integrated early in the design phase. Knowledge exchanges need to be made as accessible as possible (in person and online) and made available post-production to extend their shelf-life, outreach and impact.

Channels

A wide variety of communication assets will be used to effectively engage different audiences, including:

- Blogs/other story formats for CTCN website or partner websites,
- Press releases
- Interviews (written or recorded)
- Social media (written as well as visual assets)
- Videos
- Infographics, reports
- Podcasts

7.0 Events

CTCN will leverage a calendar of regional and international events to create communication synergies and joint communications opportunities.

In coordination with donors, partners, and network members, UNFCCC Technology and Financial mechanisms and UNFCCC constituencies, and UNEP, CTCN will leverage COP events to promote the impact of CTCN work, raise awareness on the technology gaps and solutions, and facilitate capacity-building, while strengthening new partnerships, and mobilize resources for system transformation.

8.0 Resource Mobilization & Partnerships

In 2023, the CTCN Advisory Board approved the [Resource Mobilization and Partnership Strategy](#), recognizing the critical role of communications in driving resource mobilization. Communications supports visibility, outreach, and engagement, which are all essential components to secure partnerships and funding for CTCN initiatives. This strategy introduces Strategic Action 5, which emphasizes the need to enhance the communication of CTCN 's work to increase visibility and engage with the donor community.

To this effect, the CTCN uses tailored communications tools and campaigns to showcase its impact and achievements, resonating with donors and partners, and emphasizing engagement opportunities with key UNFCCC Constituted Bodies.

Targeted actions will focus on enhancing information-sharing with Advisory Board members, National Designated Entities (NDEs), and partners to increase traffic to CTCN resources and foster collaboration. CTCN will look at targeted actions and campaigns to strengthen information sharing with AB members, NDEs, and partners - acting as multipliers - to increase traffic to CTCN resources, knowledge products and channels. To enhance its outreach capacity, CTCN will share ready-to-distribute content and alert recipients of opportunities and other relevant information.

9.0 Communications for Resource Mobilization

Communications will be key to implementing CTCN's ambitious resource mobilization plan, facilitating the promotion of the work of CTCN through report and communication activities, as well as strengthening partnerships and networking.

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As such, content production will be approached through a “resource mobilization lens”, treating communications as an engagement opportunity with donors’ countries and partners, and highlighting the scalability of projects.

To leverage the exponential visibility and engagement that CTCN Network members’ own networks hold, communications will scale up initiatives and engagement with the Network members starting with the promotion across CTCN channels of new members and implementing the new Members’ journey presented in Annex I.

10.0 Turning a Strategy into a Workplan

To seize on communications opportunities and synergies, respond to shifting priorities, and integrate feedback and guidance from COP, NDEs, AB members, donors, stakeholders, and partners, the CTCN communications team operates in an agile manner. It will continue to proactively seek engagement opportunities, and build a repository of briefings, presentations, messages and stories that can be easily adapted and deployed to showcase CTCN’s mission, vision, work and impact.

Based on the CTCN Communications and Visibility Strategy, the CTCN will develop a yearly communications work plan which will be launched every year at the first AB of the year. The workplan will be developed as a year-long plan reflecting the annual operating plan and also aligned with UNEP, UNFCCC, partners and donor communication priorities and initiatives. The plan will avoid one-off announcements and instead aim to connect and integrate communication assets into strategic campaigns, where messages are reiterated and consolidated throughout the year, creating several opportunities for engagement with partners and stakeholders and a consolidation of messages.

Annex I: Situational Analysis

To gain an understanding of the context in which the CTCN delivers its messages, a situational analysis is provided in this Annex, describing the strengths, weaknesses, opportunities and threats that exist in the CTCN communications environment (SWOT).

CTCN Communications work is guided by the COP, TEC-CTCN [Joint Work Programme of the UNFCCC Technology Mechanism for 2023–2027](#) (JWP) and [CTCN Programme of Work 2023-2027](#) (PoW), the CTCN Advisory Board, the Annual Operating Plan, under the leadership of the CTCN Director.

