



**DevComm**  
External Affairs Vice Presidency

## **Measuring Results**

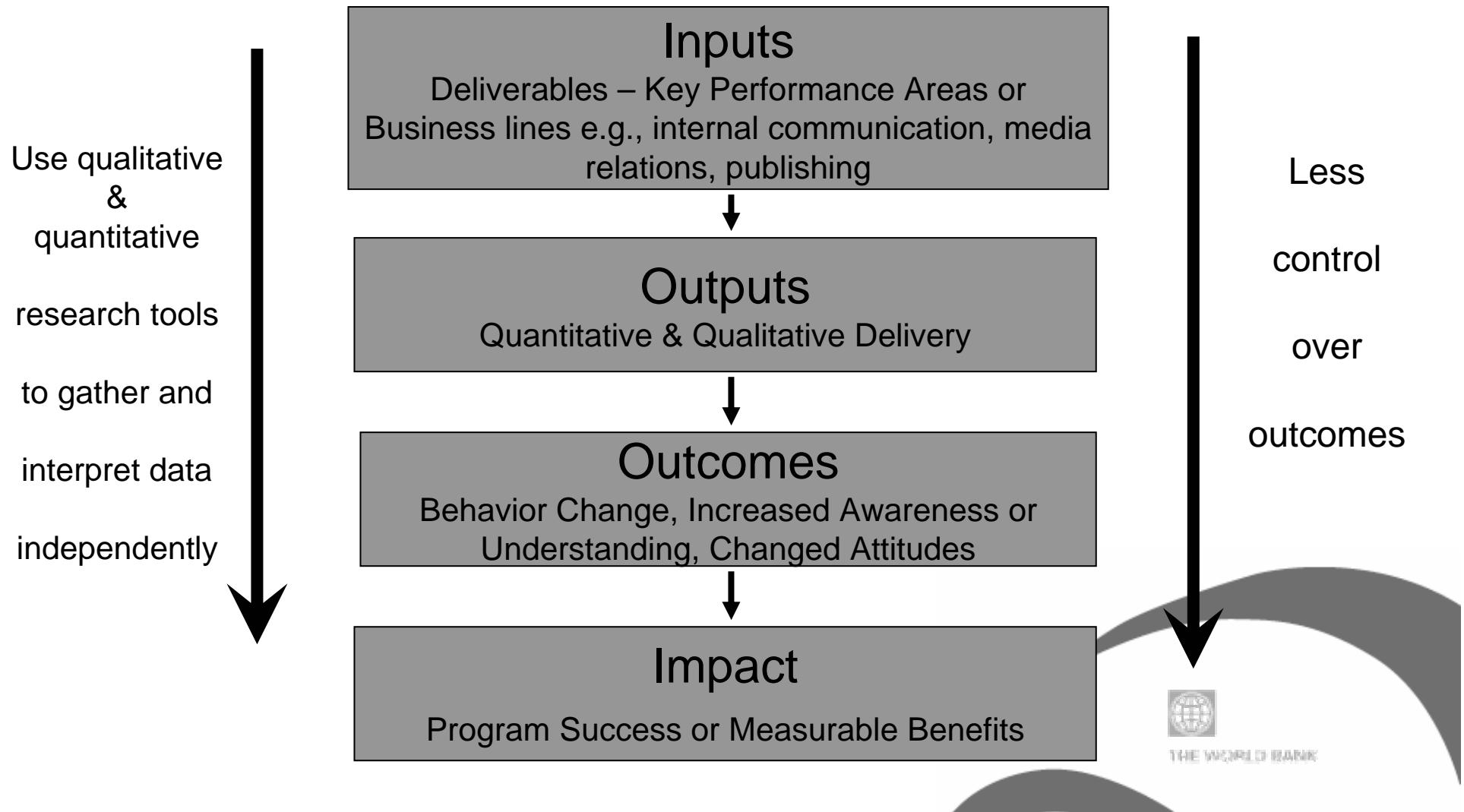
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**Paul Mitchell**

