



This action is supported by the European Institute of Innovation and Technology (EIT)

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### **Welcome & Introduction**



### **Aimee Apel**

Strategic Programmes Orchestrator, Entrepreneurship Solutions & Ventures (ESV) Business Unit

Commercial Lead and Thematic Lead for Social Impact at Climate KIC



#### Carla Erber

Strategic Programmes Builder, Entrepreneurship Solutions & Ventures (ESV) Business Unit

Innovation Clusters Thematic Lead and Social Impact Manager at Climate KIC





### **Session Guidelines**



#### A face to a name

Please have your video on if you can.



#### Microphone etiquette

Please mute when you are not speaking.



#### **Conversation style**

Feel welcome to raise your hand and we will come to you for questions/comments.



## Agenda

**DURATION: 1,5 HOURS** 

- → What is Inclusivity?
- → Inclusive Design Guiding Principles
- → Inclusive Project Scoping & Planning
- → Inclusive Stakeholder Engagement





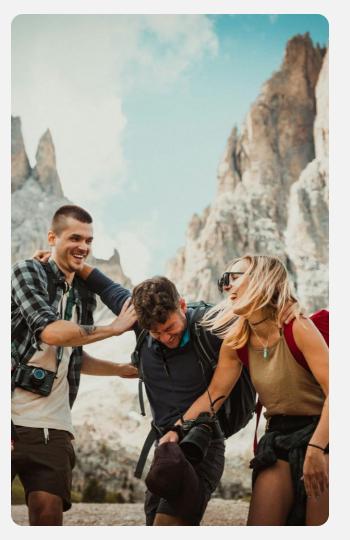
### **Outcomes**

#### **Learning Outcomes**

- Understand the core principles of inclusivity and why it is essential in programme design.
- Learn strategies for programme scoping and stakeholder engagement as part of inclusive programme design practices.







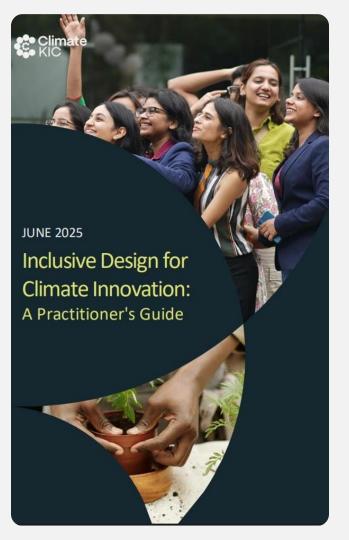
### Ice breaker

Think about the best part of your work—the part that brings you the most joy, pride, or excitement. It could be a task, a moment, a colleague, or even a feeling.



Please share it with us in the chat. We'd love to hear what makes your work meaningful to you!





# Inclusive Design for Climate Innovation

#### A Practitioner's Guide:

- Content from today comes from a recent resource we published in collaboration with Bopinc, the Inclusive Design for Climate Innovation: A Practitioner's Guide (download here in English).
- This guide goes into more detail on the areas of programme planning, delivery and execution.
- → Who is it for? Designed for climate innovation professionals who:
- Lead programmes supporting entrepreneurs and SMEs.
  - O Seek practical guidance on inclusive programme design.
  - O Want to advance beyond diversity tracking toward systemic inclusion.
  - Are committed to creating more effective, equitable climate initiatives.





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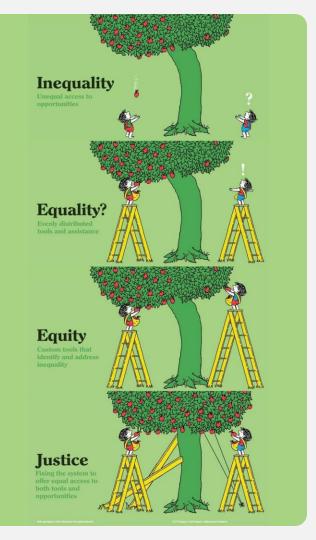
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## What is inclusivity?

In climate entrepreneurship, inclusivity goes beyond representation. It means creating equitable opportunities for diverse groups, especially those traditionally marginalised, to actively participate in and benefit from climate solutions.

#### Goes beyond diversity:

"Diversity is being invited to the dance; inclusion is being asked to dance."

- Verna Myers

#### Why it matters:



Diverse perspectives lead to creative, localised climate solutions.



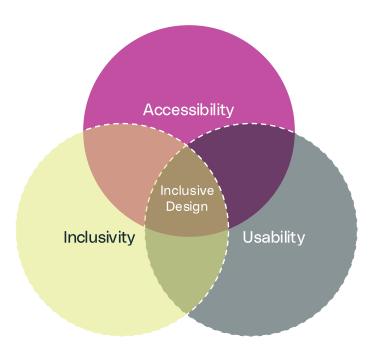
Equitable participation empowers at-risk communities to co-create sustainable responses to climate challenges.



Ensures resources and opportunities address systemic barriers, enabling marginalised groups to thrive.



#### **Human-Centered Design**



# Inclusivity in Programme Design

Ensures diverse voices are actively engaged throughout planning, implementation, and evaluation.

Prioritises equity by addressing systemic barriers and promoting fair opportunities for participation.

Shifts power dynamics to ensure at-risk groups are not just consulted but co-create solutions.

Interaction Design Foundation interaction-design.org



## **Inclusive Programme Design**







## PROJECT INITIATION

- Defines project vision, goals, and objectives.
- Outlines clear milestones and project timeline.
- Identifies potential risks and roadblocks throughout the project.



## PROJECT PLANNING

- Outlines an estimated budget and plan for resource management.
- → Answers the "what, how, and when" of the project plan.
- Clarifies project scope.



## PROJECT EXECUTION

- → Monitors project status as actions are taken.
- → Engages stakeholders and team members in open communication.
- → Relies on predetermined systems to keep execution moving forward smoothly.



