

CLIMATE INVESTMENT FUNDS

CTF-SCF/TFC.8/6

April 16, 2012

Meeting of the CTF-SCF Trust Fund Sub-Committee

Washington, DC

May 1-2, 2012

Agenda Item 7

COMMUNICATING CIF INVESTMENT IN LOW-EMISSION, CLIMATE-RESILIENT DEVELOPMENT A STRATEGY FOR EXPLAINING GOALS, ACHIEVEMENTS, AND LESSONS

I. BACKGROUND

1. The joint meeting of the CTF and SCF Trust Fund Committees, approved *Measures to Improve the Operations of the Climate Investment Funds* (document CTF-SCF/TFC.7/4) in November 2011, and requested the CIF Administrative Unit, in consultation with the MDB Committee, to ***“develop a comprehensive and strategic communication strategy, linked to and building on the knowledge management strategy approved for the CIF, to better disseminate the lessons learned from the CIF.”***

2. The Trust Fund Committees called for products aimed at meeting the information needs of key stakeholders, and called for the strategy to address both internal and external audiences and for the strategy to include plans for using social networking platforms for the knowledge management functions. The CIF website is to be improved to allow for increased access and easy navigation, with project information readily available. The Trust Fund Committee also stipulated that lessons from the CIFs be made available to those planning the structure and operations of the Green Climate Fund.

3. The CIF Administrative Unit, working with an independent consultant, organized a series of structured consultations involving MDB teams on knowledge management, stakeholder relations, private sector relations, plus communications specialists with the partner MDBs. The discussions provided the opportunity to reflect on views and experiences across the partnership on the following core communications issues:

- a) What is the core narrative of the CIFs at this juncture?
- b) What are the critical audiences to reach with information about the CIFs?
- c) What are the most credible third-party voices that can help tell the story of low-emissions, climate-resilient development?
- d) What are the tools, products and events that can help the partnership to capture the stories, while providing a platform for the most credible third-party voices, and reach the key audiences?
- e) A final discussion focused on “putting the pieces together” into a realistic, clear set of work programs.

II. COMMUNICATIONS CONTEXT

Innovative, Transitional

4. The Climate Investment Funds constitute an important international vehicle for investing in low-emissions, climate-resilient development. The structure-- a partnership of multilateral development banks-- is innovative, but also interim, while the international community deliberates on a future financial architecture and funding strategy for climate change.

5. The innovative character of the CIF links to a core part of the mission, which is ***generating knowledge*** of what approaches work or fail to work, what technologies are effective, and what processes succeed in engaging the right combination of international, national and local actors. From a communications standpoint, the knowledge mission creates the prospect of a relatively varied strategy: communications products needn’t be confined to formulaic “success stories,” but can instead reflect a variety of experiences, some of which may include

miscalculations or unintended consequences, but which nonetheless offer value to the international community. Capturing lessons of experience is not simply a bi-product of the program, but a core focus.

Climate Perceptions

6. Climate investment takes place against a backdrop of often complex climate perceptions and climate politics, which can powerfully influence the discussion about the need for targeted climate investments and the responsibility for funding them.

7. While it is not the purview of the CIF communications group to seek to shift global opinion on the complex beliefs and opinions surrounding climate change, it is both pragmatic and appropriate to take stock of the surrounding perceptions, fears or biases. These views will color the ways various decision-makers and opinion leaders take in and respond to information about climate-related investments.

8. It is also the case that a more active effort to communicate achievements and lessons arising from current investments in low-emissions, climate resilient development could affect the larger global discussion on climate change, if only by shifting the conversation from locked-in positions to pragmatic steps countries are choosing to take.

Communications Foundation

9. The communications program for the CIF builds on a communications foundation that includes a variety of web-based and print products that explain in professional and well-presented formats what the CIFs are and why they were created.

10. Now that the CIF is operational, and in the early stages of project implementation, it is essential to move beyond static, brochure-type communications products. *It is not longer a story of “this is who we are,” but a story of “this is what we are doing and how we are helping people.”* Future communications efforts will need to emphasize this.

11. It is also crucial to define the specific information needs of particular audiences, and to shape work programs for meeting those needs. Knowledge management, stakeholder engagement and private sector outreach will be a crucial part of the effort to understand and fulfill many of these specific information requirements.

