

A GUIDE FOR DEVELOPMENT PARTNERS

PARTNERING WITH THE WORLD BANK THROUGH TRUST FUNDS AND UMBRELLA 2.0 PROGRAMS

ANNEX 5

GUIDANCE ON COMMUNICATIONS AND VISIBILITY FOR WORLD BANK TRUST FUNDS

**Trust Funds & Partner Relations
Development Finance**

Abbreviations and Acronyms

| | |
|------|---|
| CVP | Communications and Visibility Plan |
| EC | European Commission |
| EU | European Union |
| ECR | External Corporate Relations |
| FFPA | Financial Framework Partnership Agreement |
| IBRD | International Bank for Reconstruction and Development |
| IDA | International Development Association |
| MDTF | Multi-Donor Trust Fund |
| PM&A | Program Management & Administration |
| TF | Trust Fund |
| TTL | Task Team Leader |
| WBG | World Bank Group |

GUIDANCE ON COMMUNICATIONS AND VISIBILITY FOR WORLD BANK TRUST FUNDS

Definitions

Donor Identifier: Official name and logo of Donor.

Donor Identifier Block: Visual depiction of Donor Identifiers to an Umbrella Program or Standalone TF.

Program Identifier: Name and/or logo of an Umbrella Program or Standalone TF.

WBG Visual Identity: Official logos, colors and typography used when visually representing the World Bank Group institutions.

A. General Considerations

1. Effective, targeted communication with stakeholders is necessary for the achievement of intended outcomes and development objectives of an Umbrella Program or a Standalone Trust Fund (TF).
2. Appropriate and mutually agreed approaches to visibility of Donor contributions to Umbrella Programs and Standalone TFs help support Donor decision-makers as they weigh competing priorities regarding allocation of resources. Sovereign Donors are accountable to their respective governments, parliaments, and taxpayers for judicious stewardship of public money. A non-sovereign Donor may be accountable to its Board or the government in which it is established or incorporated. Donors choose to work with the Bank, and increasingly, to enter into multi-donor arrangements, based in part on the Bank's commitment that their contributions to, and associated beneficial impact on, the Umbrella Program or Standalone TF outcomes and objectives are acknowledged and are visible.
3. Communication and visibility approaches for an Umbrella Program or Standalone TF are developed by the Program Management Teams in consultation with the External Corporate Relations (ECR) team and take into consideration Umbrella Program- or Standalone TF-specific contexts including those related to country-specific circumstances.
4. Where relevant, the Program Management Team also consults with Recipients and local Donors' representatives on communication and visibility approaches. This may include in situations where there is limited Recipient capacity, or where the Recipient is responsible for managing or contracting activities directly. In other cases, consultation with participating Donors (especially local Donor representatives) is important to address the communication and visibility requirements according to specific country circumstances. Program Management Teams ensure that communication and visibility approaches in such situations take into consideration any published guidance provided by Donors and that any requirements are explicitly referenced in Umbrella Program or Standalone TF communication and visibility documentations, including the Communications and Visibility Plan (see Section B).
5. Where Umbrella Program or Standalone TF resources support Bank-executed activities, the Bank commits to acknowledging Donors' contributions, where appropriate to do so, in references made by the Bank in publications, press releases, brochures, training materials, toolkits, or other written materials. This commitment to Donor visibility is set out in the standard Administration Agreement template.¹ If a Donor exits an Umbrella

1 - "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." [Administration Agreement Annex 2, paragraph 6.4].

Program TF or Standalone TF prior to its closing, Bank staff confirm with the Donor its decision to be acknowledged in future products. See Section C below for further guidance on branding, including on use of logos and identifiers.

6. Where Umbrella Program or Standalone TF resources support Recipient-executed activities, Recipients are responsible for determining whether or how to acknowledge Donor contributions and take into account that projects receiving funding from an Umbrella Program or Standalone TF might have other sources of funding, including IBRD/IDA and/or the client's own resources.
7. The World Bank Group has developed criteria to determine how the WBG's institutions are to be presented in its materials internally or externally, and how WBG institutions and Donors are represented in Donor-supported partnerships and projects. These criteria are applicable to all Umbrella Program and Standalone TF materials. In the event of any conflict between the Donors' visibility guidelines and the WBG criteria, the latter will prevail.

