## Communication and Visibility in Umbrella Programs

# 1.0 Communication and Visibility

## 1.1 Why Communication Matters

**Strategic communication** (shortened to "communication") is, by definition, communication that is aligned with, and supportive of, the strategic goals of a project or program. It has always been useful to explain to stakeholders the nature of a development activity, primarily to build ownership and cooperation. Beyond this, communication can play a number of roles depending on the nature of the program or activity. While strategic communication was once primarily associated with marketing or public relations, it is now more typically positioned as an integrated core activity of a program and is used to transparently share values, purpose and progress. It encompasses a pro-active set of actions that can help shape understanding and the "conversation" around the program among defined audiences. It is increasingly a two-way process that gives stakeholders a voice and/or a stake in the activities being undertaken on their behalf or with an impact on their lives.

There is a broad set of circumstances that can benefit from communication in a typical Bank project or program. These can include the need to disseminate a particular knowledge product, explain a particular policy reform, or support a campaign around a specific objective, such as advocating for a protected species, an infrastructure project or the replenishment of a particular fund. While this is self-evident in larger programs, good communication may also benefit smaller, more localized activities, including those supported by grants provided to local recipients.

## 1.2 Visibility

Adequately ensuring visibility for the World Bank's Development Partners (DPs) is central to the ongoing success of the Bank's multilateral approach. Partners choose to work with the Bank, and increasingly, to enter into multi-donor arrangements, based on our commitment to not only measure results but to ensure that partner contributions are recognized at all levels of the results chain. Visibility ensures that the resources provided by the citizens of our development partners are seen as having a beneficial impact, and that this is not subsumed under the brand identity of the Bank Group or local implementing agencies.

Many of the requirements discussed in this note may seem to be common sense, but in practice, they too often become secondary to other project objectives. The simple steps outlined in this note, and related materials, can assist Umbrella Program Managers and Trust Fund TTLs to ensure balance when it comes to communication and visibility.

## 1.3 How Communication Works

Beyond traditional mechanisms that include publications, press releases and workshops, the **expanding reach of the internet and mass communications** provides an ever-growing number of "**channels**" providing information to affected populations and other interested parties. While these can be used to effectively increase outreach, engagement and transparency, they can also greatly accelerate the transmission and acceptance of negative news, whether valid or otherwise. The media landscape in any particular context, even in fragile states, is likely highly stratified and segmented and may bypass more traditional news media/intermediaries. A detailed understanding and careful management of these dynamics is essential to achieving the program's development objectives.

While the number of media channels has expanded, so too has the definition of "**target audience**". The Bank typically, and rightly, focuses its energies on achieving impact on the ground in its <u>client</u> countries, but it is also important that we consider audiences in our <u>partner</u> countries and beyond. Maintaining support for development aid, and multilateralism, requires us to ensure that the impact of hard-earned tax dollars is transmitted, again through relevant channels, back to those who need to know the value of our collective efforts.

## 2.0 Communication and Visibility Plans

As defined, an Umbrella Program enables a more strategic approach for DPs and the Bank to partner and finance their priorities. It allows high-level policy dialogue between DPs and the Bank's Global Practices (GPs) and Regional management. It is supported by one or more trustee-level trust funds, that supports one or more of the priority fundraising areas of the Business Unit (Global Practice, Region or Central Unit), as defined in their Strategic Fundraising Plan (SFP).

The Umbrella Program decision-making body (the Partnership Council), provides opportunities for development partners to indicate strategic guidance on thematic and geographic priorities. They have an opportunity to express their preferences and influence the Program during the discussion of the annual work program and budget. DPs also have inputs on the results framework of the Umbrella Program and can influence the choice of results indicators. Moving the dialogue from inputs to results can be an impactful way for partners to reflect their preferences in the Umbrella Program.

Umbrella Program teams should start preparing a **Communication and Visibility Plan (CVP)** during the design stage and maintain it throughout the lifecycle of the Program. The CVP should be prepared in consultation with participating development partners. It defines the objectives of communications related to the program, the target audience(s), communication activities that will be implemented, how communication success will be measured, and the resources that will be devoted to communication and visibility. The CVP should also be used to articulate, and seek common understanding of, issues related to branding of the program. The CVP is prepared to align with the results framework. As in a results framework, the initial focus should be on high level goals, with these being disaggregated during planning at the level of the thematic or geographic "pillars" of the Umbrella Program and of its associated trust funds as relevant, and critically, at the disbursing or grant level (see Figure 1).