12. In addition to meeting the information needs of donors, MDB partners, country counterparts, stakeholders and relevant private sector players, there is benefit to packaging information for a broader, more general audience, employing social media to link to people who follow environment issues or to connect to the discussions surrounding global climate change.

13. In dealing with broader audience communications, it would be important to reinforce a few simple messages, such as:

- a) Climate Change is a fundamental development concern
- b) Low-emissions, climate-resilient development is no longer just a concept but an emerging reality, attracting increasing public and private investment and improving people’s lives.

- c) In countries that will be the hardest hit by the changing climate, low-emissions, climate-resilient development is helping people to reduce their vulnerability and better cope with the impacts.
 - d) Low-emissions, climate-resilient development is not just about climate; it is a path for countries to enhance energy security, create jobs and improve natural resources management.
14. A more active communications effort focused on projects goals and progress will broadly help support these messages. In addition, communications built around project experience and results can build understandings among a variety of stakeholders about the best ways to structure climate-related investments.
15. Discussions between the CIF Administrative Unit and the MDB partners revealed broad agreement on the need to cultivate a mix of voices to assist in telling the story of the CIF investments and the lessons learned so far. There was also a strong consensus that in all regions there were many untapped opportunities to capture voices of country officials, MDB partners, stakeholders and beneficiaries to help capture the achievements of the CIF, and the knowledge benefits derived from the investment programs.

III. THE CURRENT STRUCTURE

Challenges, Advantages

16. The structure for carrying out communications for the CIF is unusual in that a dedicated communications officer in the CIF Administrative Unit will have to rely on the support of the partner MDBs, located across multiple time zones. This is quite different than, say, communications teams working directly with project teams in the MDBs. To address this obstacle, the CIF Administrative Unit and MDBs have established a communications working group to ensure that key messages on CIF projects are consistent, coherent and that they reach local and international audiences.
17. The structure also offers specific advantages, though it requires some special skills and ways of working. There is a consensus among the members of the communications working group on the importance of deflecting perceptions that the CIF are run by the World Bank Group since the Administrative Unit is housed in the World Bank. The actual identity of the CIF as a regional MDB partnership is best reinforced by generating much of the communications from the MDB partners, with the Administrative Unit communications officer playing the critical role not only of coordinating and mobilizing the team, but supporting the rest of the team by providing MDB partners with up-to-date responses to key policy questions. The project stories, however, would be generated most often from the MDBs.
18. The principle advantage of a communications team spread across the partner MDBs is that the communicators are closer to project managers, stakeholders and beneficiaries. Their ability to localize information, show tangible progress in particular countries, and capture the voices of specific beneficiaries is built into the structure. However, to make this advantage work, the communications officer at the Administrative Unit will need to mobilize, coordinate and regularly support the MDB communications specialists. There will need to be a distinct

understanding of what the center will provide the partner banks and what the partner banks will provide the center.

19. Joint collaboration is one way in which MDB partners and the CIF Administrative Unit can work together to create communications products. An example was the preparation of the section on renewable energy for the CIF 2012 annual report. Contributions from the MDBs provided specific regional content and a global overview.

20. A second advantage within the CIF structure lies in the fact that although the CIF Administrative Unit communication officer will work closely with three highly complementary functions-- namely, knowledge management, stakeholder engagement and private sector relations. This structure means that the CIF in fact have a robust contingent of professionals who are working to track the progress of the investments and to extract valuable lessons for particular audiences. The synergies could be powerful.

21. There is strong potential in coordinating communications and knowledge management activities. Both should be continuously mining the CIFs investment portfolio for lessons and insights on low-emissions, climate resilient development, and on the best ways to mobilize climate-related investment. Communications-- particularly to a general audience-- and knowledge management efforts would tend toward different packaging of content, but would ultimately be working with overlapping materials.

22. The structure also means that a number of specific information needs will already have been met by stakeholder, private sector, and knowledge management specialists. A stakeholder relations plan, and private sector outreach program, attached as annexes, provided detailed plans for reaching these audiences.