## PROJECT MONITORING & CONTROL

- → Tracks team performance against KPIs and goals.
- → Compares projected budget and scope outlines against project progress in the status quo.
- Monitors quality of deliverables.



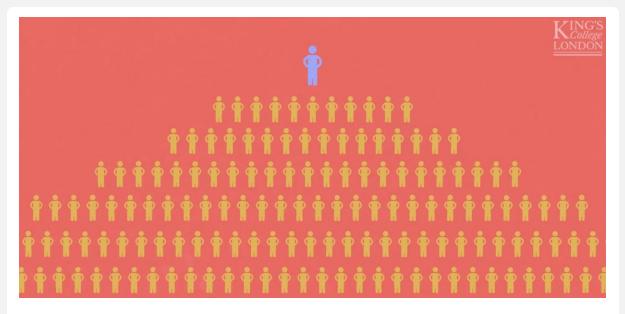
## PROJECT CLOSURE

- Reflects on major wins and losses throughout the project lifecycle.
- → Delivers final deliverables and project outcomes.
- → Provides an opportunity for team reflection and discussion.



## Why?

Embedding inclusivity in innovation allows for a broader market reach for new customers or adopters, enhances problem solving with help from diverse perspectives, and has the potential to create products or services that more positively impact people's lives.



Watch this short explainer by King's College London on Why Inclusive Innovation Can Change the World (2023).



## **Inclusive Design Guiding Principles**

BE INTENTIONAL

Make inclusivity a deliberate part of your programme design by setting specific goals, dedicating resources, and seeking diverse perspectives.

E.g. ensure that advisory boards or planning teams include members from underrepresented groups. INCLUSION FROM THE GET-GO

Integrate inclusion into the foundation of your programme, so every decision, whether in planning or execution, reflects diversity and equity.

E.g. when drafting your programme's goals, include diversity metrics to guide all stages of development.

NOTHING ABOUT US WITHOUT US

Ensure that affected communities are given a voice and are involved in the programme design.

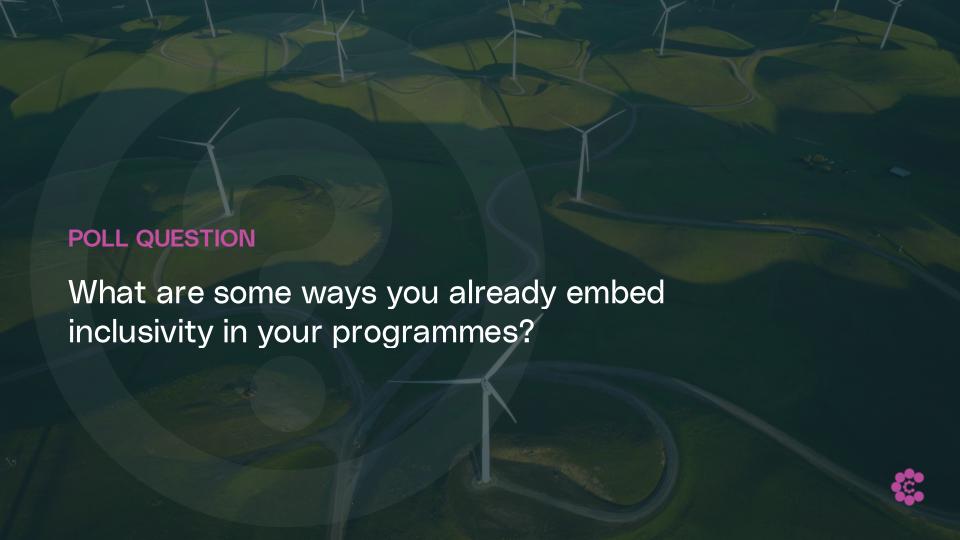
E.g. if you are creating a programme for marginalised groups, include them in decision-making roles to reflect their needs and priorities.

BE ACCOUNTABLE AND LEARN

Continuously evaluate your inclusivity efforts and remain open to feedback, using it to improve your approach.

E.g. set up periodic reviews to assess progress on your programme's inclusion targets and adapt based on input from stakeholders.







### **Background on CLP**

- → World's largest Green business idea competition with the mission to unlock the world's cleantech potential that addresses climate change
- → Operated by Climate KIC (and previously TU Delft) across the globe in 45+ different countries (only in Europe until 2017)
- National leads did NOT see themselves in the CLP promotion or education materials
- Lack of inclusivity flagged by the participating countries asking CLP team to do better
- Gender mainstreaming only a priority for countries outside of Europe





### A slow but steady journey towards inclusion

- → Diversity-sensitive comms/edu
- Gender Mainstreaming Handbooks/Trainings applied
- Shifted to local trainers and hosts involving actors that are more contextually aware
- Talking about inclusion! Held diversity in ENTR panel in 2022
- → LATAM & Pacific Islands 40-45% women, Europe 25%, Nigeria 50%
- Women-led event: Africa/Asia Pacific Final host, jury and 1st place winner were all women
- Learn more about ClimateLaunchpad





"What tools and strategies were applied in this case?"

Please share your thoughts in the poll.





### What tools and strategies were applied in this

- → Gender-sensitive / diversity-sensitive communications
- Recruiting local expertise
- Gender mainstreaming training as part of the standard curriculum
- Awareness building in the CLP community
- Setting mandatory KPIs



### **Proactive vs Reactive Design**

#### PROACTIVE DESIGN

Proactive design is often when you can collaborate with a funder/partner to create a programme from scratch. Usually this means having more time and resources to go in-depth on inclusive design.

- Offers creative freedom with feedback loops from stakeholders to ensure impact.
- Provides flexibility with timelines and budgets to allocate resources for inclusion throughout.
- Co-creation can be time-consuming, straining internal resources.