**Figure 1** – Stylized Communications Matrix

The methodology associated with development of a CVP is effectively standardized within the field of strategic communications. An illustrative annotated template is attached as Annex I and the recommended structure of the CVP is given in Table 1.  As with the results framework, the CVP will benefit from a rigorous stakeholder analysis as a foundation and by being prepared in an interactive and collaborative manner involving key stakeholders.

**Table 1** – Recommended Sections of the Communication and Visibility Plan

| Section | Contents |
|---|---|
| 1. Background | Provide a brief overview of the Program with a focus on how it will leverage partnerships, support Bank engagement at the global, regional and country level (as appropriate) and the particular challenge(s) the Program will need to address, <u>from a communications perspective</u>, to achieve success. |
| 2. Objectives | Communication objective(s) <br> • How can communications help deliver on the development objective(s) of the project/program <br> Target audience(s) <br> • A matrix or "map" should be prepared outlining the key target groups and how they will engage with the Umbrella's activities. |
| 3. Activities | Communication tools and channels identified <br> Work Plan <br> • Main communication activities envisaged and indicative schedule / timeline <br> Guidance for partners / local grant recipients (where relevant) |
| 4. Evaluation | What does success look like and how will the Bank know when objectives have been met? |
| 5. Resources | Human resources <br> • Identify the key human resources, including consultants that will support the implementation of the Plan <br> Capital and recurring expenditures <br> • Costs associated with plan production and implementation |
| 6. Visibility and Branding | Agreed approaches and unifiers (logos) <br> • How to represent the Program, the WBG and participating donors and/or branding the program at an international and local (in-country) level |

As with the results framework, the CVP should aim to provide a framework that embraces all aspects of the Program, and provides guidance for those seeking to implement elements, whether at the international or local level. Depending on the complexity of the Umbrella Program, this will likely require related Sections aligned with the thematic or geographic "pillars" of the Umbrella Program and any associated trust funds. For Programs providing grant resources for specific regional or country activities, the CVP should accommodate these and provide high level guidance that can subsequently be itemized / localized by those implementing the grants. Importantly, in-country communication should be discussed with relevant development partners, notably those with a local presence, and the latter should be involved in activities as mutually agreed.

Preparation, implementation and monitoring of the CVP should be coordinated by dedicated communications professionals (i.e. the ECR staff assigned to the program's unit or consultants). Program communication and outreach is explicitly covered under the Program Management & Administration (PM&A) costs that are directly charged to trust funds (i.e. they are not covered under the trust fund cost recovery framework) and should be included in the budget prepared during the Umbrella Program concept note stage.

## 3.0 Addressing Visibility and Branding in Umbrella 2.0 Programs

An Umbrella Program can have its own brand identity (a name, a logo or "Program Identifier"). It is important that issues related to how best to balance the branding and visibility needs of the Umbrella Program and participating DPs are resolved <u>prior to program implementation</u> with the outcomes of these deliberations being captured in Sections 2 & 5 of the CVP. A number of well-established good practices exist and are outlined below.

It is important to note that, in line with the Umbrella Program policy framework, preferenced contributions and associated trust funds included under an Umbrella Program are subject to the branding and visibility provisions agreed by the Partnership Council (PC) and embodied in the CVP.

## 3.1 Single Donor vs Multi-donor Situations

A number of Development Partners, notably the EU, Canada, Australia, UK-DFID and USAID, provide detailed instructions on brand identity. These typically provide specific guidance on the use of unifiers/logos and, in some case, specific text to be included on sponsored products/channels. In **single donor situations**, these should be accommodated alongside the relevant WBG unifier/logo, unless superseded by a separate arrangement made with the WBG.

All development partners, including those with published guidelines, accept the special circumstances related to **multi-donor trust funds**.

Programs with a large number of participating partners - most Umbrella Programs - will need to address how best to represent the partners on program assets/events/outputs. In terms of managing logo profusion, **it is recommended that, in programs with a large number of partners, the preferred approach is for these partners to agree to the use of the program identifier on program outputs instead of their specific DP identifiers** as long as these are made visible, and referenced, on the partnership website and/or annual report. This approach will allow communication products to focus on key messages while retaining the rights of partners to visibility. Special provisions may apply at the local/grant recipient level (see Section 3.3).