B. Communications and Visibility Plan (CVP)

CVP's Purpose and Application

8. A CVP is a document prepared by the Program Management Team for an Umbrella Program or a Standalone TF in consultation with Donors and other stakeholders. It defines the objectives of the communications plan to be undertaken under the Umbrella Program or Standalone TF and identifies target groups and communications activities planned to be implemented. It addresses the way in which the Bank's and Donors' contributions to the Umbrella Program or Standalone TF will be acknowledged and reflects the Bank's and Donors' respective visual identity and branding requirements. It also defines how communications success will be measured and provides a summary of resources allocated to support development and delivery of the CVP.
9. The CVP serves as an important tool for managing reputational risks for both the Bank and the Donors participating in the Umbrella Program or Standalone TF. It helps Donors demonstrate to their constituents the impact and added value of their investment; it directs and coordinates messaging across activities funded and strengthens unity of purpose in achieving the overall objectives of the Umbrella Program or Standalone TF.
10. All Umbrella Programs are required to develop and implement a CVP. The Umbrella Program's CVP, including its branding and visibility provisions, applies to Preferred Contributions to any of the Umbrella Program's MDTFs and to all Associated TFs within the Umbrella Program. In other words, a Donor does not receive exclusive visibility or acknowledgement pertaining to its area of preference or to its contributions to an Associated Trust Fund in an Umbrella Program.
11. Communication and visibility requirements outlined in the CVP primarily relate to Bank-executed activities financed under an Umbrella Program or Standalone TF. For Recipient-executed activities, communication and visibility requirements are based on the local context or specific circumstances and are subject to agreement of the Recipient.
12. Where appropriate to do so, any country level communication and visibility activities are coordinated with the respective in-country Donor representatives.
13. A CVP is required for any Single-donor Trust Fund funded by the European Commission (EC) consistent with the WBG-EC Financial Framework Partnership Agreement (FFPA) (July 8, 2020). In such cases, the CVP is prepared in consultation with the relevant EU Delegation prior to the signing of the Administration Agreement.
14. A CVP is recommended for Standalone TFs.

CVP Structure

15. The complexity of a CVP will reflect the scope and size of the Umbrella Program or Standalone TF and nature of activities being implemented. In general, the CVP is structured to address the following with respect to the Umbrella Program or Standalone TF:
 - a. background and context for the communications function;
 - b. key communication objective(s);
 - c. high-level strategic messages on development objective(s);
 - d. target audience(s) and key stakeholders;
 - e. communication tools and channels, and work plan of main communication activities;
 - f. metrics and evaluation methods to help track success and achievement of communication goals;
 - g. staffing and budget planned to support delivery of the CVP activities;
 - h. visibility and branding protocols, including how the Bank and Donors will be visually represented in materials, assets (e.g., website), outputs (e.g., Annual Report), and at events.
16. An illustrative annotated template with detailed guidance on CVP core elements is provided in *Annex I*.

When to Prepare/Update the CVP?

17. The CVP is prepared by the Program Management Team for an Umbrella Program or a Standalone TF in close consultation with ECR at the time of Umbrella Program or Standalone TF establishment (i.e., Concept Note stage) or in the early stage of implementation.² Donors are also consulted in the preparation of the CVP, and their input and feedback are reflected in it.
18. As with the [Results Framework](#), the CVP benefits from being anchored in rigorous stakeholder analyses and from being prepared in consultation with key stakeholders, including collaborating Business Units, Donors, and Recipients (if applicable).
19. Preparation, operationalization, and update of the CVP is an ongoing process. The CVP is considered a “living” document and may be revised as appropriate to reflect evolving communication and visibility needs during the life of an Umbrella Program or Standalone TF. Periodic updating of the CVP ensures that communication and visibility activities are tailored to the specific contexts in which they are being undertaken and reflect lessons from any successes or failures experienced during implementation.
20. The Program Management Team uses indicators to track progress and achievement of the communication objectives outlined in the Communications Matrix of the CVP (see *Annex 1, Section V* below). Any updates and refinements to the CVP are made in consultation with ECR and are presented and discussed with the Partnership Council (or Steering Committee in the case of Standalone TFs).

² - An initial draft of the CVP may be presented to the Umbrella Program Partnership Council at the first meeting following establishment of the Umbrella Program, where feasible.

Budget for Communications and Visibility

21. Communication and visibility activities that are not operational in nature, including costs related to developing, operationalizing, and updating the CVP are covered under the Program Management & Administration (PM&A) budget for the Umbrella Program or Standalone TF. PM&A activities are included in the Work Plan and Budget prepared for endorsement by the Partnership Council. Costs that are operational in nature are normally charged to the corresponding activity.