Like any global organization dealing with finite resources and increasing demand, CTCN communications and outreach need to carefully consider strengths, weaknesses opportunities and threats.

Conveying the CTCN message to relevant audiences and engaging with them requires sophisticated and dynamic methods of communicating including having a strong visual identity applied to all products. The following communications tools and resources lay the foundation for communications activities.

<ul style="list-style-type: none"> • The CTCN’s structure creates a forum for enhanced communication between national entities in developing countries with academic, financial, NGO, private sector and public sector experts in climate technologies with the aim of accelerated technology transfer. • This broad network of experts and decision makers offers opportunity to multiply outreach efforts and a potential for broad geographic and institutional coverage for communications activities. • The CTCN organizational structure and mission is rather unique among climate-oriented organizations, in terms of its engagement with external organizations and the private sector, hence it generates interest among external stakeholders. • CTCN may garner a higher level of recognition given that it was created at the behest of the Conference of Parties and is situated under the UNFCCC umbrella. 	<ul style="list-style-type: none"> • CTCN logo has been updated too often to solidify into a brand. Graphic elements have often shifted, and logos of the hosting agencies have been appearing and disappearing based on rolling agreements, asking for frequent rebrandings, and confusing the user community. • The number of organizations involved (CTCN’s hosts, Consortium partners, and Network members) poses a challenge for consistent messaging and active engagement of relevant communications staff • Handover and internal coordination within CTCN and across its host agency can be challenging and lead to misunderstandings and/or missed opportunities, although in 2023 significant progress was made in coordinating communications with UNEP.
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<ul style="list-style-type: none"> • CTCN is perceived as a trusted partner by NDEs in developing countries; one that is technology neutral and responsive to NDE requests. • The regional infrastructure and the Partnership and Liaison Office (PALO) may enable more collaboration at the regional level with entities such as regional development banks, UN Environment regional offices, etc. • Branding is visible and coherent • Active social media presence • Increase in number of communication professionals 	<ul style="list-style-type: none"> • Numerous stakeholder groups require varied messaging, materials and activities. • It may be difficult for external stakeholders to understand the CTCN's structure and identify in which ways they can engage. • Communications is often not a component of the design of CTCN technical assistance and other deliverables, hence asking for videos, photos or other input from the network members, NDEs and other stakeholders involved may result difficult and considered not part of their role and responsibilities. • Recent staff turnovers and changes in the communications team composition have challenged a structured reconfiguration of the team and the definition of roles and responsibilities. • Limited international/regional and local media presence • Low number of human interest stories / blogs / op-eds • <u>Communications and advocacy budgetary constraints</u> • Irregular monitoring and evaluation of communication materials
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<ul style="list-style-type: none"> • Increasing media focus on climate issues and media is interested in covering action-oriented initiatives instead of just policy discussions • The CTCN maintains a database of its activities in 80 countries across a broad range of sectors, so stories can be provided to journalists based upon their geographical and sectoral interests. • Numerous promotional opportunities via regional and global events and COP • Many climate-oriented organizations may see a benefit (increased exposure, access to potential clients, etc.) to participating in the Climate Technology Centre’s Network • Network members have not been offered enough communications opportunities, while they hold a tremendous multiplying effect • Existing CTCN communications platforms enable information to be conveyed quickly through numerous channels • Growing global interest in climate technology • Possibility to bring in additional capacity (interns, volunteers, pro-bono support) • Communication Training for the CTCN personnel • More field visits by Communications staff to capture human interest stories • Proactive engagement with stakeholders (Universities, Regional institutions, CSO’s, governments, media, etc.) 	<p>While CTCN brand is being consolidated, there is the risk of being confused with other climate technology efforts</p> <p>Large geographic area to cover</p> <p>Multiple languages and cultures with whom to communicate</p> <p>Limited understanding of the scope and mandate of CTCN and what climate technology comprises among intended beneficiaries</p> <p>Generally, it has been difficult to single out the input and impact of the pilot work carried out by CTCN. Often times the work of the CTCN is at the early stage of the system transformation, and the outcome is developed and scaled up by other projects and partners who can expand on the initial results.</p>
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Media is increasingly interested in stories regarding climate change, yet voices and messages have multiplied at an unmanageable pace making it a very loud and competitive space, where information is led by big players, and scientific evidence and solid data are overshadowed by various economic interests. As such, media is a dormant/untapped opportunity.