**The World Bank**

# Measuring Results

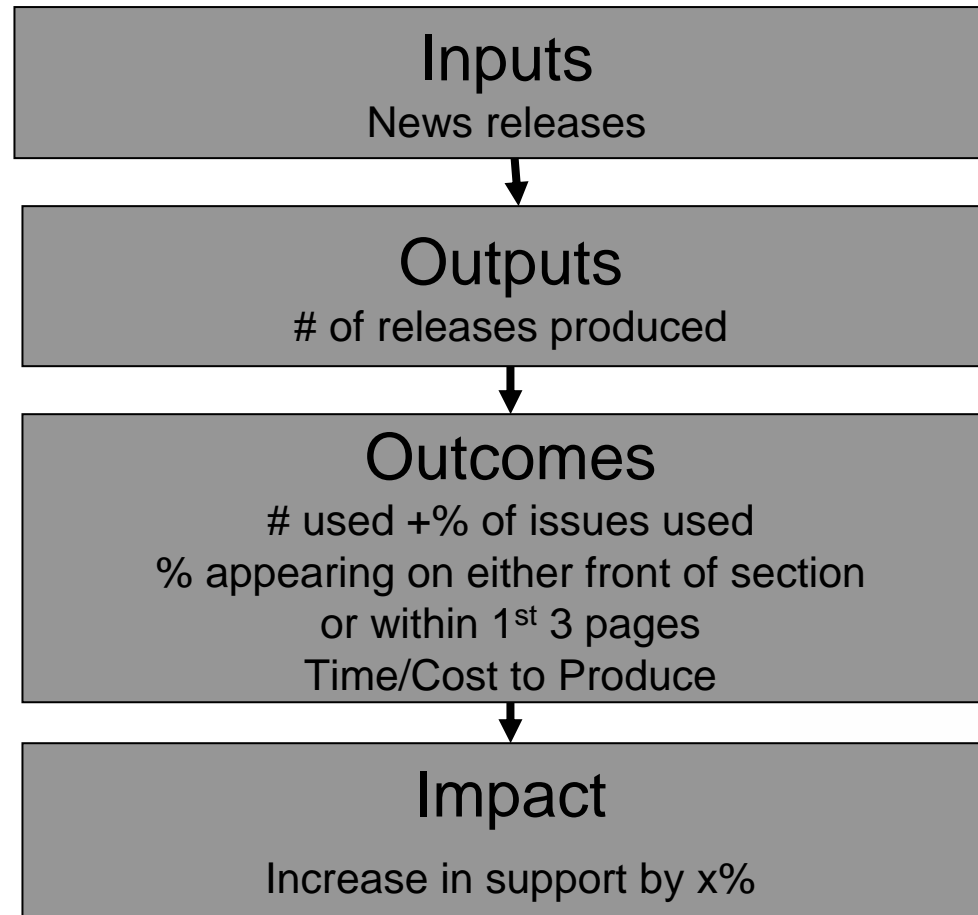
Needs: Strategy  
Compact – Work Plan  
Performance Indicators



# Measuring Results

## Program : Media relations

News releases, Events, Crisis Management



# EXT Business Model

## Business Lines

### A. External Scanning and Analysis

- A.1. Briefings and Support to Senior Management
- A.2. Trends Analysis and Political Research
- A.3. Worldwide Media Analysis
- A.4. Polling and Surveys
- A.5. Other

### B. Strategic Relationship Management

- B.1. Corporate Positioning, Advocacy, and Campaigns
- B.2. Global Constituency Relations
- B.3. Substantive Diplomacy: Donor Countries
- B.4. Substantive Diplomacy: Multilaterals
- B.5. Other

### C. Corporate Communications

- C.1. Media Relations, Web, and Broadcast Services
- C.2. Internal Communications
- C.3. Crisis Management
- C.4. Annual and Spring Meetings
- C.5. Annual Reports
- C.6. Other

### D. Communications Services to Others For Operational Effectiveness

- D.1. Publications and Publication Services
- D.2. Communications Consultancy for Projects and Programs on the Ground
- D.3. Communications-Related Services to Bank Staff
- D.4. Learning, Knowledge Sharing, and Dissemination
- D.5. Public Information Centers
- D.6. Other



# EXT VPU Overview

**A. EXTERNAL SCANNING AND ANALYSIS**

A.1. Briefings and Support to Senior Management      A.2. Trends Analysis and Political Research      A.3. Worldwide Media Analysis      A.4. Polling and Surveys

**B. STRATEGIC RELATIONSHIP MANAGEMENT**

B.1. Corporate Positioning, Advocacy, and Campaigns

*Parliamentarians, Academics & Students,  
Private Sector, Civil Society, Youth  
Organizations, Media Profession*

B.2. Global Constituency Relations

B.3. Substantive Diplomacy : Donor Countries

B.4. Substantive Diplomacy: Multilaterals      *EU, OECD, WTO, UN,,  
UN Agencies & Programs*