Roles and Responsibilities for the Development, Sign-Off and Implementation of a CVP

Umbrella Program Manager/Standalone TF TTL

22. The Umbrella Program Manager or Standalone TF TTL supervises the development and implementation of the CVP. S/he leads the process for obtaining sign-off of the CVP, including consultation with key stakeholders, such as collaborating Business Units, Donors, and Recipients (if applicable). The Umbrella Program Manager is also responsible for ensuring that Trustee Level TTLs of Associated Trust Funds within the Umbrella Program and Disbursing/Activity Level TTLs understand and execute communication and visibility requirements agreed for the Umbrella Program. Similarly, the Standalone TF TTL is responsible for ensuring Disbursing/Activity Level TTLs understand and execute communication and visibility requirements agreed for the TF.

Umbrella Program/Standalone TF Communications Professional

23. Umbrella Programs and Standalone TFs (where appropriate) are encouraged to have an assigned communications professional (staff or short-term consultant) to support the development, implementation, and monitoring of the CVP.

ECR Liaison/Feedback Provider

24. The ECR staff member assigned to the Regional or Global Practice unit managing the Umbrella Program or Standalone TF has a liaison role and provides feedback on the CVP.

Donors

25. Donors contributing to the Umbrella Program or Standalone TF review and comment on the CVP. The Program Management Teams may consult with the respective Donor communications counterpart(s) where possible and practical. Regional and Country-based Donor communications counterparts liaise with the Bank and/or Recipients to determine their participation in Umbrella Program events.

C. Branding Guidelines

Use of Identifiers

26. An Umbrella Program or a Standalone TF may have its own brand identity, including a name and a logo (or "Program Identifier"). Umbrella Programs and Standalone TFs are responsible for creating their own logo in consultation with Donors. It is not necessary for the Umbrella Program or Standalone TF Program Identifier to be registered as a trademark in any country. Name and logo registration as a trademark is discouraged.
27. Some Donors have established policies and guidelines related to their brand identity. In such cases, the Donor typically provides specific guidance on the use of their official logos ("Donor Identifiers") and, sometimes,

specific text to be included on sponsored products/channels. Several Donors to WB TFs prescribe specific language to be included on communication products for such TFs. This language can be referenced in the CVP for Umbrella Programs and Standalone Trust Funds, using “. . . supported by the [Program name], an initiative of the World Bank [Group]” or “. . . supported by the [Program name], administered by the [World Bank [Group]],” depending on which is a better fit. In this way, Donors, including those with published guidelines, acknowledge the special circumstances related to visibility in an Umbrella Program or Standalone TF.

28. The WB(G) is always represented using an appropriate WB(G) unifier (a logo establishing the relationship between the Bank and the Umbrella Program or Standalone TF), alongside that chosen for the Umbrella Program or Standalone TF. The recommended default WB(G) unifiers are:



29. All products (e.g., reports, brochures, banners) and communication via identified channels (e.g., websites, videos, etc.) for an Umbrella Program or Standalone TF feature both the agreed Umbrella Program or Standalone TF identifier and the WB(G) unifier.
30. A visual depiction of all Donors sometimes referred to a Donor Identifier Block may also be included, although this is applied selectively in practice. If used, the block may contain all Donor identifiers shown with equal status and without regard to contribution size and without layout customization (e.g., creation of a specific shape using the logos). The Identifier Block may be used on any output, with the caveat that it be secondary to the Program Identifier. Specific variants of the Identifier Block are articulated in the CVP and in any cascading guidance (see example below).



31. The CVP addresses how to represent the participating Donors on program deliverables, outputs, and events. To avoid “logo profusion,” Umbrella Programs and Standalone TFs with a large number of Donors are encouraged to agree to the use of the Program Identifier instead of specific Donor Identifiers, as long as Donor Identifiers are made visible, and are referenced on the Umbrella Program or Standalone TF website and/or in its Annual Report. This approach allows communications products to focus on key messages while retaining the right of Donors to visibility.
32. Flexibility may be needed to accommodate Donors who join or exit over the life of the Umbrella Program or Standalone TF. If changes are likely (e.g., in the case of a newly established Umbrella Program or Standalone TF where participation of additional Donors is anticipated), the recommended approach of using the Program Identifier outputs and referencing another source for the full list of Donors precludes the need for frequent updates to the CVP and branded outputs.