Flexibility will need to exist to **accommodate new or exiting partners who join or exit over tim**e. If frequent changes are likely, the recommended approach – of using the Program identifier on outputs/assets and referencing another source for the full list of partners, becomes even more compelling and will avoid the need for constant updating of the CVP and branded materials.

In seeking a simplified solution to logo profusion, complications may arise in accommodating partners, including private sector entities (e.g. private foundations) and/or those with observer (as opposed to donor) status on the governing body. Asymmetries can arise if partners come with strong and non-negotiable branding and visibility guidance (e.g. as is sometimes the case with private sector entities). **The participating partners can either decide to accommodate the requirements of the new partner or, having established an approach and capturing it in the CVP, make adherence a condition of entry to the program**.

## 3.2 Visibility at the Grant Level

Programs providing grant resources to implementing agencies should provide guidance to those agencies on **how to represent the program**, while allowing **visibility for local participating partners** (e.g. government entities, NGOs, etc.) alongside the agreed Program/WBG identifier(s). Many existing programs usefully produce guidelines for grant beneficiaries. These can cover broader aspects of communication and visibility.

**Localization of communications and visibility**, for example in a country setting, will require recipient entities to take the guidance materials passed to them with a grant agreement and interpret them in the local context. This should include how the Program and its donors are represented on outputs (e.g. reports, posters), at events (e.g. press conferences, workshops), on program assets (e.g. vehicles, building signage), etc. This guidance can be included as an annex in the **Operations Manual** of the grant recipient, with a specific **implementation matrix, contextualized to the program or grant recipient activities**. Good practice suggests that visibility / branding issues are handled at the level of the project

or program in aggregate to provide a stable brand for the local entity and avoid the overhead of managing these issues at the project implementation level.

In cases where there is **limited local capacity,** such as where the project/program doesn't warrant a Project Implementation Unit, the Bank will potentially need to provide more detailed guidance to the recipient entity(ies). Given the importance of understanding the local population/media environment, **this guidance should be converted into specific activities in collaboration with local stakeholders** (typically in workshop(s)).

## 3.3 Accommodating the WBG Branding and Visual Identity Guidelines

Produced in February 2016 (access here), the Guidelines primarily address **use of the WBG's brand identity in various contexts.** While Umbrella Programs could potentially occur under several of the categories identified in the Guidelines, the essential point is that the WBG should always be represented using an appropriate WBG unifier, alongside that chosen for the program. The recommended default WBG/WB unifiers for an Umbrella Program are:



In practice, at the **Program level,** all products (e.g. reports, brochures, banners) and communication via identified channels (e.g. websites, videos, etc.) associated with the Umbrella Program should feature both the agreed Program logo/unifier and the WB/WBG identifier.

In **grant recipient / local situations**, where the recipient entity or project may receive support (financial or otherwise) from a number of sources, including local bi-lateral donors, the use of branding and visibility should reflect this. A number of variants are possible, ranging from the use of both identifiers (as described in Section 3.1) through use of the Program Identifier alongside a text narrative referencing the WB/WBG (see below), through to the additional inclusion of an optional DP Identifier Block. The latter should contain all DP identifiers shown with equal status and without regard to contribution size and without layout customization[1]. This DP Identifier Block can be used on any outputs, with the caveat that it be secondary to the Program Identifier. Specific variants of the DP Identifier Block should be articulated in the CVP and any cascading guidance.



Default: Use of both Identifiers     Recipient : Reference to the Bank     Recipient: Combination Identifier
in the Narrative

A number of partners prescribe specific language to be included on communication products, and while this should be negotiated and agreed in the CVP, with an emphasis on the "by reference" approach discussed in Section 3.1., any reference should include the language: **"…supported by the *[name]* program, administered by the World Bank Group"**.

---

[1] Some donors (notably the EU) explicitly prohibit use of their identifier as an element of a "composite" logo. As such, DP Identifier Blocks should simply include donor identifiers without design or stylization of any kind.

In most cases, emphasis on the role of the Umbrella Program will negate the need to refer to the "MDTF" or "trust fund(s)" in communications aimed at external audiences.