Annex II : Communications Workplan 2024

Communications Actions likely to be executed in 2024:

CTCN branding and positioning to strengthen CTCN profile	<ul style="list-style-type: none"> • Develop branding guidelines. • Develop Standard Operating Procedures (internal guidance). • Awareness raising internally and externally. • Refine messaging to ensure alignment with CTCN objectives.
Develop communications assets that showcase CTCN investment ROI	<ul style="list-style-type: none"> • Collect and analyze data on the impact of CTCN initiatives. • Create case studies highlighting successful outcomes. • Engage with stakeholders to share success stories and other comms products.
Promote CTCN portfolio	<ul style="list-style-type: none"> • Develop strong communications and marketing materials to showcase technologies and knowledge with potential for scalability • Collaborate with partners to disseminate communications assets • Monitor visibility/success of campaigns.
Strengthen CTCN leadership in communicating its work within the broader UN priorities	<ul style="list-style-type: none"> • Report on CTCN activities with UN priorities, initiatives and / or global UN campaigns and dates. • Participate actively in relevant UN/UNEP working groups and committees.
Create synergies for increased visibility and promotion	<ul style="list-style-type: none"> • Use opportunities to collaborate with UNEP, UNFCCC, TEC, and other relevant UN agencies or organizations under TM. • Develop joint communications campaigns and collaborate on events with key stakeholders.
Leverage COP/ key international events for visibility and impact	<ul style="list-style-type: none"> • Identify key events and conferences for CTCN. • Use events to launch comms and knowledge products/flagship projects. • Coordinate with partners and stakeholders to maximize participation and engagement. • Showcase CTCN achievements and attract new partners.
Focus on internal communications to engage staff	<ul style="list-style-type: none"> • Engage with staff to create full support for CTCN communications activities and turn staff into ambassadors of the brand, especially on social media, but also more involved in providing project material for blogs etc.

Ensure communications assets are user-driven, relevant, and up-to-date	<ul style="list-style-type: none"> Review and update communication strategy, infrastructure and processes for maximum impact and efficiency. Assess communication channels and tools for effectiveness.
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Key Performance Indicators

Actions	Frequency
Social media posts for CTCN handles	10/month
Stories for CTCN website	50/year
Press releases or Op-eds	2/year
Website revamp	Every 5 years
Website module upgrade	1/ in 2 year
Newsletter release	1/month
New Network member focus post	1/week
Events with high level speakers	Minimum 5 per year
Newsletter	
Increase by 5% the subscribers base	Yearly target
Increase by 5% the opening and click-through rate	Yearly target
Social media	
Increase by 5% the number of followers and engagement	Yearly target
Website	
Reduce bounce rate by 5%	Yearly target
Increase by 5% Unique page views and average session duration	Yearly target
Increase by 5% number of downloads of knowledge products	Yearly target

Resources

The 2024 Budget was submitted in 2023. To proactively respond to a fast-paced and fast-changing global media and communications environment, CTCN will need to rely on a responsive procurement process able to secure the services needed for the implementation of the 2024 communications plan, including:

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- web hosting and web development services,
- graphic design services,
- video, multimedia and recording services,
- writing and editing services,
- media monitoring,
- printing,
- ad-hoc highly specialized consultancy services.