**C. CORPORATE COMMUNICATIONS**

C.1. Media Relations, Web, and Broadcast Services

C.2. Internal Communications

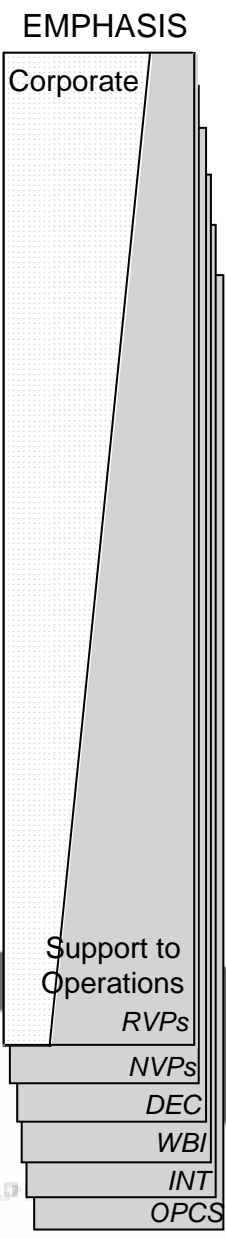
C.3. Crisis Management

C.4. Annual and Spring Meetings

C.5. Annual Reports

**D. COMMUNICATIONS SERVICES TO OTHERS FOR OPERATIONAL EFFECTIVENESS**

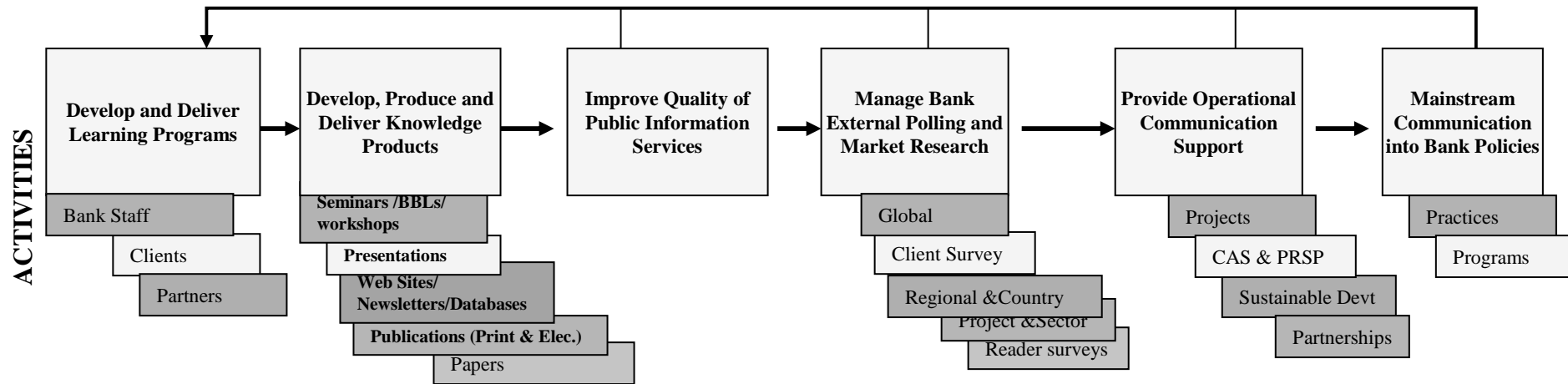
D.1. Publications and Publication Services      D.2. Communications Consultancy for Projects and Programs on the Ground      D.3. Communications-Related Services to Bank Staff      D.4. Learning, Knowledge Sharing, and Dissemination      D.5. Public Information Centers (PICs)



# EXT Process Map

## Communications for Development and Operational Effectiveness

Draft for Discussion



ACTIVITY	ACTIVITY OUTCOMES	INDICATORS
<b>Develop and Deliver Learning Programs</b> Bank Staff Clients Partners	Bank Staff and Clients trained in strategic communication and political risk use these skills in their work, programs and projects  Organization, systems, methodologies, and learning programs in place to deliver learning programs	<b>EFFICIENCY</b> 1500 staff, clients, and Partners trained  <b>EFFECTIVENESS</b> 100% of level 1 evaluations of all courses (except pilots) reach or exceed bank averages  80% of clients rate courses at 4+ for quality and usefulness
<b>Develop, Produce and Deliver Knowledge Products</b> Seminars /BBLs/ workshops Presentations Web Sites/ Newsletters/Databases Publications (Print & Elec.) Papers	Diverse views and knowledge brought into the Bank  External clients and staff have enhanced understanding of development issues  Ready access to publications via appropriate channels (e.g. book trade, libraries, online, targeted free dissemination)	Total number of publications, pages, number of copies published, by market category Number of units disseminated (% sold vs. free) Number of licensed editions published Fee-based online subscriptions: # institutional subscribers and # of authorized users.  Total Revenues Survey of external clients: % reporting that Bank Pubs influenced their thinking "A great deal" or "A fair amount"  Survey of authors: % reporting that service met or exceeded expectations
<b>Improve Quality of Public Information Services</b>	PICs mainstreamed in Country Operations and Strategies  Increase value of PIC information to development, making PIC a center for discussion and exchange of views	Percentage of responses within target timeframe  Number of PIC/InfoShop visitors and event participants  Country Management satisfaction with responses and PIC services  % of visitors/participants who obtained information they will use in development work*
<b>Manage Bank External Polling and Market Research</b> Global Client Survey Regional & Country Project & Sector Reader surveys	Bank Senior Mgmt CMUs & TTLs use empirical data in strategy policy formulation and projects  Feedback from market research and book reviews used to improve knowledge products.	15 surveys completed yearly review of CSP completed  Number of readers surveyed  70% of countries undertaking a CAS utilize client survey  Reader survey: Response rate.
<b>Provide Operational Communication Support</b> Projects CAS & PRSP Sustainable Devt Partnerships	Task teams integrate communication into projects, CAS and PRSP processes  Increased mitigation of development risks in Bank operations to maximize development outcomes	Substantive communication advice provided to 60 projects  40 projects that contain a communication component, sociopolitical or assessment paid for by client
<b>Mainstream Communication into Bank Policies</b> Practices Programs	Ensure that Bank policies, projects, strategy products and AAA incorporate communication (media, publications, etc.)	6 CAS include communication as mainstream activity Number of VPUs with publishing program incl. in strategy  3 regions incorporate communication training in advanced operational skills program