#### REACTIVE DESIGN

Reactive design is often when you are responding to a tender or partnership call, meaning there is less time to go in-depth. However, there are still efficient choices you can make to try to embed inclusivity in the proposal.

- Focuses less on the high-level 'what' and more on the 'how'
- Quick turn around to determine implementation.
- Limited time and creative freedom when drafting proposals, but resources like Guiding Principles and Design Checklist can still be used.



## **Inclusive Programme Planning**

As with traditional programme planning, inclusive programme planning outlines how a project will be executed, monitored, and controlled. With a few adaptations to your original set-up, you can ensure a more relevant programme with more impactful outcomes:

	Traditional Programme Planning	Inclusive Project Planning	
Programme Objective	Focuses on achieving specific, measurable outcomes for the general target audience.	Ensures internal alignment on objectives that consider diverse needs and impacts on different groups.	
Programme Scope	Defines deliverables based on standard project goals.	Incorporates input from diverse stakeholders to ensure the scope includes and addresses the needs of all groups.	
Project Team	Assigns roles and resources based on availability and expertise without specific inclusivity considerations.	Ensures diverse representation in the project team and includes resources to support participation of underrepresented groups.	
Stakeholder engagement	Engages stakeholders based on their influence and importance in the project.	Actively seeks out and includes underrepresented groups, ensuring diverse perspectives are integrated into decision-making processes.	
Timeline	Standard timeline based on typical workflows.	Considers different timelines that might be necessary for inclusivity such as accommodating different work hours or cultural practices.	
Budget	Budgeting focused on general project costs.	Allocates budget for inclusive practices.	



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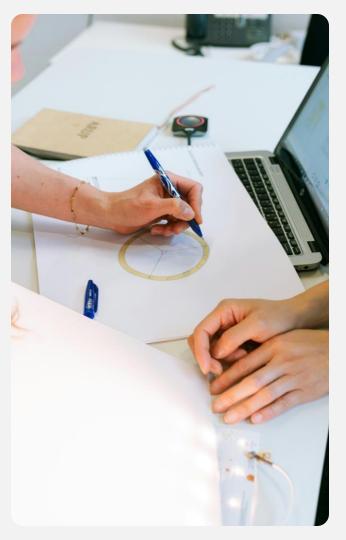


## Project Scope - Do your research

Depending on nature of the project, research needs, and the needs/preferences of the stakeholders involved, choose at least one participatory approach, in addition to the traditional desk research:

	Research Method	How to use it
	<b>Desk research:</b> Review of existing quantitative and qualitative data.	Publicly available databases, World bank & UN websites, past programme reports and insight studies, inclusion policies and action plans.
מוויים וויים	Observation methods: Observe your target group to understand what cannot easily be said.	(Unplanned) visits in selected places and people shadowing help you to study what people do in a specific situation in real life. Spend time with them and take part in their daily activities.
	<b>Monitoring methods:</b> Learn about everyday experiences and habits through non-intrusive methods like self-documentation.	With self-documentation methods like Photo Journals, you invite your target group to become active researchers themselves and document their day-to-day activities. You can also use smartphones to track activities (e.g. screen time).
1	Co-creation methods: Let your target group become part of the solution design and see how people respond to your ideas.	Getting your target group to participate in the creation of activities helps you understand how they think, what they value, and may surface unexpected themes and needs. You can learn more about co-creation on the next slide.
	<b>Mapping methods:</b> Work with your target group to visualise aspects and relationships.	You can map out different stakeholder relationships, resource flows, prices or even social connections. For example, you can use the Stakeholder Power Mapping.





# Project Scope – Co-creation methods

A great way to involve your target group from the get-go is to organise co-creation activities. These allow your target group to actively participate in the planning process and validate key components of your programme. It also fosters a sense of responsibility and empowerment among those participating, thereby increasing the likelihood of long-lasting impacts and success of the project.

#### Be mindful of cultural norms and practices.

- Make accommodations to allow all groups to participate.
- Create an atmosphere where people feel comfortable sharing their personal experiences.
- Establish that these co-creation sessions are a judgement-free zone and follow through when people break these rules.
- Make sure that everyone is being heard. If the group is too big (i.e. more than 15-20 people), consider splitting them into smaller and more interactive working groups.
  - Participants will be giving their resources and time to participate consider what you can 'give back' to them in return, for example, keeping them up-to-date on the project.



#### DAY IN THE LIFE OF TEMPLATE

TIME (1 DAY OR MORE):			DENTREPRENEUR	UPIELD STAFF	PARTNERS
	EARLY MORNING	LATE MORNING	AFTERNOON	EVENING	NIGHT
Where is the person right now?					
Who all are around him?					
What is the person doing?					
How is he feeling?					
Actions or main priorities?					
How is he interacting with other people around him?					

Source: Community Listening Toolkit

# Project Scope Technique – Case Study

#### COMMUNITY LISTENING TOOLKIT

The Community Listening Toolkit from Development Alternatives is a great example of 'deep listening' with communities in order to uncover local dynamics that highlight the aspirations and challenges of entrepreneurs in your community.

## The toolkit has lots of practical ways for community listening such as:

- Field note template
- Day in the life template
- → Games and activities for a virtual community chat

All of these activities allow for collective sensemaking of a situation, allowing for programmes and solutions to be co-created together, rather than separately.





Inclusive Stakeholder Engagement



## Inclusive Stakeholder Engagement

Inclusive programme planning is built on collaboration, internally and externally. It should therefore include a myriad of different stakeholders - direct and indirect beneficiaries of your programme, their communities, local NGOs, grassroots organisations, think tanks and policy stakeholders.