23. Finally, the CIF Administrative Unit has started a revamp of the CIF web site to create a web platform that is attractive, dynamic, and supportive of a more active communications program. The new web design, in departing from a more static, brochure-type feel, will incorporate new social media tools which will require a serious commitment to providing content, from all regions and representing the full panoply of investment programs.

IV. A PRAGMATIC PROGRAM CONCEPT

24. The CIF Administrative Unit and MDBs will need to work together on a communications program that meets the information needs of specific audiences, while building greater global awareness that low-emissions, climate-resilient investment is making a difference.

The work plan would encompass three basic elements:

- a) telling the story, concretely and specifically, of CIF investment in low-emissions, climate-resilient development;
- b) relationship-building, including meeting the distinct information needs of specific audience groups;

- c) structured listening, through focus groups, use of surveys, and media monitoring so that the communications working group, as well as MDB senior management and staff, understand shifting trends in how climate change, and climate-related investment is perceived.
- d) Telling the Story

Telling the Story	Building Relationships	Structured Listening
<i>Web stories, from all MDBs, showing CIFs in action-- projects, their potential + progress</i>	<i>Establish up-to-date database, locally + globally, of those who influence broader opinion and whose interest in CIFs is clear</i>	<i>Gather relevant publicly available opinion research on climate change/climate finance</i>
<i>Voices: video captures of country officials, stakeholders, beneficiaries on low-emissions, climate-resilient growth</i>	<i>Each MDB establishes inner-circle list of 25 opinion leaders to keep well informed.</i>	<i>Create media monitoring program that can be segmented by region; use this to carry out regular media analyses by region and global.</i>
<i>Media visits to project sites</i>	<i>Establish messages, understandings most important to share with inner-circle, schedule briefings, project tours to accomplish</i>	<i>Conduct focus groups, opinion leader structured discussions, analyze results.</i>
<i>Attend CIFs meetings, develop issue-oriented notes based on views/questions of MDB partners, country officials, stakeholders</i>	<i>Refine, update programs for reaching special audiences groups: contributors, stakeholders, private sector, partners.</i>	<i>Use listening exercises to feed back to center analysis on common misperceptions.</i>
<i>Based on criticisms/questions, develop from center FAQs and CIFs Facts that address common misperceptions and misunderstandings (address tough issues).</i>	<i>Engage civil society team at WB to make sure that processes governing participation/ levels of access, etc. meet highest standards</i>	<i>Test messages on controversial issues with groups and provide short notes on whether prepared explanations are satisfactory</i>

25. A redesigned, newly dynamic website will accommodate-- but also require-- a higher turnover of stories and inputs from the pilot countries. All MDB partners would regularly contribute stories, voices, interviews and images from each of the pilot projects. But experience makes clear that arrangements of this kind function only when a specific schedule of deliverables is established. To deliver on the first element of the work program-- telling the story-- the communications working group will need to commit to a realistic, achievable goal of stories per region per quarter highlighting lessons and accomplishments.

26. The CIF Administrative Unit communications officer would brainstorm story ideas, provide information support, and help prepare stories for the web page, and identify communications opportunities arising from the calendar of events, meetings and missions. The CIF Administrative Unit communications officer would also coordinate thematic packages where the MDB partners could work on contributions covering a specific theme. Another way of “telling the story” is to organize press tours of projects, taking along project managers for explanation/education.

27. Website improvements will also address ways to enhance access and easy navigation for current stakeholders and users. An on-line survey showed that users visit the site to access documents either in advance of meetings or related to current projects. The improved site will attempt to become more of a hub for shared lessons and on-the ground results.

28. A critical aspect of “telling the story” is telling it internally. The CIF have already proved their value to a number of project teams in the MDBs. The stories of successful collaboration must be packaged for presentations within the institutions, and for internal communications vehicles.

V. RELATIONSHIP BUILDING

29. The communications working group agreed that over time, successful communications is as much as building a relationship as it is about specific information transactions (getting a press release out, managing an eruption of criticism), though these can be critical when they happen. There are specific audiences-- donors, media, civil society organizations, and government officials-- whose views and perceptions influence broader opinion, and whose interest in following the CIF’s operations is well established. The communications working group will need to ensure the maintenance of a solid communications data base, along with systems for reaching opinion leaders.