## Effectiveness of communications

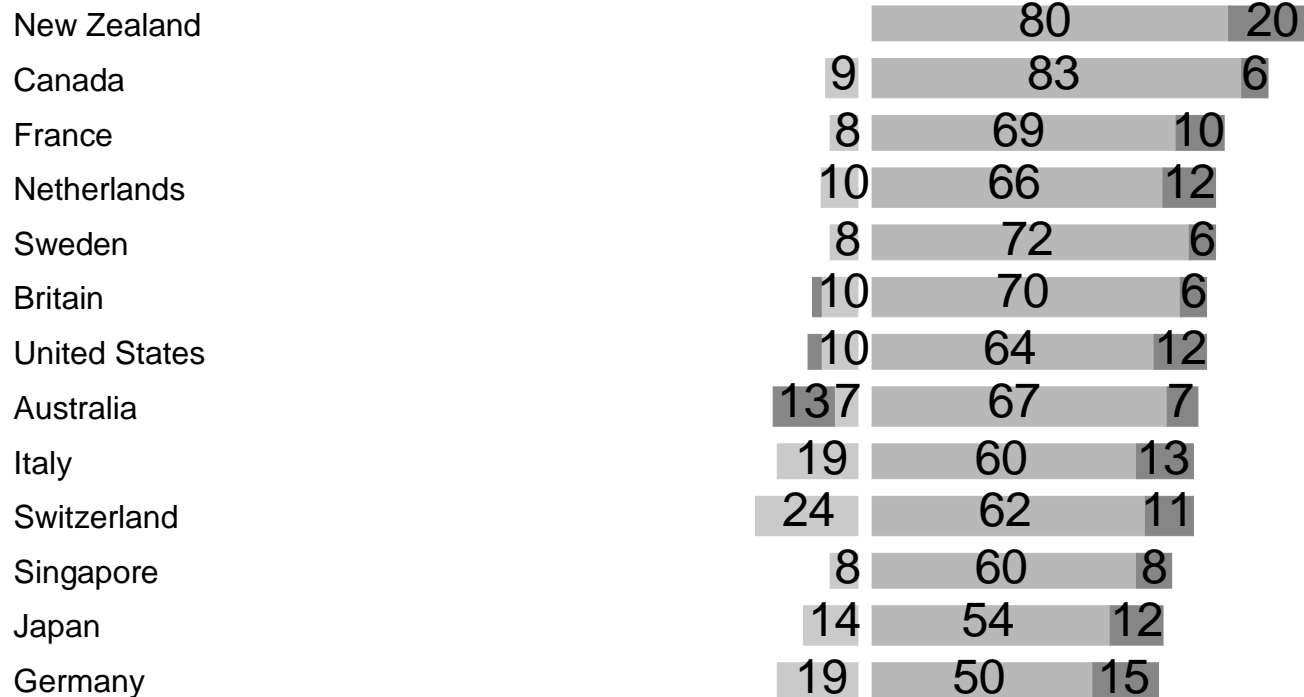
► Over the past few years, would you say that Bank communications have become much more effective, somewhat more effective, somewhat less effective or much less effective?



## Effectiveness of communications

► Over the past few years, would you say that Bank communications have become much more effective, somewhat more effective, somewhat less effective or much less effective?

- Much more effective
- Somewhat more effective
- Somewhat less effective
- Much less effective



## Sources of information about Bank

► From where are you getting most of your information about World Bank activities in our country<sup>a</sup>?

	Austra- lia	Britain	Canada	France	Germany	Italy	Japan	New Zealand	Nether- lands	Singa- pore	Sweden	Switzer- land	United States
Total Mass Media	54	24	14	31	45	37	24	20	28	56	58	38	15
Newspapers	40	24	14	31	41	35	24	10	28	52	54	31	15
TV, Radio	14	0	0	0	4	2	0	10	0	4	4	7	0
Total Bank Sources	27	54	34	47	30	42	68	60	28	36	14	52	54
Bank web sites	13	22	17	18	7	13	48	20	14	28	0	29	24
Bank publications or reports	0	20	11	25	19	21	8	10	2	4	8	16	20
Face to face meetings with Bank staff or officials	7	8	3	2	2	0	6	0	4	4	6	2	8
Bank letters, memos or other official correspondence	7	4	3	2	2	8	6	30	8	0	0	5	2
Other	20	18	29	22	26	19	6	20	44	8	26	9	31

\* represents a value of less than 0.5%



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# Client Survey FY04: Communications Effectiveness