### 3.4 Legacy Associated Trust Funds

Umbrella programs are designed to accommodate existing programs and associated trust funds under specific, defined circumstances. In the short to medium term, these will include programs that have existing brand presence/visibility. In line with the process of transition/association, the aim should be to reflect that these program are "supported by" the Umbrella Program. Following transition, while the visibility of the legacy program can persist, Annual Report should be unified with that of the Umbrella Program, websites should either be rolled under the website of the Umbrella or make explicit reference to it, and any outputs should add the Program identifier and, as necessary, the WB/WBG identifer or narrative block.

### 3.5 Special Cases

In certain situations, the requirements contained in the Communication and Visibility Plan move to a case-by-case basis – and requires prior consultation with participating donors. This include instances where security issues or local political sensitivities may make it preferable or necessary to limit communication and visibility activities in certain countries or areas (such as in crisis or conflict zones) or during certain periods (e.g. during elections). Published guidance provided by donors typically reference these situations and required actions[2]. This issue should be addressed in the CVP and any cascading guidance.

## 4.0 Leveraging Content via Development Partner Channels

As introduced in Section 1.2/1.3, communication and visibility considerations should extend to the domestic needs of participating DPs. Section 2 of the CVP should include an assessment of the potential opportunities that exist to share branded communication and knowledge products for dissemination via DP-managed channels to their own constituencies (e.g. staff, parliamentarians, public). Any such production should be budgeted in Section 4.

This should extend consideration of available channels to include those that can provide outputs that be "re-packaged" and made accessible to partners – and the means of transmission (via a shared online workspace, for example). Examples would include briefing materials (2-pagers), the production of materials in multiple languages, media briefing materials beyond those targeted at beneficiary countries, infographics, multimedia (e.g. video), executive summaries of reports, and so on. There may also be opportunities to take lessons emerging from umbrella activities and convert these into tailored learning events and products (e.g. a VC seminar series, retrospective publications).[3] Opportunities also likely exist for the strategic use of social media.

While the opportunities for leveraging of content will be context specific, where possible, the communications and knowledge professionals associated with the Umbrella program should engage with counterparts in the DPs to explore opportunities and leverage available production capacities (e.g. translation, video editing, printing).

In all cases, branding included in outputs distributed in this way should follow the agreed provisions laid out in the CVP, while potentially including the individual DP's identifiers as part of the agreed DP Identifier Block.

---

[2] Please see the Communication and Visibility Pages in the OSS.

[3] This should not be approached from the point of view of adding mandatory reporting requirements on the Bank, but rather as mutually agreed re-purposing and leveraging of content – ensuring that it is accessible and "fit-for-purpose".

## 5.0 The Bank Policy Framework

Several Bank legal documents related to trust funds have provisions related to visibility, and these provide considerable discretion to Bank staff on how best to handle communication and visibility, with this increasing at the grant/disbursing level of the results chain. This level of discretion should not be interpreted as an invitation to downplay the importance of adequately addressing communication and visibility.

The recently revised (December 1, 2016) Trust Fund Administration Agreement (AA) template addresses "Donor Visibility" for IBRD/IDA trust funds. This provision applies equally to Bank-executed and recipient-executed activities, and provides the flexibility needed to tailor communication and visibility to each activity's context.

AA template Annex 2, para 6.4 - "*Where appropriate to do so, the Bank will acknowledge the Donors' contributions in references made by the Bank with respect to the Trust Fund in publications, press releases or other similar written materials*."

At the disbursing/grant level, the *Standard Conditions for Grant Financing Made by the Bank Out of Trust Funds* (2019) state:

*"Section 2.09. Visibility and Visits*

*The Recipient shall:*
*(a) ensure that all measures as the Bank may reasonably request to identify publicly the donor(s)*
*to the trust fund supporting the Project are taken; and…."*

_____

Annex I - Annotated Template for a Communications and Visibility Plan

## Preamble

- The following outline should be considered the **minimum requirement for a Communication and Visibility Plan (CVP)**. Please refer to the following web resource for guidance issued by the Bank's main donors.
- The CVP should reflect and support the main provisions of the program results framework.
- **A requirement for all Umbrella Programs, note that some donors (e.g. the EU, DFID) require the preparation of a CVP for any trust fund receiving their contributions**. In multi-donor situations, a number of provisions of the CVP, notably those relating to visibility/brand identity, should be discussed with participating development partners upstream, and be subsequently endorsed by the Umbrella Program Partnership Council.
- **The CVP should be seen as a "living" document** that is constantly refined as the project/program moves forward. It will benefit from ongoing evaluation milestones and feedback loops that ensure that activities are tailored towards the specific contexts in which they are being undertaken and reflect the lessons from any successes or failures experienced during the course of implementation.