30. Each MDB should maintain and update an inner-circle list of approximately 25 opinion leaders, and make it a point to keep them informed by:

- a) Sending them short summaries following partners meeting and other gathering;
- b) Directing them toward newly posted material on the web site;
- c) Connecting them with project teams when they are visiting MDB offices;
- d) Organizing field visits for them to see work first hand.

31. The Administrative Unit would manage relations and information needs of donors, international civil society, and international media, drawing on the inputs of MDB partners.

VI. STRUCTURED LISTENING

32. Supply-driven communications is often off the mark, defensive and ineffective. Communicators need to understand what key audiences know and what they need to know. “Frequently Asked Questions” features need to address questions that actually are frequently asked, including tough, uncomfortable questions. Strategic communication necessarily addresses specific knowledge gaps, misunderstandings and misperceptions.

33. It is impossible to identify the knowledge gaps, misunderstandings and misperceptions without some structured research. First, public opinion surveys -- already paid for and carried out by credible global can be useful. Second, media monitoring tools are readily available and can be

easily fine-tuned to support regular media analyses on how the media is treating certain issues. Third, focus groups or informal soundings of opinion leaders can provide forms of structured listening that provide insights of how people think and link ideas. Opinion research specialists inside the MDBs, or contracted from the outside, can support these efforts.

34. To make structured listening a part of the communications work program, it will be necessary for the communications working group to agree to specific deliverables. A possible agreement could be that each MDB partner complete and share one regional media analysis each year, and conduct one focus group or structured discussion with opinion leaders.

35. Structured listening is also important within the partner institutions. It is important that the task teams working in the partner institutions have a systematic way of sharing information on the perception and use of CIF funds with the CIF MDB focal points.

Implementation

36. Making the communications strategy a reality will require active coordination on the part of the CIF. Essentially, the Administrative Unit communications officer and the MDB communications specialists will need to work out clear compacts involving what each will contribute to the overall program within specified time periods. Each participant in the communications working group would commit to specific deliverables in each of the pillars--telling the story, building relationships and engaging in structured listening.

37. The new web platform will need to be populated with stories from all CIF partners. It will be necessary to ensure that individual funds and regions are represented. The Administrative Unit communications officer would coordinate the flow of stories from the MDBs, highlighting issues that merit special attention on the web. The Administrative Unit officer would also provide timely updates on “frequently asked questions,” ensuring that these respond to actual questions being raised about the CIF’s structure and policy, including pointed criticisms.

38. Calendar coordination will be critical. Meetings and field missions-- occurring throughout the year in the regions-- provide important communications opportunities if they are planned for. The Administrative Unit would be responsible for maintaining a full CIF calendar and for brainstorming with MDB partners on plans to optimize the event. The result would be the following:

- a) Stories about CIF investments, lessons and achievements from all CIF programs and regions appear on the web site;
- b) Priority audiences-- particularly stakeholders, the private sector, project teams at partner institutions and contributors-- are learning the information they require on a timely basis.

- c) partner institutions and contributors-- are obtaining the information they require on a timely basis.
39. The CIF Administrative Unit and the MDBs would be in a position to make mid- course corrections in the strategy, to fine-tune messages, to package new information in response to new understandings about the communications environment and audience needs.

Monitoring the Results

40. Tracking the deliverables on the part of the CIF communications working group. The final plan will consist of specific commitments on the part of members of the working group. Communication specialists in each MDB will commit to a set of deliverables within a specific timeframe that all consider to be realistic. These will span the three areas of activity - telling the story of the CIFs in action; building relationships, and structured listening. So at the most basic level, the CIF Administrative Unit can track whether the stories were sent and published, whether the promised relationship-building events (project tours, briefings, etc.) occurred, and whether the structured listening activities were accomplished.
41. A second level of tracking will look at the response by way of media, blogs, etc. Ideally, this aspect of the monitoring effort would begin with a benchmarking exercise and be able to show if there has been an increase in articles that mention the CIF in particular regions or across all regions.
42. A third level of tracking would involve shifts in opinion or perception. Qualitative media monitoring over time-- with a focus on reporting that if positive, negative, biased, neutral etc. -- can show important shifts. Focus groups separated by time can also indicate evolutions, as can broader-- and publicly available-- opinion surveys. The weakness of these efforts lies in the difficulty of attributing shifts in opinion to any particular efforts. News events, leadership changes, cultural shifts might have moved opinion as much or more than any communications program mounted by the MDBs. That said it is important that the communications group be aware of shifts in opinion, even if they cannot be precisely attributed to particular causes.