- 1. Identify which stakeholders should be part of the planning process by doing research and Stakeholder and Power Mapping.
- Evaluate your own strengths and weaknesses for this programme and consider partnering or forming consortia with organisations that have deep(er) roots within the community.
- 3. Decide how you want to involve each stakeholder group. You can either:

One-way communication from your end to provide updates on the status, successes and challenges

Two-way communication to receive feedback and hear opinions

Collaborate Involving the stakeholder in decision making

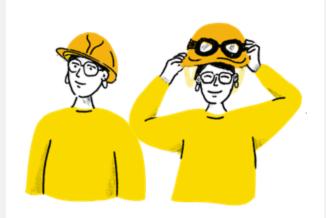
Involve

**Empower** 

Delegate decision-making to a stakeholder (think participatory grant making)

Needless to say, the most value will be derived from the latter stages of stakeholder engagement.





## 4 Ways



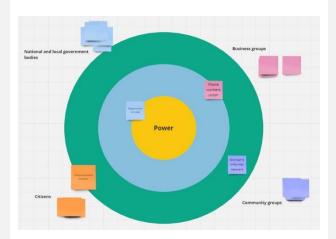


# of Meaningful Participation

Inclusive Programme Planning is all about shifting power to and meaningful engagement with the people you want to impact. Whenever you think about planning a new programme, you can always come back to the guidelines below:

- Giving the community voice: Not assuming what needs to be done, but asking them and giving them a seat at the table.
- Improving their capacity to participate: Make your programme accessible, taking into account individual needs, backgrounds and skills.
- Seeing their value as consumer groups: Work with innovators that market to your target groups, and help them do it even better.
- Benefitting the wider community: Include the wider community and see how you can create impact that outlasts your programme.





# Stakeholder and Power Mapping

Before you begin any project, it's important to map your stakeholders, including those who may not usually be invited or engaged in these spaces, and understand the power each of them holds.

You can make a basic **power mapping matrix** to detail your project stakeholders. The closer they are to the middle of the circle, the more power they hold.

Here is an example and more information from Adaptation Scotland on how to carry out power mapping exercises.





# Marginalised or 'at-risk' communities

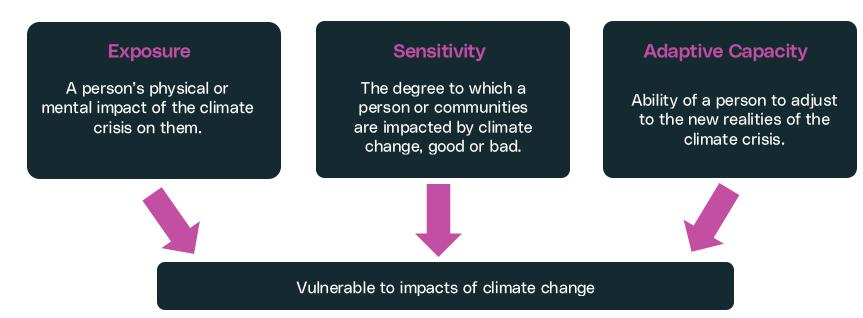
Using your stakeholder power mapping, you should be able to see which stakeholders hold less power and can, therefore, possibly be at risk of marginalisation.

At Climate KIC, we use the term 'at-risk' to define groups or individuals who already experience inequality, which is exacerbated by climate-related risks. This includes women, gender minorities, children and young people, elderly people, people with disabilities, LGBTQIA+ people, members of minority groups, indigenous peoples, refugees, migrants, people living in extreme poverty.

Every context will be different. It's important to map your own 'atrisk' groups you aim to target.



## Marginalised or 'at-risk' communities



Adapted from: Climate and Health assessment (2003)



## Marginalised or 'at-risk' communities: Activity

Activity idea: Using the categories mapped out before, fill in this table with your stakeholders and tick whether they fit each category and why. This will help you see the vulnerability your groups have with regards to your local climate contexts. Example:

Stakeholder Group	Exposure	Sensitivity	Adaptive Capacity
Title or description	Yes/No + Explanation	Yes/No + Explanation	Yes/No + Explanation
Elderly people and climate change vulnerability	Elderly people are more exposed to extreme heat events, especially those living alone in urban areas with limited green space or ventilation. Heatwaves are becoming more frequent and intense due to climate change, and older adults may be less able to physically escape or avoid these conditions.	Older adults are often more sensitive to climate-related stressors due to pre-existing health conditions (e.g. heart or respiratory issues), reduced mobility, or reliance on medication. Even moderate climate impacts can lead to severe consequences for their well-being.	Their ability to adapt may be limited by factors such as fixed income, lack of access to reliable transportation, digital exclusion (e.g. not receiving early warning systems or alerts), or social isolation. This makes it harder for them to take preventive measures or seek help during climate-related events.



### **BREAKOUT ROOM DISCUSSION**

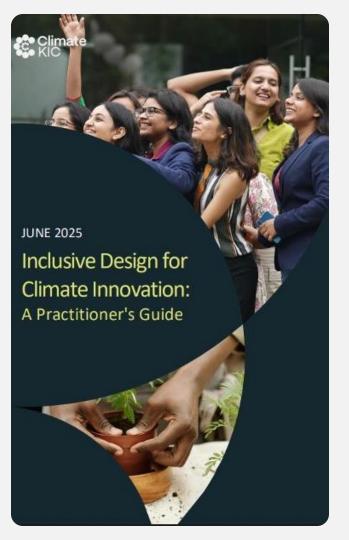
Mapping beneficiary engagement touchpoints for ESO programmes



### **POLL QUESTION**

What are some of the challenges you face with embedding inclusivity into your programmes?





# Inclusive Design for Climate Innovation: A Practitioner's Guide

Reminder – for more info on the steps of inclusive programme design, check out our new resource!

Download here in English

More detail on the impact pathway and more examples of how to do inclusive M&E.







Any thoughts or questions?