## Recommended Sections

### SECTION 1 - Background

Provide a brief overview of the Program with a focus on how it will leverage partnerships, support Bank engagement at the global, regional and country level (as appropriate) and the particular challenge(s) the Program will need to address, from a communications perspective, to achieve success. This section can include reference to the specific historical, political and economic context surrounding the Program and / or issues that influence the approach to communication and visibility as laid out in the subsequent Sections.

### SECTION 2 - Objectives

a. **Strategic Communication Goals** - How can communication help deliver on the development objective(s) of the project / program? This will likely be multi-faceted and touch on the needs for partner visibility, engagement with stakeholders and change management around the objectives of the project / program.

The results framework, and the process used to create it, will provide the context for these objectives. As an example, an intermediate or program objective to *increase private sector involvement in sector x,* would imply the need to engage with both private sector entities and those already involved in sector x who might need to better understand the trade-offs associated with the proposed change.

*Some examples:*
- *Increase the [Program] brand awareness and visibility with [audience(s)]*
- *Grow [local / international] relationships with development partners (including [specific partner(s)]), to achieve [objective(s)]*
- *Maximize social engagement across media channels (twitter, website, [others]) focusing on the [Program] and campaign assets generated around each [output] or [event].*

Given that everything that follows will depend on it, it is important that this exercise is conducted in an honest and open manner and accurately assesses the real issues. Is the communication challenge really about raising awareness of the activities of the Program, or might it be something operating at a higher

level? Is there enough understanding, among the key constituencies, of the issues blocking change / reform / adoption? Are these, and the overall progress of the Program, dependent on successful communications actions by others? A real-world example:

- *The overall goal of the CVP is to improve the visibility and accountability of the [action of the Program], and deepen support amongst key stakeholders throughout the lifecycle of the program.*

*Or…*

- *The overall goal of the CVP is to work with partners to correct the misrepresentation of the [country] development narrative among key stakeholders.*

**b.** Key Audiences **-** The project/program will likely interact with a large number of audiences, some of whom will be more mission-critical than others. A matrix/mapping should be prepared outlining the key target groups and how they will engage with your work. A typical approach to stakeholder analysis maps each group in terms of their power (how much power do they have to influence the objectives the project/program is trying to achieve) and level of interest (how interested are they in these objectives). The mapping then informs the degree of effort that should be expended to engage with these stakeholders (keep them satisfied, informed or more actively engaged).



Stakeholder Power/Interest Matrix

Source: Mendelow, 1991

c. **Possible Intermediaries** – you will likely be able to engage with intermediary groups to maximize your reach and mitigate risk. Identify these groups**.** They may include news and media outlets, CSOs, other development actors, partners communications teams, key influencers and so on.

d. **Key Messages by Target Group** (in relation to the action's operational objectives)

Once you have identified your audiences, the next task is to break down your objectives into relevant messages for each of those audiences. Start with the audiences that are the highest priority.

The key messages should be aligned with the Program's overall objectives (and where possible the Bank's/Partner's communication strategy) in the partner country/region.

*Audience >> What they need to know >> Key Communication Messages*

## SECTION 3 - Activities

a. **Communication tools and channels identified**

For each audience identified in your previous section, you should now **indicate the most appropriate channels for communicating with them**. There are pros and cons to all of these channels in any given context, which will also vary depending on your needs and resources. Try a simple internal analysis of the channels you have at your disposal to see which are the best to use for getting specific messages to

particular audiences. Where you are operating in a local / country or specific organizational context, local knowledge can be critical to ascertain which channel(s) have the best chance of reaching the specific audience. Getting this stage context-appropriate can avoid wasted resources and disappointment. Running a twitter campaign where no-one has a smart phone would be one obvious example of a misguided effort. Failure to utilize local languages or recognize levels of literacy in poster campaigns would be another.