Annexes:

1. Chart of Communications Activities
2. Knowledge Management Work Program/Strategy
3. Private Sector Liaison Work Program/Strategy
4. Stakeholder Engagement Specialist Work Program/Strategy

Annex 1: Communications Actions for CIFs Outreach Activities

CONTENT/MESSAGES	SOURCE	PRODUCTS	AUDIENCES	VOICES
CIF achievements + lessons: What have the CIFs done so far?	MDBs, with Knowledge Management teams, each MDB provides 1 story/quarter showing CIF in action	Web stories, Content on country pages	MDB internal, donors + partners, stakeholders, media	Beneficiaries, Country officials, Donors, Academics
CIF project experience. Message: <i>Low-emissions, climate resilient development is attracting investment.</i>	MDB communications specialists MDB arrange 1/year schedule of stories, support from AU	media press tours of projects	regional media	Beneficiaries, Country and local officials
CIF processes: How do the CIF work?	AU in consultation with MDBs, Knowledge Management teams	Notes for Events, country pages	MDB internal, donors + partners, stakeholders,	Country officials, AU, MDB projects managers
CIF responses to questions, critiques	AU analyzes frequent questions, criticisms, fashions responses for all partners to use	FAQs for CIFs MDB web site, print-outs for meetings	Donors, stakeholders	AU and MDB
Explanation of Stakeholder Engagement Practices: what is framework for stakeholder engagement?	AU Stakeholder engagement specialist	Stakeholder engagement norms explained on CIFs web site, brochure/ hand-outs, telephone conferences, training for new observers	Stakeholders	AU, MDBs, Stakeholders

Annex 1: Communications Actions for CIFs Outreach Activities

CONTENT/MESSAGES	SOURCE	PRODUCTS	AUDIENCES	VOICES
Private Sector participation-- how do private firms play the optimum role in these investment programs?	AU private sector specialist	web section specifically spelling out private sector role, hand-outs, knowledge-sharing within private sectors teams, stories on private sector activities	Private Sector	AU, MDBs, private sector
Partners and countries learn from experience	MDB partners, country officials interviewed at CIF partner meetings, workshops. AU, Knowledge Management teams	Short video interviews address question: What are we learning?	Partners and client countries, donors, international community	Partners, client countries, donors
Research: How is the media addressing climate change and climate investments?	WB, other media monitoring services + targeted media analysis by MDB, AU	Media analysis showing trends in global or regional treatment of climate investment	CIFAU, MDB, Communications working group	Media
Research: Opinion Leader views on climate investment. How do academics, politicians, civil society leaders view climate change/climate investments?	Tested opinion research techniques.	Informal or structured focus groups in key locations showing perceptions and beliefs of opinion leaders.	CIFAU, MDB, Communications working group	Opinions leaders in countries

Annex 2: CIF Knowledge Management Program

OBJECTIVES FOR FY12-13	FY12 ACTIVITIES	FY13 ACTIVITIES	MAIN OUTPUTS
<p>(i) active on- and off-line communities of practice (through website, webinars, pilot country meetings, etc);</p> <p>(ii) improved understanding of the effectiveness of diverse approaches to CIF knowledge capture and lessons sharing</p>	<p>(i) design, manage, and begin implementation of 2012 CIF learning products utilizing diverse approaches to knowledge sharing, including consultation with pilot countries and full documentation and dissemination;</p> <p>(ii) Collaborate on CIF website upgrade and redesign to enhance their effectiveness as knowledge- sharing tools</p>	<p>(i) continue implementation, documentation, and dissemination of CIF learning products;</p> <p>(ii) begin initial assessment of effectiveness of diverse approaches utilized in learning products</p>	<p>(i) implementation and showcase of the four main FY13 'CIF learning products'¹ at the 2012 P-Forum;</p> <p>(ii) briefs on lessons learned from completed on- and off-line knowledge exchanges and MDB Committee agreed plans and knowledge products;</p> <p>(iii) Post -Partnership Forum stocktaking on feedback received on the learning products and incorporation into development of future products;</p> <p>(ii) CIF AU and MDB working group identification and planning of additional tools and products</p>
<p>(iii) Investment Plans and project proposals to effectively address lessons capturing and sharing activities;</p>	<p>(ii) Conduct a review of the current state of KM integration in CIF investment plans and project proposals; draft paper and share analysis based on review with MDBs;</p> <p>(iii) Discuss paper as basis for developing and finalizing action plan for improved KM integration in country and project planning/implementation.</p>	<p>(iv) Work with MDBs to implement action plan to strengthen KM in design and implementation of plans and projects</p>	