Aimee Apel – Social Impact Lead Carla Erber– Social Impact Manager inclusivity@climate-kic.org



ADDITIONAL CONTENT

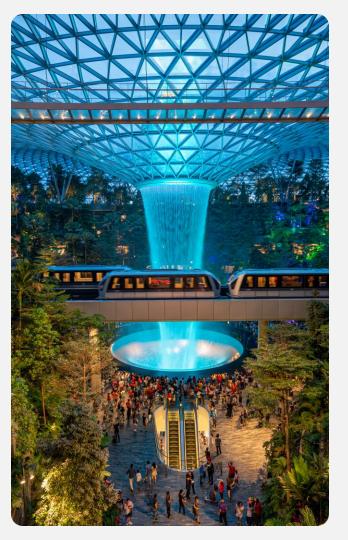
# Inclusive Monitoring & Evaluation



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# Inclusive Monitoring and Evaluation

#### Why inclusive M&E?

Core M&E tracks organisational or donor-defined KPIs, focusing on visible outcomes but often missing diverse individual impacts due to varying access to opportunities.

Inclusive M&E ensures programmes capture and address the unique experiences, needs, and outcomes of all participants, especially those from underrepresented or at-risk groups.



### Inclusive M&Es Do's and Don'ts

#### Do's

- Ensure the diverse experiences and outcomes of all participants, especially at-risk groups, are considered.
- Involve beneficiaries in the evaluation process to capture their perspectives and insights.
- Use metrics and tools tailored to reflect the specific contexts and needs of different groups (Gender, age, income level).
- Consider how overlapping identities (e.g., gender, race, income, etc) affect participants' experiences.
- Give voice to at-risk groups and emphasises qualitative insights to provide a more comprehensive evaluation.
- Capture inclusion concerns in the baseline and design the programme accordingly.

#### Don'ts

- Assume all participants are affected the same by programme interventions.
- Make decisions without input from the participants or communities being evaluated.
- Use rigid, unchanging metrics that do not account for different participant's needs.
- Treat all participants as a single group without recognising intersecting identities.
- Rely heavily on quantitative data, missing the nuanced understanding that qualitative insights can offer.
- ldentify inclusion concerns mid-late programme period.



# **Inclusive M&Es Comparison**

Aspect	Non-Inclusive M&E	Inclusive M&E
Focus on specific demographics	Applies generic metrics and goals, treating all participants as a homogeneous group.	Tailored to a targeted group addressing unique challenges and needs.
	E.g. Standard business support offered to all SMEs without considering the specific needs of women-led businesses.	E.g. Tailored microloans and training specifically for women-led SMEs.
Customised goals and outputs	Goals and outputs are broader and assume equal access to resources and needs of all participants. Focus lies on general business support.  E.g. Outputs measured by overall loan disbursement across the cohort.	Activities are designed to address specific barriers.  E.g. Increase access to finance for 50 women-led SMEs through microloans; loan disbursement is disaggregated according to key demographics (E.g. gender, age).
Outcome and impact focus	Outcomes and impacts are measured in general terms, potentially overlooking disparities.  E.g. Outcome: Increased revenues across cohort; Impact: Business growth as average over the full cohort (overlooking potential differences based on demographics).	Outcomes and impacts are directly related to the empowerment and growth of the specific group.  E.g. Outcome: Increased revenue and participation of women-led SMEs; Impact: Business growth in all companies.





# Inclusive M&E Scenario: Activity

An Entrepreneurship Support Organisation (ESO) is running a programme to support green start-ups in rural communities, aiming to foster climate-friendly solutions. The programme provides funding, training, and market access for entrepreneurs.

#### **Usual Metric**

"Number of startups reaching €50,000 in revenue within 12 months of programme graduation."

#### Why is it not inclusive?

101

Focuses only on the income/finance side of things

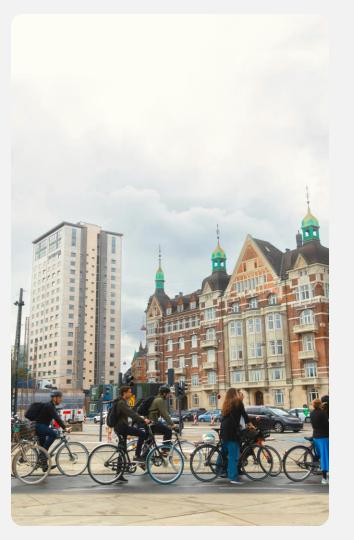


Doesn't have data broken down by different demographic groups (i.e. women, rural communities, those with disabilities)



Excludes informal enterprises





# Inclusive M&E Scenario: Activity

An Entrepreneurship Support Organisation (ESO) is running a programme to support green start-ups in rural communities, aiming to foster climate-friendly solutions. The programme provides funding, training, and market access for entrepreneurs.

#### Inclusive Metric

"Percentage of supported enterprises showing improved income stability or business growth, disaggregated by gender, age, disability, and geographic location (urban/rural), with qualitative data on barriers faced."

#### Why is it inclusive?



Context specific - recognises that success looks different than just financing.



Disaggregates by demographics to understand impacts in different communities.



Adds in qualitative data to compliment statistics – building up a more comprehensive picture.



#### **DISCUSSION**

Do you have a metric in mind for your programme and how could you make it more inclusive?



# **Inclusive Monitoring**

Core Monitoring	Enhanced Monitoring
Tracking of representation  Number or percentage of women and men, youth planned to be included in the programme.	Needs assessment Understanding how specific needs and barriers will be addressed in the programme design and assign specific activities and allocate budget to measure change in these areas.
Tracking of participation  Monitoring the number of participants from various demographic groups.	Active engagement monitoring Assessing the quality of participation and whether all groups are actively engaged and their voices are being heard.
Satisfaction surveys General satisfaction levels reported by participants.	Ongoing feedback loops Continuously gathering detailed feedback through interviews, focus groups, or regular check-ins to adjust the programme as needed.
Attendance rates Tracking the number of sessions or activities attended by different groups.	Barriers to participation Identifying and addressing obstacles that prevent full participation by different groups, such as timing, location, or cultural factors.