*Audience >> What they need to know >> Key Communication Messages >> Key Communication Channels*

In many contexts you may wish to have specific sub-sections for your (i) web/online media presence, (ii) press/media plans and, (iii) stakeholder engagement activities/events.

## b. Communication Matrix

You should prepare a **communication matrix** that summarizes the main messages by audience and proposed channels. **This will initially be a high-level overview, but the expectation is that this matrix evolves and is maintained as a core document and is refinded and expanded as the program progresses**. You should use this as the basis for your monitoring and evaluation, and potentially resource management. A typical approach to the Communications Matrix would use the following basic structure. You are encouraged to use a table / spreadsheet format that facilitates frequent update:

Table: Communications Matrix Format

| Goals / What needs to be communicated? | Audiences / stakeholders (Who needs to know?) | Key Messages by Audience | Primary Channels (How to communicate with this audience) | Activities |
|---|---|---|---|---|
| Raise Engagement within international and localcCommunities for actions aimed at preservation of marine / bottlenose dolphin habitats<br><br>High Level messages:<br><br>Dolphin populations are under serious threat due to climate change and human actions. It is estimated that populations are falling by 5% / year.<br><br>Your actions can make a difference! | International<br><br>e.g.<br>**Local / national**<br><br>• industry groups<br><br>• school-age children and their parents<br><br>• Environmental NGOs<br><br>• Parlimentarians | e.g.<br>• We have a responsibility to safeguard our environment (similar to campaigns used for reefs and protected areas)<br>• Connect efforts with tourism revenue<br>• Certain practices in tourist industry and fisheries will likely need to change<br>• Your individual actions make a difference<br>• Your country can be in the vanguard (certification?) | e.g.<br>• Engage with **student populations** via **TV** and **outreach campaign**<br>• **National press** via **syndicated articles** and **local interviews** (**visits by celebrity** spokespersons to key locales)<br>• Identify and socialize via **multiple channels** local actions that can be taken and provide alternatives to existing practices<br>• Engage with Parliamentarians (inc. opposition parties) through **workshops** and **media**<br>• Once changes identified, engage with stakeholders via **workshops** and **public meetings** to increase national dialogue | |
| | | | | |

The communications matrix is, in many ways, **the essential element of the CVP** as it connects activities with audience(s), key message(s) through to goals/objective. An explicit representation of these linkages will avoid the frequent pitfall of communications plans – list of activities that, while completed, do not, or cannot be shown to, move the needle in terms of the overall communications goals of the Program.

c. **Work Plan - Main communication activities envisaged and indicative schedule / timeline**

With your audiences and key communications methods identified, the next step is to add the **work plan**, **budget and proposed timelines. What are your priorities? How would you phase your communication efforts to engage key intermediaries ahead of more general communications** (for example)**.**

The work plan should also include a proposed timeline and identify particular milestones within the strategy. Depending on the nature of the project/program, the work plan could include both strategic activities and local or in-country activities. It could also include major events and short-medium term activities, with increasing detail in the first year (for example) of the program. The level of detail in the plan should align closely with the level of specificity in the results framework. In country cases, where participating donors have local representation it would be advisable (and in some cases – such as the EU, this is a requirement) to discuss the Plan with them and see how best their local officials can be involved, if they so choose.

## SECTION 4 - Evaluation

**What does success look like and how will you know when objectives have been met?**

Here you should indicate the tools and indicators you will use to evaluate various aspects of your communication plan. These can be simple measures such as the number of responses to e-bulletins, page views on your website or increases in issue recognition following an ad campaign. They could be focused on policy changes, for example do the target audience(s) of reform report awareness, understanding and/or acceptance of the changes?

You could also include measures of media coverage; not only in terms of volume, but also breadth and depth. How often were your key messages mentioned and has there been a shift in public attitude on issues you've been campaigning for? In most cases, **you will want to supplement simple output measures (e.g. web hits) with richer, more substantive measures based on surveys or focus groups**.

You should identify a measurable (and manageable) set of **indicators** by objective/target group and milestones/targets which you would expect to achieve over the duration of the project/program.

