



STRATEGIC COMMUNICATION LEARNING PROGRAM

*Development Communication Division
External Affairs, the World Bank*





DevComm

DEVELOPMENT COMMUNICATION
DIVISION (DEVCOMM)

Our goal is to equip Bank staff and country clients with the communication and client engagement skills needed for effective development projects, programs, and policy reforms.

Started in 1998, the Strategic Communication Learning Program (SCLP) offers courses and workshops in communication to Bank staff and client country counterparts. The courses use a variety of formats for delivery: face-to-face, distance learning, e-learning, and blended learning. The SCLP has full capacity to design, deliver and evaluate new courses. In addition, we customize training to meet the needs of our various audiences.

TARGET AUDIENCES

- **Operational Staff** — to integrate strategic communication and client engagement into the design and implementation of projects, programs, and policy reforms;
- **Bank's Clients** — to learn the concepts and acquire the tools to develop a communication strategy, and to engage key stakeholders in behavior change leading to positive and sustainable development outcomes;
- **Communication Network Members** — to supply technical assistance and advice to operational staff and the Bank's clients in developing coherent communication strategies and assessing the quality of communication services provided by consultants/agencies/implementing partners;
- **Administrative Staff** — to provide effective communication-related assistance to operational staff.

COURSE DESCRIPTION

Art and Science of Strategic Communication

Learn to harness the power of communication to help people adopt behaviors to improve their lives and that of their communities. Well-conceived, professionally implemented communication programs relating directly to development project objectives can make the difference between a project's success and failure. This two-day training course helps operational staff and communication professionals to understand communication tools and to apply the tools strategically, enhancing the design, delivery, and results of development initiatives.

Managing Political Risk

No matter how technically sound, every development initiative faces risks that can endanger positive outcomes. Knowledge of the relevant political, economic, social, cultural, and historical dynamics in the development landscape helps to overcome potential risks. This advanced, interactive two-day course provides tools and tips on employing situational knowledge to understand and manage political risk. Participants learn to use strategic communication, an effective

tive tool for managing external risk in projects, programs, and policy reforms in all sectors.

Media Training

A fast-paced and highly interactive two-day training course provides participants with the knowledge, tools, and techniques to communicate World Bank objectives effectively with news media globally. In addition, the course covers media relations: how to forge a good working relationship with the media; what motivates the media; plus country and regional specifics. Senior media consultants with extensive international experience train participants using video-taped interviews, personalized coaching, critique, and feedback.

Stakeholder Consultation Workshop

A one-day workshop designed to provide the definition and systems approach to understanding consultations among various stakeholders, including civil society organizations, governments, donor agencies, and business community.

Client Engagement and Partnering

Learn to collaborate more effectively with clients. This course offers tools and tips to create opportunities for positive and strategic engagement between the Bank's operational staff and stakeholders in development initiatives. Through simulated interactive exercises and role-playing, as well as analysis of real-life situations, participants learn to establish and sustain collaborative client relationships in complex operational environments. The client mapping is highlighted as an important tool to assess and prioritize potential relationships.

Communicating Effectively for Results

Combining plenary discussion and a series of video taped conversations, this course gives participants opportunities to practice communication skills and receive developmental feedback on their skills. The exercises are designed to test participants' ability to use course models in difficult conversations. Cases are based on real World Bank Group situations.

Strategic Communication: What Works, What Doesn't and Why

Public understanding and broad-based support are critical to the success of reforms. Many reformers fail to use communication as a tool to frame issues in ways that resonate with and are relevant to the concerns of people. Strategic communication can provide the critical

link between stakeholders and sustainable reforms. In this course, participants learn to use a communication plan as part of their work on public sector reform programs, enabling participants to apply the concepts learned to their own country situation.

Client Engagement and Strategic Communication

Strategic communication engages stakeholders in a two-way dialogue with proponents of development and reform. This feedback enables the crafting of interventions to respond positively to the needs of those most affected. Additionally effective communication is a powerful means to address conflict and to develop consensus among multiple stakeholders. This three-day course offers training in a client-oriented approach to projects and programs. Participants learn how to plan communication strategy for positive impact in their operational work. Furthermore, the course teaches strategic communication concepts, tools, and techniques focusing on management decisions, client engagement, and conflict management.

WHY IS STRATEGIC COMMUNICATION IMPORTANT TO THE BANK'S OPERATIONAL WORK?

Strategic communication is a powerful tool that can improve the chances of success of development projects, programs, and policy reforms. Communication for development is a two-way process between policymakers and stakeholders, it represents not only information dissemination, education or awareness-raising but also feedback, interaction, and a variety of methods that motivate people to change long-established practices or behaviors. Whether discussing a development project or broader economic reforms—from health, education or rural development to private sector development, financial reform or judicial reform—the idea is to initiate, convene, and facilitate a well-informed dialogue among stakeholders, to build consensus, and to generate broad-based public understanding and support for the goals and processes of economic and social change.

A well-conceived, professionally implemented strategic communication program, relating directly to project or reform objectives and bringing an understanding of local political, social, and cultural realities into project design, can make the difference between a development initiative's success and failure.

www.worldbank.org/developmentcommunications

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