# **Inclusive Evaluation**

Core Evaluation	Inclusive Evaluation	
Completion rates Percentage of participants who complete the programme, segmented by demographic groups.	Outcome equity analysis Assessing whether all demographic groups achieve similar outcomes and identifying factors that contribute to any disparities.	
Quantitative impact assessment Using numbers to measure programme success.	Qualitative impact assessment Incorporating the experiences, challenges, and outcomes for all demographic groups, to understand the diverse experiences and impacts on participants from different backgrounds.	
Post-programme satisfaction surveys Gathering feedback on overall satisfaction.	Long-term impact evaluation Assessing the sustained impact of the programme on different groups and whether it has addressed their initial needs and barriers effectively.	
Completion rates Percentage of participants who complete the programme, segmented by demographic groups.	Outcome equity analysis Assessing whether all demographic groups achieve similar outcomes and identifying factors that contribute to any disparities.	

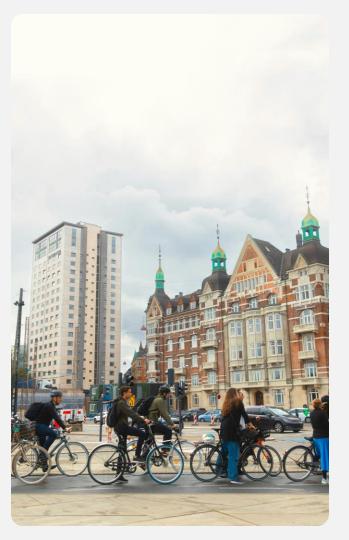


# **Inclusive Learning and Reporting**

The final step of the M&E process is programme reporting and learning. This is your opportunity to look at all the data and insights gathered throughout the programme toguide and redefine your strategy and approach.

Aspect	Inclusive Reporting	
Focus on stakeholders	Actively integrate the voices of at-risk and underrepresented groups. Feedback from all participant groups is sought and reflected in the learning and reporting process.	
Data disaggregation	Disaggregate data by demographic factors (e.g., gender, age, ethnicity, disability) to reveal disparities and ensure that all groups' outcomes are reported.	
Transparency	Transparently discuss both successes and areas for improvement, particularly in terms of inclusivity with the rest of the organisation for learning purposes.	
Recommendations	Provide targeted, actionable recommendations based on disaggregated data to address disparities and improve future inclusivity.	
Goal setting	Set yourself goals to improve on inclusivity misalignments uncovered during the MEL process and update your programme indicators accordingly.	
Learning Loop	Take what worked well and any recommendations you have gathered and integrate them into your programme setup and strategy.	





### Ethical considerations on M&E



#### Informed consent

Always obtain informed consent from participants. This means they should fully understand the purpose of the evaluation, what their participation involves, potential risks, and their right to withdraw at any time without any consequences.



#### Confidentiality and anonymity

Protect participants' personal information by ensuring confidentiality and, where possible, anonymity. This includes not sharing identifying information in reports or discussions unless permission is given.



#### Cultural sensitivity

Respect the cultural norms, values, and languages of participants. M&E activities should be adapted to fit the cultural context and avoid imposing outside assumptions.



#### Respect and inclusivity

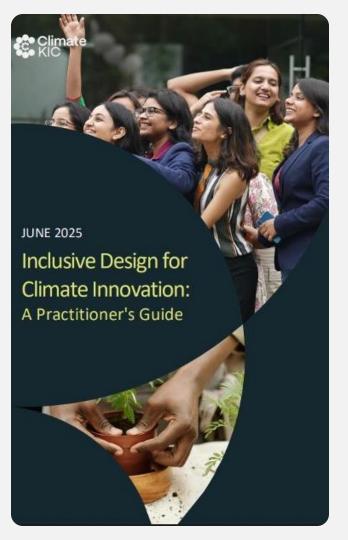
Ensure that participants are treated with respect and without discrimination.



#### **Transparency**

Be clear about the purpose and scope of the evaluation with all stakeholders. Sharing relevant findings with the participants and communities can be a way to show respect and give back to the community.





# Inclusive Design for Climate Innovation: A Practitioner's Guide

Reminder – for more info on the steps of inclusive programme design, check out our new resource!

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More detail on the impact pathway and more examples of how to do inclusive M&E.







Any thoughts or questions?





Aimee Apel – Social Impact Lead Carla Erber– Social Impact Manager inclusivity@climate-kic.org





Kick-Off May 3rd, 2025

# Introduction to Inclusive Programme Design for ESO's

Carla Erber Social Impact Manager



This action is supported by the European Institute of Innovation and Technology (EIT).

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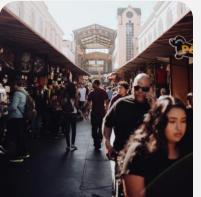








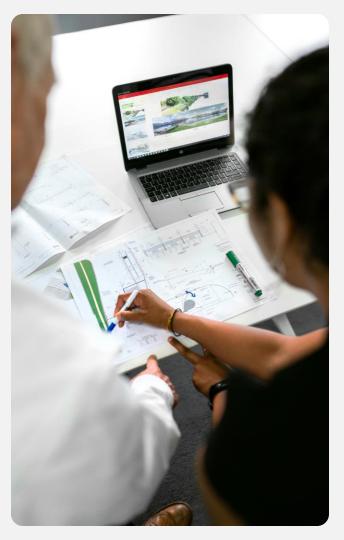




# Question to get us started!

In 2023, what percentage of VC funded start-ups in Europe had all women founder teams?