## SECTION 5 - Resources

Identify the key human resources that will support the implementation of your Plan. As well as Project staff (Bank communications leads, consultants), this will likely include communications /KM staff in key stakeholder agencies (e.g. government ministries, NGOs, local partners) who you will involve in any campaign. You may also want to include local media partners (e.g. print journalists, TV stations, local blog/vloggers) and production companies (e.g. print, video, collateral).

Communication can be expensive. It will be important to adequately budget for plan production and implementation while leveraging the capacities and resources of partner agencies. While consultant support can be vital, ensuring adequate professional core support will be essential to the successful implementation of this Plan.

**SECTION 6 - Visibility and Branding**

The Bank and a number of development partners issue guidance on how their brand should be utilized in communication channels. Please refer to partner guidance, as relevant.

There are several issues to consider:

1. The use of the Bank Group Unifier (logo). The recommended WB[G] identifier for an Umbrella Program is "**Administered by the World Bank [Group]**". The graphic files are available on the OSS.



2. Representing your participating donors and/or branding your Program – your Program may have an agreed brand and logo ("**Program Identifier**") that you would want to feature on communications channels. In multi-donor situations good practice suggests avoiding "logo profusion" where possible by having donors agree (in the CVP) to refer to their identifiers listed in the Program annual reports and website and using the program identifier in most communications.

Examples of Program Identifiers



Partners should be encouraged to utilize the Program Identifier and featured their own identifiers on Annual Reports and Websites. See examples:
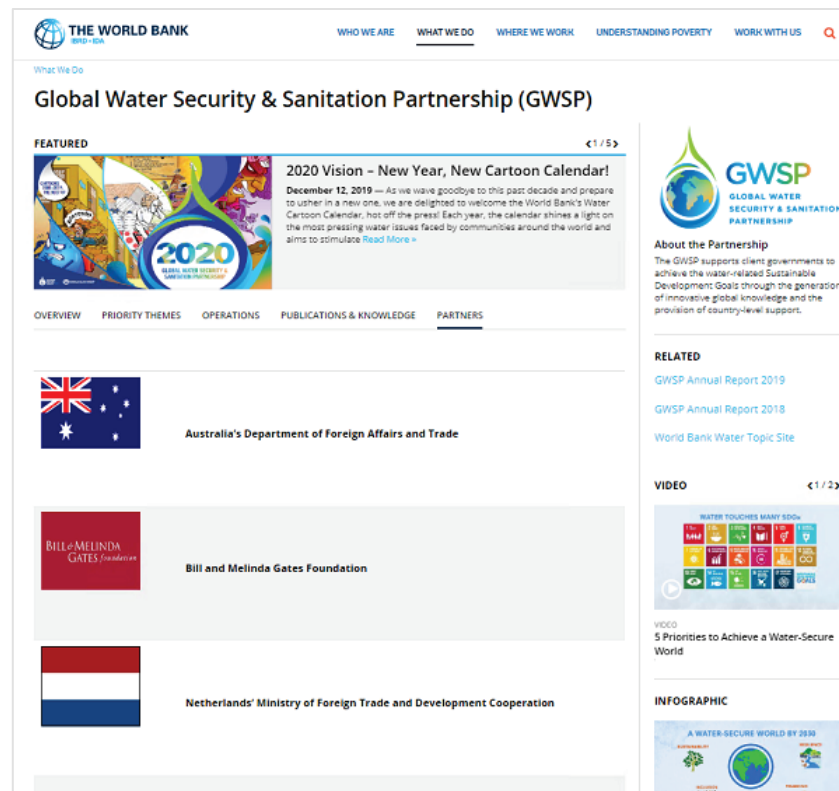
3. It will be necessary in some cases, notably at events, to provide more explicit visibility and the option exists to include a "**DP Identifier Block**" that includes all partner identifiers shown equally. In practice, it should be possible to find an agreeable way forward, but importantly, **these issues need to be addressed ahead of implementation and agreed with participating Development Partners.**

A "DP Identifier Block" should include all approved identifiers at the same scale and without design i.e. no shaping of the block. Order is irrelevant – we suggest alphabetical.



4. The agreed approach, along with any unifiers/logos and should be articulated in the CVP and any communications to those receiving grants under the program.

---

[1] https://worldbankgroup.sharepoint.com/sites/dfi/Pages/SPC/Partner-Logos-and-Branding-08232019-112558.aspx