Amplifying Content via Donor Channels

33. Program Management Teams for Umbrella Programs and Standalone TFs explore opportunities to share program-branded communication and knowledge products for dissemination via Donor-managed channels to Donor constituencies (e.g., staff, parliamentarians, or the general public). A Donor who wishes to disseminate Umbrella Program or Standalone TF communication products through its own-managed channels would cover its costs of doing so.
34. Opportunities to amplify Umbrella Program or Standalone TF messaging or content may include re-packaging of trust funded outputs that can be made accessible to Donors and disseminated/transmitted, as for example, through a shared online workspace. Examples include briefs (2-pagers), the production of materials in multiple languages, media briefing materials beyond those targeted at beneficiary countries, infographics, multimedia (e.g., video, infographics), executive summaries of reports, etc. There may also be opportunities to take lessons emerging from Umbrella Program or Standalone TF activities and convert these into tailored learning events and products (e.g., VC seminar series, retrospective publications). Opportunities may also exist for the strategic use of social media. In such cases, due regard is paid to the copyright regulations of the World Bank.

Annex 1: Annotated template for a Communications and Visibility Plan for Umbrella Programs and Standalone Trust Funds

This sample template recommends content and structure for the development of a Communications and Visibility Plan (CVP) for Umbrella Programs and for Standalone Trust Funds (where applicable). In this template “Program” refers to an Umbrella Program or to a Standalone TF. The level of detail required for the CVP should be discussed with Donors and will vary depending on the scope and size of the Program. The CVP should be viewed as a living document and be updated as necessary throughout the lifecycle of the Program. The CVP should also reflect and support the main provisions of the Program’s Results Framework, as appropriate.

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|---|--|
| <p>1. SECTION I – CONTEXT AND BACKGROUND</p> | <p><i>Strategic communication assessment and operational analysis which sets the context for the communications function.</i></p> <p>This is a brief overview of the Program with a focus on how it will amplify partnerships, support Bank engagement at the global, regional, and/or country level (as appropriate), and the particular communications challenge(s) the Program will need to address to achieve success. It highlights specific historical, socio-political, and economic issues that could impact the Program communications and visibility as laid out in the subsequent Sections. Background should include an analysis of Program Stakeholders and their role in the communications function, as well as an analysis of Program communications risks that would drive or impede success of the Program.</p> |
| <p>2. SECTION II – OBJECTIVES</p> | <p><i>Define the strategic communications objectives that will support achievement of Program goals.</i></p> <p>Describe how planned communications activities will support achievement of the Program’s goals as set out in its Results Framework. The Results Framework and the process used to create it, provides the context for these objectives. This will likely be multi-faceted and touch on such issues such as engagement with stakeholders or change management, as for example, is the type or level of change related to awareness, knowledge, behavior, collaboration, etc. 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 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? For example, 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?</p> |
| <p>3. SECTION III – OVERALL HIGH-LEVEL STRATEGIC MESSAGES</p> | <p><i>What key high-level messages will help the Program achieve its goals/objectives?</i></p> <p>The overall strategic messages should be aligned with the Program’s overall objectives (and where possible, with the Bank’s/Partner’s communication strategy) in the partner country/region. Messages should be guided by factors such as socio-political-economic compatibility and appropriateness. Messaging at activity level should provide feedback to the achievement of the overall strategic messages.</p> |
| <p>4. SECTION IV – TARGET AUDIENCE(S) AND KEY STAKEHOLDERS</p> | <p><i>Who needs to be reached with messages at different levels of the Program?</i></p> <p>The Program and projects funded by its resources will likely affect a key number of audiences, some of whom will be more mission-critical than others. A stakeholder and audience mapping exercise should be prepared outlining the key target groups and how they will engage with the Program. A typical approach to stakeholder analysis maps each group in terms of its power (how much power does it have to influence the objectives the Program is trying to achieve) and level of interest (how interested is it in these objectives). The mapping then informs the degree of effort that should be expended to engage with these stakeholders (keep them satisfied, informed, and more actively engaged).</p> |

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Annex 1: Annotated template for a Communications and Visibility Plan for Umbrella Programs and Standalone Trust Funds (continued)

Stakeholder Power/Interest Matrix

| | | | | |
|-------|------|-------------------|---------------|---|
| | | Level of interest | | |
| | | Low | High | |
| Power | Low | Minimal effort | Keep informed | Stakeholders are likely to move between segments during the life of a Program |
| | High | Keep satisfied | Key players | |

Source: Mendelow, 1991

5. SECTION V – COMMUNICATION TOOLS, CHANNELS AND WORK PLAN

Identify the most effective tools and channels to deliver key messages to targeted audiences and develop a communications matrix and work plan.