## Communication and Outreach

When I need information from the World Bank I know how to find it

4.4

The Bank is appropriately responsive to my information requests and inquiries

4.4

1 2 3 4 5 6  
Mean Level of Agreement

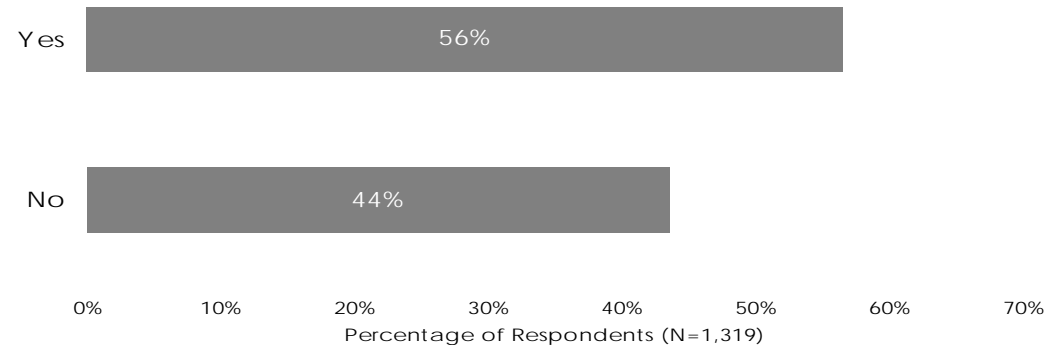


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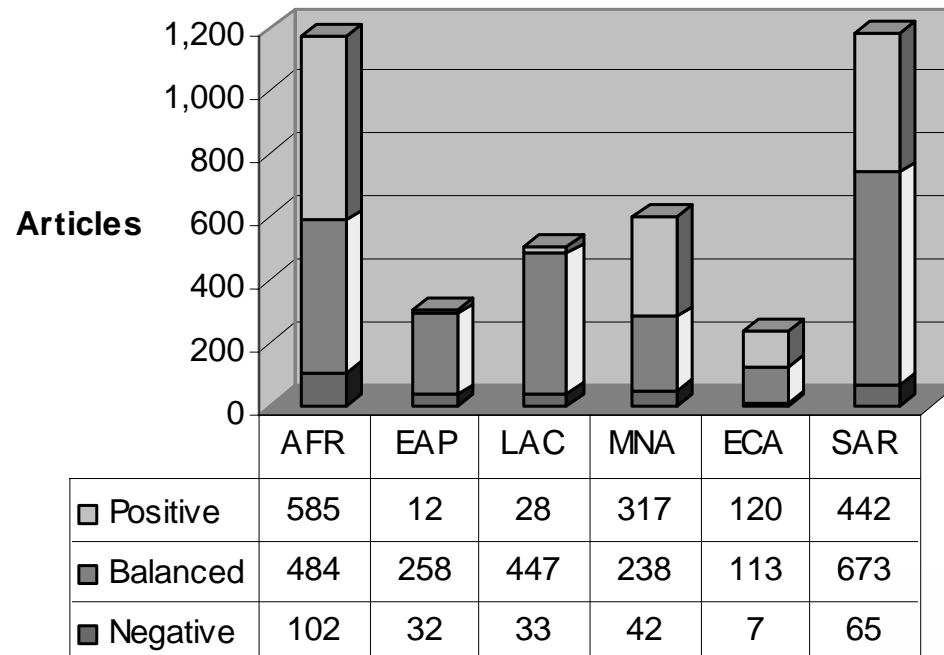
# Client Survey FY04: Communications Effectiveness

## Website Usage

"I use/have used the World Bank website"