# **Answer**

1.8%

Teams with at least one woman on the co-founding team saw a further

19% investment.

(Data from Pitchbook)





# Gender inequality in the world



Not a single country in the world has achieved gender equality: a third of countries worldwide have made no progress since 2015 (Source: Global Citizen)



The majority of the world's poor are women: This is due to low wages, lack of decent work, unpaid care work, longer workday (Source: Oxfam)



Women spend two to ten times more time on unpaid care work than men: this was heightened during the Covid-19 pandemic (Source: OECD)



12 million girls under 18 are married each year: in 2021, this number equated to 1 in 5 girls between the ages of 20-24 were married before the ages of 18 (Source: UN)



Women hold just 26.5% of parliamentary seats: Only 13 countries, mostly in Europe, have gender-equal cabinets (Source: UN Women)





# Link between gender, climate and entrepreneurship

- Women and girls are particularly vulnerable to climate hazards (e.g. of those displaced by the climate crisis, 80% are women, Source: UNDP)
- Percentage of women founders vs men founders is 1 to 3 for general start-ups (Source: GEM)
- VC investment in women-founded start-ups is significantly less than men-founded companies between 1% to 5% worldwide (Source: Pitchbook)
- However, women entrepreneurs tend to be more focused on bringing a socially-conscious and environmentally friendly aspects to their business (Source: EIB)
- Research shows 54% of women entrepreneurs value carbon footprint reduction, compared to 41% of men (Source: EIB)







# Link between gender, climate and entrepreneurship

Despite this, women businesses tend to make more money in the long run... Start-ups founded or co-founded by women garner less investments but generate more revenue:

Sources: MassChallenge, BCG analysis.

Note: Of the 350 companies included in the analysis, 258 were founded by men, and 92 were founded or co-founded by women.





# Diversity Fuels Innovation, Trust & Growth



#### Innovation

- → Diverse teams 35% more likely to outperform (Source: McKinsey)
- → Attract talent: 1 in 3 candidates will not apply to a company that does not look diverse enough.



#### **Customer Trust**

→ 88% say brands don't represent them (Source: Kantar)



#### **Investor Interest**

- → Diversity at the top = higher returns (Source: Institutional Investor)
- → Global network for inclusive investing: 2X Global



# MITTEL OF POMERARAMILEGE



# Gender is just one piece of the puzzle

Each country or context will have a different wheel of power/privilege and these identities will intersect.

Exercise for taking away – what would your personal or professional wheel of power look like?





# ESOs becoming more inclusive

- → Eliminating Internal Bias
- → Hiring and retaining a diverse team
- Changing outreach and communications
- → Reviewing selection and programme set up





### **Gender Handbook for ESOs**

- → WeClim Equally gender-smart handbook for climate ESOs (available to download in English here)
- Developed between 2021-2023 by Climate KIC and Bopinc & included extensive engagement with entrepreneurship support organisations and start-ups.
- The target audience of the handbook are ESOs that run climate focused accelerators/incubators/other programmes.
- → Step-by-step guidance and exercises on 4 different areas.





21st August 2025

# **Inclusive Programme Design**

- Understand the core principles of inclusivity and why it is essential in programme design
- → Learn strategies for involving beneficiaries meaningfully at all stages of programme development
- → Best Practices from ESO's across the world

#### **Next Steps**

- Complete the DEI Assessment survey (link to follow)
- Start your Gender & Inclusivity Action Plans using the Handbook
- Contact us with questions or for a 30-min feedback session anytime



# Inclusive Monitoring & Evaluation



#### Which one is a lie?

A. KPIs should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

B. KPIs must always be quantitative to be effective.

C. KPIs help track progress and identify areas for improvement.



#### Which one is a lie?

A. KPIs should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

B. KPIs must always be quantitative to be effective. (LIE )

C. KPIs help track progress and identify areas for improvement.



#### Which one is a lie?

A. Stakeholder input is essential when developing KPIs for inclusive programmes.

B. KPIs should align with both organisational goals and DEI objectives.

C. Once KPIs are set, they should never be changed to ensure consistency.



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#### Which one is a lie?

A. KPIs make it easier to communicate programme success to stakeholders.

B. Collecting data for DEI KPIs is resource-intensive.

C. DEI KPIs are useful for internal reporting and for public communication.



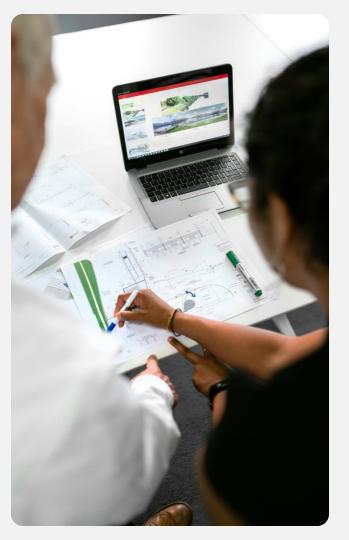
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# **Inclusive Programme Planning**

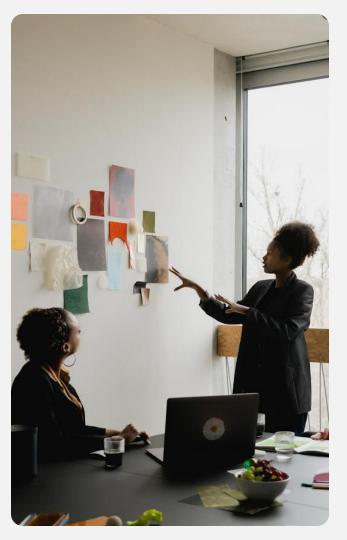
Inclusive Programme Planning is all about shifting power to the people you want to impact and doing so through meaningful engagement.