For each audience identified in the previous section, the CVP should 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 needs and resources. A simple internal analysis of the available channels should be tested to see which are best to use for getting specific messages out to particular audiences. When 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. For example, running an X (formerly known as Twitter) campaign where no-one has a smart phone would be a misguided effort. Failure to utilize local languages or recognize levels of literacy in poster campaigns would be another.

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

Key Audience, Messages and Communications Channels

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Annex 1: Annotated template for a Communications and Visibility Plan for Umbrella Programs and Standalone Trust Funds *(continued)*

Communications Matrix

This section includes the development of a communications 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 will evolve and be maintained as a core document that will be refined and expanded as the Program progresses. The matrix should be used as the basis for monitoring and evaluation, and potentially for allocation of resources.

The communications matrix is, in many ways, the core component of the CVP as it shows the connection of 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 – a list of activities that, while completed, do not, or cannot be shown to move the needle on the overall communications goals of the Program.

A typical approach to the communications matrix would use the following basic structure. The following table /spreadsheet format can be used to facilitate frequent updates:

Illustration of 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 |
|--|---|--|--|------------|
| <p>Raise Engagement within international and local Communities for actions aimed at preservation of marine / bottlenose dolphin habitats.</p> <p>High Level messages:</p> <p>Dolphin populations are under serious threat due to climate change and human actions. It is estimated that populations are falling by 5%/year.</p> <p>Your actions can make a difference!</p> | <p>International</p> <p>e.g. Local / national</p> <ul style="list-style-type: none"> industry groups school-age children and their parents Environmental NGOs Parliamentarians | <p>e.g.</p> <ul style="list-style-type: none"> We have a responsibility to safeguard our environment (similar to campaigns used for reefs and protected areas) Connect efforts with tourism revenue Certain practices in tourist industry and fisheries will likely need to change Your individual actions make a difference Your country can be in the vanguard (certification?) | <p>e.g.</p> <ul style="list-style-type: none"> Engage with students via TV and outreach campaign National press via syndicated articles and local interviews (visits by celebrity spokespersons to key locales) Identify and socialize via multiple channels local actions that can be taken and provide alternatives to existing practices Engage with Parliamentarians (including opposition parties) through workshops and media Once changes identified, engage with stakeholders via workshops and public meetings to increase national dialogue | |

Work Plan

Main communication activities envisaged and indicative schedule/timeline

With audiences and key communications methods identified, the next step is to add the work plan, budget, and proposed timelines. What are the priorities? How can communication efforts be phased to engage key intermediaries ahead of more general communications?

The work plan should also include a proposed timeline and identify milestones within the strategy. Depending on the nature of the Program, the work plan could include both Program-level strategic activities and local or in-country activities. It could also include major events and short-medium term activities, with more 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 CVP with Donor representatives and see how best their local officials can be involved, if they so choose.

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Annex 1: Annotated template for a Communications and Visibility Plan for Umbrella Programs and Standalone Trust Funds (continued)

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| <p>6. SECTION 6 – METRICS AND EVALUATION</p> | <p><i>What does success look like and how will we know when objectives have been met?</i></p> <p>This section should set out the tools and indicators used to evaluate various aspects of the communication plan. These can be simple measures such as the number of responses to e-bulletins, page views on websites 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?</p> <p>Measures of media coverage both in terms of volume, but also breadth and depth, can also be included. How often were the key messages mentioned and has there been a shift in public attitude on issues the Program has been campaigning for? In most cases, it is important to supplement simple output measures (e.g., web hits) with richer, more substantive measures based on surveys or focus groups.</p> <p>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 should also be identified.</p> |
| <p>7. SECTION 7 – STAFFING AND BUDGET</p> | <p><i>What human and financial resources are required to implement the work plan?</i></p> <p>Identify the key human resources that will support the implementation of the work plan. These could include Program staff (Bank communications leads, consultants), and professionals from key stakeholder agencies (e.g., government ministries, NGOs, local partners). While consultant support can be vital, ensuring adequate professional core support will be essential to the successful implementation of the CVP. Local media partners (e.g., print journalists, TV stations, local blog/vloggers) and production companies (e.g., print, video, collateral) may also be included.</p> <p>Communications also requires financial resources. It will be important to adequately budget for CVP development and implementation while complementing the capacities and resources of partner agencies.</p> |
| <p>8. SECTION 8 – VISIBILITY AND BRANDING</p> | <p>The Bank, and some Donors, issue guidance on how their brand should be utilized in communication channels.</p> |