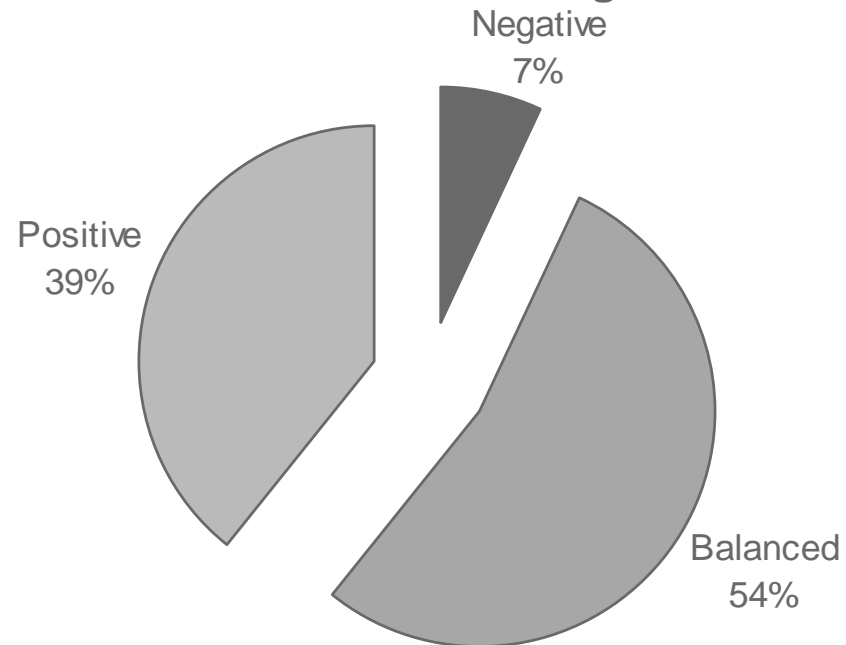
### B. Coverage by Region



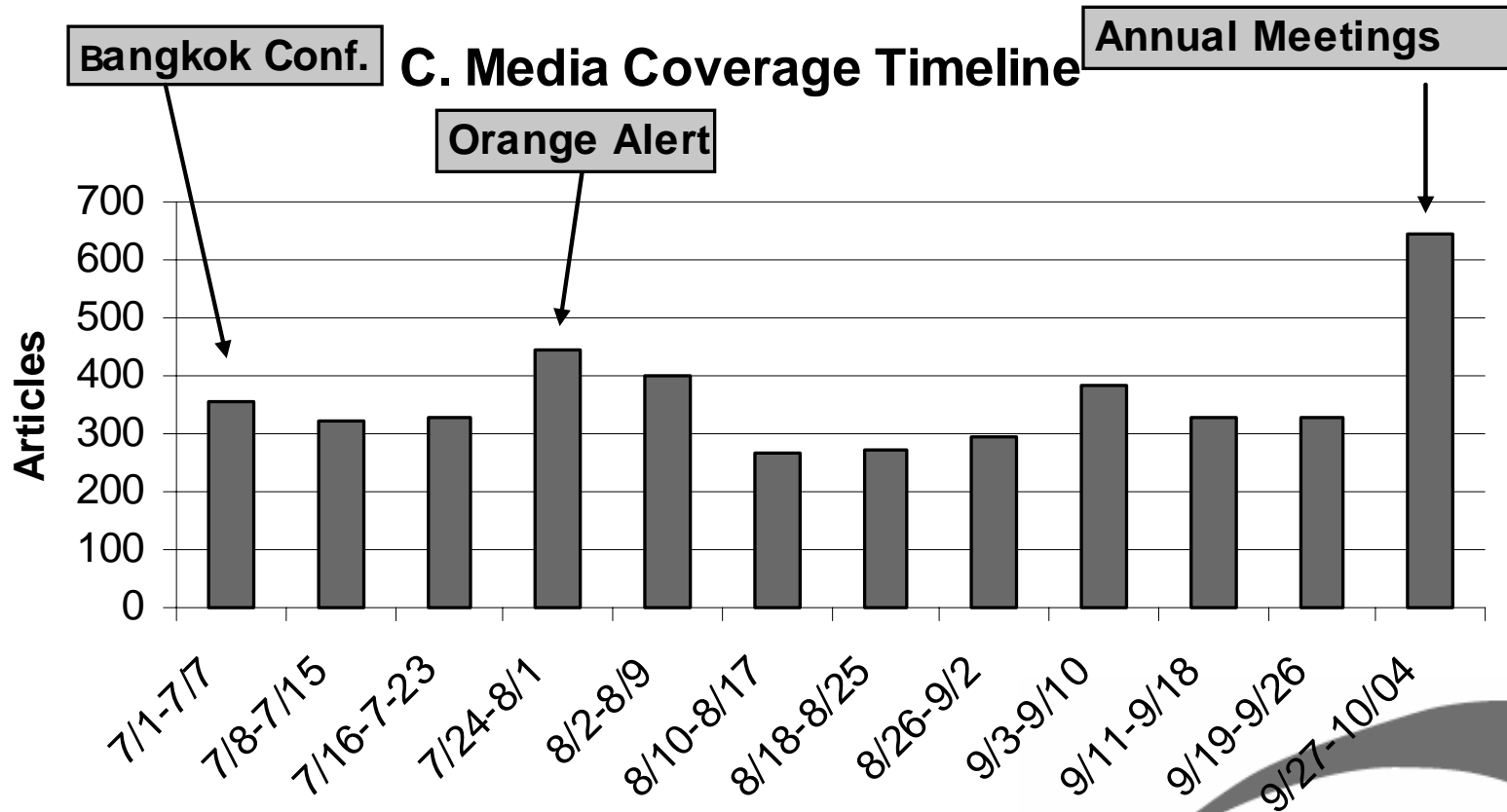
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IDENTIFYING TRENDS FOR IMPROVED ENGAGEMENT

### A. Tone of Coverage



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# Impact of Communications Interventions in Water Sector

<b>Albania</b>	<b>Project Design Stopped Delay Commitment</b>	<ol style="list-style-type: none"> <li>1. Implementation of the consultation process for the GEF component resulted in a temporary splitting of the project so that the approval of the Municipal Water and Wastewater project would not be delayed while the preparation of the Integrated Water and Ecosystem Management was being finalized.</li> <li>2. The communication program for the Municipal Water project, implemented under PPIAF financing, brought about a commitment of the Government to utilize part of the WB loan in order to scale-up the communication activities.</li> </ol>
<b>Dominican Republic</b>	<b>Client Coordination Built Credibility</b>	<ol style="list-style-type: none"> <li>1. Technical assistance resulted in improved relationships between the PIU and the ministry in charge of implementation.</li> <li>2. Consultation process helped build credibility and trust among the beneficiaries</li> </ol>
<b>Ghana</b>	<b>Risk Mitigation Built Credibility Client Coordination Saved Time</b>	<ol style="list-style-type: none"> <li>1. Political risk was minimized through an interim communication program designed to manage change from a lease to a management contract.</li> <li>2. Improved credibility of project through polling and communications program and gave Government confidence to proceed.</li> <li>3. Resulted in joint comm. committee between agencies to coordinate messages.</li> <li>4. Project passed after being stalled for years.</li> </ol>
<b>Kenya</b>	<b>Coordination Consensus Building</b>	<ol style="list-style-type: none"> <li>1. Integration of water management and water supply and sanitation project through communications element.</li> <li>2. Built consensus through early consultations in advance of implementation.</li> </ol>



## Impact of Communications Interventions in Water Sector (2)

Mauritius	Project Design	<ol style="list-style-type: none"> <li>1. Because the opinion research was done early in the project design, the government reconsidered its options because of very high political resistance to privatization. They are currently considering other options such as a management contract which they now know has more public support.</li> </ol>
Mongolia	Leveraged Funds	<ol style="list-style-type: none"> <li>1. Communication Assessment provided clear framework of stakeholder issues and enabled TM to get a JSDF grant (for community development) of \$2M including \$50,000 for stakeholder consultations.</li> </ol>
Nigeria - State	Built Consensus Project Design	<ol style="list-style-type: none"> <li>1. Polling and communications assessment resulted in redesign of project, building necessary consensus leading to project acceptance.</li> <li>2. The Communication Assessment and the public opinion research carried out during the design phase provided basis for better project focus and to limited the financial and human resources to a smaller number of states than the originally planned resulting in a more concentrated efforts to meet customer demand.</li> </ol>
Nigeria - Lagos	Project Design	<ol style="list-style-type: none"> <li>1. The WB communication interventions supported IFC's early policy dialogue to undertake PSP.</li> <li>2. Resulted in a new system of revenue collection to increase cost recovery to help expand services to the poor.</li> </ol>  <small>THE WORLD BANK</small>