Whenever you think about planning a new programme, you can always come back to the guidelines below:

#### 4 Ways of Meaningful Participation

- 1. Giving the community voice: Not assuming what needs to be done but asking them and giving them a seat at the table.
- Improving their capacity to participate: Make your programme accessible, taking into account individual needs, backgrounds and skills.
- 3. Seeing their value as consumer groups: Work with innovators that market to your target groups, and help them do it even better.
- 4. Benefitting the wider community: Include the wider community and see how you can create impact that outlasts your programme.





### Inclusive M&E Scenario

An Entrepreneurship Support Organisation (ESO) is running a programme to support green start-ups in rural communities, aiming to foster climate-friendly solutions. The programme provides funding, training, and market access for entrepreneurs.

#### **Usual M&E Approach:**

The programme tracks KPIs like the number of businesses supported, total funding disbursed, and overall revenue growth.

Example Metric: 100 entrepreneurs trained in sustainable practices.

These metrics show the programme's scale and economic impact but don't assess how different groups, like women, youth, or marginalised communities, experience the programme.

How can we create an M&E plan that is more inclusive?



## **Inclusive Evaluation**

An Entrepreneurship Support Organisation (ESO) is running a programme to support green start-ups in rural communities, aiming to foster climate-friendly solutions. The programme provides funding, training, and market access for entrepreneurs.

Aspect	Inclusive M&E
Focus on specific demographics	The programme recognises barriers faced by women entrepreneurs in accessing funding and adapts the training to address these challenges, such as providing childcare during sessions or focusing on women's unique climate
Tailored to a targeted group addressing unique challenges and needs.	<ul> <li>Example Metric: At least 50% of participants are women-led start-ups, and training attendance is disaggregated by gender and other factors like income level, age or disability.</li> <li>Number and/or percentage (%).</li> <li>Verification: Surveys/participant lists.</li> </ul>





# Case Study: ClimateLaunchpad (CLP)

#### **Background on CLP**

- World's largest Green business idea competition with the mission to unlock the world's cleantech potential that addresses climate change.
- Operated by Climate KIC across the globe in 45+ different countries (only in Europe until 2017).
- National leads did NOT see themselves in the CLP promotion or education materials.
- Lack of inclusivity flagged by the participating countries asking CLP team to do better.
- Gender mainstreaming only a priority for countries outside of Europe.





# Case Study: ClimateLaunchpad (CLP)

#### A steady journey towards inclusion

- → Diversity-sensitive comms/education
- Gender Mainstreaming Handbooks/Trainings applied
- Shifted to local trainers and hosts involving actors that are more contextually aware
- Talking about inclusion! Held diversity in ENTR panel in 2022

LATAM & Pacific Islands 40-45% women, Europe 25%, Nigeria 50%

Women-led event: Africa/Asia Pacific final – host, jury and winner were all women.





# Case Study: ClimateLaunchpad (CLP)

# What tools and resources were applied to help this journey?

- → Gender-sensitive / diversity-sensitive communications
- Recruiting local expertise
- Gender mainstreaming training as part of the standard curriculum
- → Awareness building in the CLP community
- Setting mandatory KPIs

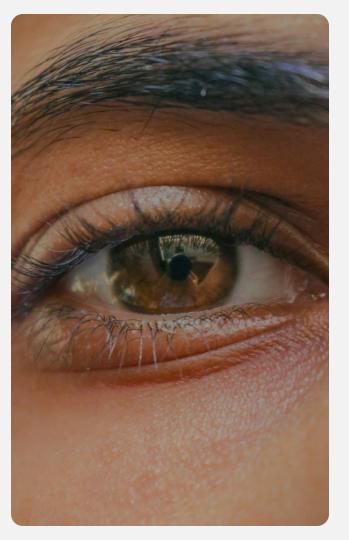


## **Inclusive M&E Scenario**

An Entrepreneurship Support Organisation (ESO) is running a programme to support green start-ups in rural communities, aiming to foster climate-friendly solutions. The programme provides funding, training, and market access for entrepreneurs.

Aspect	Inclusive M&E
Customised goals	Metrics track overlapping identities, such as rural women under 30. This ensures programmes address compounding barriers like limited digital access
and outputs	or market connections.
	Example Outcome: Increased participation of rural, women-led start-ups in
Activities are	<ul> <li>local green markets.</li> <li>Could be percentage (%) and/or number</li> <li>Could be a YES / NO</li> </ul>
designed to address	Verification: Participant registration forms, demographic surveys.
specific barriers.	





# Inclusive M&E at the planning stage

The planning phase is your chance to design an equitable and inclusive M&E framework. To do this, you need to have a good understanding of who your target group is and what impact you want to create.

#### Step 1

Identify your target group(s), their needs and challenges. (Luckily, we have just done this!)

Important at this stage as well to conduct baseline data on the current situation of the participants so you can reflect on the impact you have.

#### Step 2

Based on their needs, define the goal, outputs, outcomes, impacts, indicators, and measurement methods.



## **Inclusive M&E Scenario**

An Entrepreneurship Support Organisation (ESO) is running a programme to support green start-ups in rural communities, aiming to foster climate-friendly solutions. The programme provides funding, training, and market access for entrepreneurs.

Aspect	Inclusive M&E
Outcome and impact focus	Beneficiaries co-design evaluation frameworks, highlighting what "success" means for them. For instance, some women-led start-ups might prioritise community impact over revenue growth.
Outcomes and impacts	Example Output: Insights from diverse participants are included in programme
are directly related to	evaluation reports.     Could be a Yes or No.
the empowerment and	Could be number of case studies or surveys.
growth of the specific	Participant interviews reveal challenges like cultural biases or logistical barriers that numbers might not show, informing programme adaptations.
group.	Example Tool: Regular feedback sessions and case studies from women-led start-ups.