¹ FIP publication and audio/video package; PPCR online community (on CIFNet); SREP learning workshop (March); and CTF Private Sector Forum (November)

Annex 3: Proposed FY13 CIF Work Program on Private Sector Engagement

WORK PROGRAM AREA	OBJECTIVES FOR FY13	MAIN OUTPUTS
Private Sector	<p>(i) Effective engagement and dialogue with the private sector at the strategic level</p> <p>(ii) Effective engagement and dialogue with the private sector at the operational level</p>	<p>(i) Private Sector Event in conjunction with the Partnership Forum – Nov. 2012 (Istanbul) leading to Private sector panel session at the Partnership Forum – Nov. 2012</p> <p>(ii) MDB Working Group on Private Sector</p> <p>(iii) Private Sector Observers –on-going dialogue and consultation</p> <p>(iv) CIFAU and MDBs in number of private sector/industry events for dialogue and engagement with PS partners or organizations working on similar issues</p> <p>(v) CIF projects and programs continue to achieve high leverage with substantial investment from the private sector</p>
	<p>(i) Definition of operational guidelines and procedures for available instruments that are not used yet and not defined</p> <p>(ii) continue to develop new structures and business models for further private sector engagement</p>	<p>(i) Improve the utilization of existing tools available to support private sector operations through the CIF and monitor through MDB private sector working group</p> <p>(ii) A larger range of financial instruments is being used by the MDBS in their investment work in the private sector</p> <p>(iii) New tools and structures are developed, and new guidelines are agreed upon with the CTF Trust Fund Committee</p>
	<p>(iii) Produce knowledge products for the private sector, the country teams and the MDBS</p>	<p>(i) MDB Private Sector Practice Group</p> <p>(ii) Knowledge products</p> <ul style="list-style-type: none"> - KM products from the pilot countries meetings KM products from the private sector event in Istanbul

Annex 4 FY13 CIF Work Program on Stakeholder Engagement

WORK PROGRAM AREA	OBJECTIVES FOR FY13	ACTIVITIES MANAGED BY ADMIN UNIT	ACTIVITIES MANAGED BY MDBS	MAIN OUTPUTS
Stakeholder engagement	Enhanced stakeholder's engagement at the country level	Develop and promote good practice recommendations for stakeholder involvement at the country level	Joint work with the MDBs Support government efforts to engage stakeholders at the country level	Good practice recommendations for stakeholders involvement at the country level
		Promote, design and manage discussions and dialogues on stakeholder engagement through Partnership Forums	Support governments in promoting, designing, and managing discussion and dialogue on stakeholder engagement at the country level	Action plans and reports on stakeholder consultations
	Enhanced stakeholder's engagement at the CIF Committee level	Develop observers communication guidelines that aimed at facilitating observers dialogues with their constituencies and strengthening the CIF stakeholders outreach activities	Obtain MDBs inputs on the guidelines	Observers communication guidelines
		Organize regular briefings for observers to support their preparation to the Committee meetings	Provide inputs on the briefings	Active engagement of observers in meetings
	Improved capacities of observers in particular and stakeholders in general to improve the effectiveness of their participation	Incorporate the CIF agenda in MDB's stakeholder events, relevant CSOs meetings, private sector conferences, and indigenous people's forums	Obtain information from the MDBs about the events and design dialogues jointly	Action plans and reports on stakeholder consultations
		Manage, maintain, and assess the effectiveness of the stakeholder webpage and mailing list	Obtain MDBs inputs on the design and effectiveness of the website	Updated and maintained stakeholder webpage and regular mailing list of interested stakeholders