## Impact of Communications Interventions in Water Sector (3)

<b>St. Lucia</b>	<b>Replaced Social Assessment Built Consensus</b>	<ol style="list-style-type: none"> <li>1. The project lacked any solid social assessment so the opinion research is providing better understanding of constituency for more informed decision making.</li> <li>2. Communications activities used to build employee support for the process.</li> </ol>
<b>Ukraine</b>	<b>Stopped Delay</b>	<ol style="list-style-type: none"> <li>1. Resulted in information and communications program leading to the project being passed by Parliament.</li> </ol>
<b>Zambia</b>	<b>Provided Background for Consultations</b>	<ol style="list-style-type: none"> <li>1. Provided input for further stakeholder consultations in PPIAF-funded program.</li> </ol>

# Political Economy

- **"Lesson One : An understanding of the political economy of reforms, including government's commitment and ownership of reforms and the degree of political support or opposition to them is essential to develop realistic country assistance strategies, specific assistance programs and projects and analysis of risks."**



## Political Economy cont.

- **"Often economic reforms failed either because the government was not committed to them or because the government underestimated opposition to reforms and was unable to carry them through. An insufficient understanding of the political economy of reforms and the nature of the state may have lead the bank in some cases to push reforms that stood little chance of success." <sup>1</sup>**

<sup>1</sup> From OED What Have We learned? Some Preliminary Lessons from OED's Review of Country Assistance Evaluations over a ten year period. September 2004



# Towards a New Project Design

**“The design and implementation of reform initiatives should be based on an understanding of the underlying political and social processes at the core of government that determine the motivation and behavior of stakeholders.**

**Stakeholder analysis should be standard practice, and an integral part of program and project design”**

OED 2004 “Economies in Transition” focus on Bank work in ECA since 1989



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# Development Communication Helps

## Reform Program in Cote d'Ivoire Succeeded with Planned Communication to:

- **Build consensus for reforms**
- **Look into political, cultural and social dimensions along with economic issues**
- **Share experience from other developing countries**

OED Report, 2000



# Development Communications Helps

**In Cape Verde, Privatization Program Succeeded as Strategic Communications Focused on:**

- **“Political commitment and support to privatization”**
- **“Ownership building and stakeholder participation”**
- **Labor retrenchment through consultation and**
- **“Communication campaigns to build public support and ensure transparency.”**

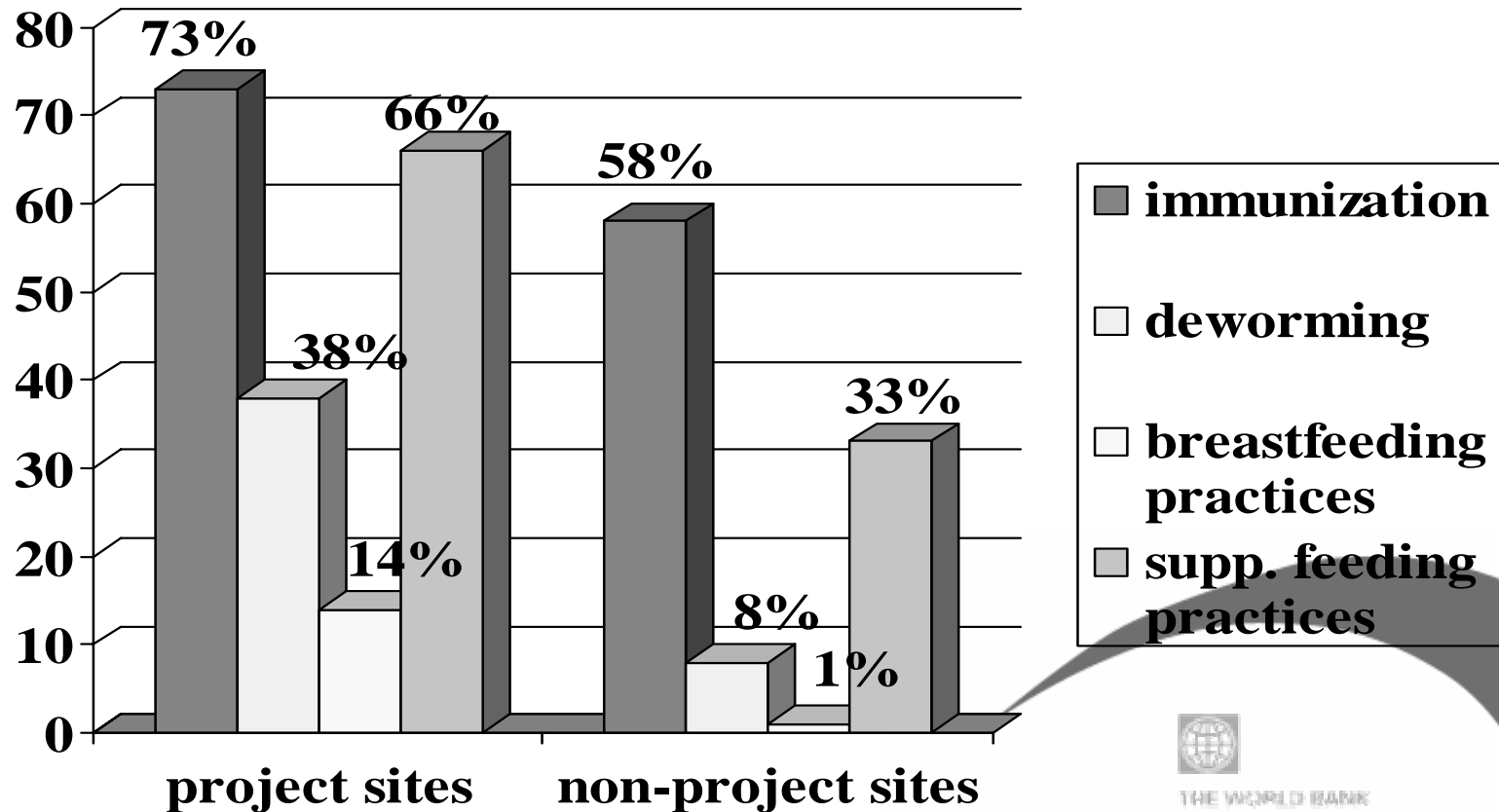
OED Report, 1998



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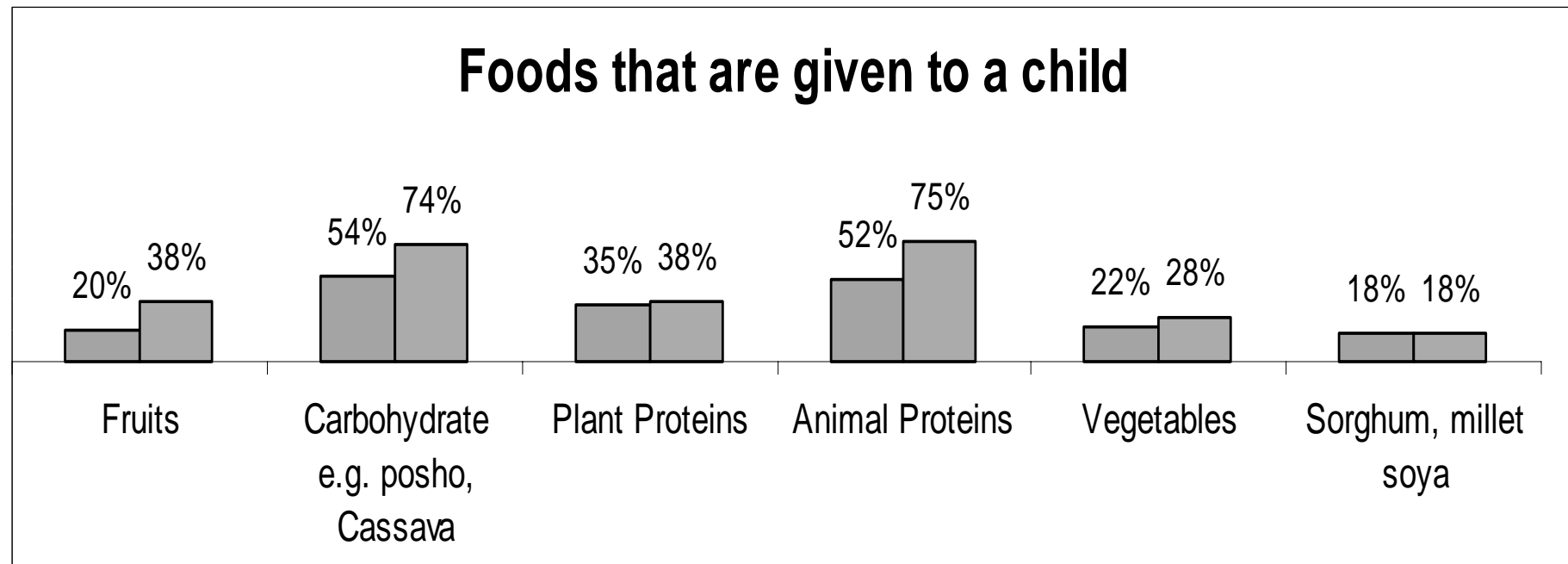
# Communication Impact: Uganda Nutrition and Early Childhood Development Project

## Improved Health and Nutrition Behavior Change



# Communication Impact: Uganda Nutrition and Early Childhood Development Project

## Behavior Change: Complementary Feeding



■ Time 1

■ Time 2



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# Other project achievements

## Effective Delivery of Services

- **Child Fairs increased demand for deworming medicine and vitamin A supplementation**
  - cost \$1.00 - \$1.33 per child
- **Entertainment-education vehicle delivered messages about better health practices through interpersonal contact which is more effective than written materials**

## Higher School Enrollment

- **Campaign messages on positive parental interaction had reinforcing effects on demand for early schooling**
- **By age 12, children in project areas will have higher school attainment than those in non-project areas**

## Enhanced local capacity and social capital

- **Use of radio to encourage community participation in nutrition-related activities**
- **Local skills developed in planning and implementation of micro projects**



