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**World Bank-Annenberg Summer Institute**

**in Communication and Governance Reform**

June 16-27, 2012

University of Southern California, Los Angeles, CA

In many reform environments, a range of challenging, people-related issues emerge. Many of the barriers to change are not amenable to technical solutions alone. In fact, there is a recurring set of non-technical, real-world challenges that governance reform managers confront, which include:

* Lack of political will or broad leadership support for change.
* Resistance from middle managers or the professional bureaucracy.
* Vested interests: These are special interest groups opposed to reform. The key issue here is how motivated they are, and how quickly they mobilize to oppose reform.
* Hostile public opinion: many reforms are opposed by public opinion, even if they are in the broader national interest. A few people will oppose a reform that benefits everyone else.
* Unorganized majorities have no voice: Potential beneficiaries from a reform may not know that they stand to gain and are not organized. Those people with vested interests, however, are usually sharply engaged.
* Weak citizen demand for accountability: There must also be vigilance against counter-reform and counter-mobilization.

Nevertheless, even in difficult environments characterized by the challenges listed above, global development experience suggests that with sufficient support, reform efforts can at least move forward toward attaining successful and sustainable change. Effective implementation support that has a realistic prospect of mitigating real-world challenges usually includes savvy deployment of approaches and techniques drawn from on-the-ground experience as well as applied research in political/strategic communication and the allied social sciences.

**About the program**

The World Bank’s External Affairs Operational Communications division, the World Bank Institute’s Governance Practice, the Annenberg School for Communication at the University of Pennsylvania, and the Annenberg School for Communication and Journalism at the University of Southern California have established a partnership with the overarching goal of enhancing capacity and networking professionals from the areas of communication, governance, and development with public sector officials or private sector advisors to enhance their ability to provide implementation support to change agents and reform leaders.

The partnership seeks to sharpen the skills of professionals and officials working on governance reform in the most recent advances in communication and proven techniques in reform implementation. These skills are essential to bringing about real change, leading to development results in a wide range of sectors and include: using political economy analysis diagnostics and “real time” gathering of political context updates to guide the development and refinement of communication strategies and the creation of a multi-stakeholder engagement mechanism; the understanding of public opinion research and its use in stakeholder interest mapping; the facilitation of multi-stakeholder dialogue to address differences and build alliances; and the proactive monitoring of communication interventions and its impact on people’s beliefs, attitudes, and behaviors relevant to governance reform.

Through a 12-day Summer Institute in Communication and Governance Reform, development professionals and public officials will learn about the most recent advances with regard to the contributions of communication to governance reform, as well as cutting-edge approaches and techniques that have been tested on the ground.

**Learning objectives**

After completing the Summer Institute, participants will acquire a core set of specific skills. They will be able to:

* *Interpret governance diagnostics and political economy analyses*: participants will gain the knowledge and skills to become informed consumers of political economy analyses and governance diagnostics, and be able to draw out adaptive, non-technical challenges amenable to communication-based solutions.
* *Craft and implement strategies for multistakeholder coalition building in support of reform*, including: securing political will demonstrated by broad leadership support for change; gaining the support of public sector middle managers, who are often the strongest opponents of change; addressing powerful vested interests by building coalitions of pro-change influentials; transforming indifferent or even hostile public opinion into support for reform; and instigating citizen demand for good governance and accountability.
* *Provide implementation support*: participants will gain knowledge and skills in facilitating multi-stakeholder dialogue and negotiation toward durable agreement; set-up mechanisms for continuous gathering of political context updates for reform managers and country offices of international organizations; identifying and drawing on the necessary high-quality expertise for implementation; identifying the necessary expertise mix for implementation.
* *Apply Monitoring and Evaluation frameworks*: participants will gain familiarity and skills in the actual use of evaluation frameworks, embedding MandE frameworks in the upstream planning process; setting-up monitoring mechanisms to track outputs; and evaluating whether communication and governance interventions contributed to desired outcomes.

**DAY ONE, Saturday, June 16: *Communication and* *Good Governance I***

*NOTE: All sessions will take place at the Annenberg School. Sessions without a specified room will all take place in ASCJ 240.*

**8:30-9:00 am Arrival, Registration, Coffee**

**9:00-10:00 am Welcome, Introductions, Expectations, Agenda Overview**

Introductions and review of agenda.

*Sina Odugbemi, Patti Riley, Caby Verzosa*

**10:00-11:15 am The World Bank-Annenberg Partnership on Communication and Governance: Why are we doing this?**

Leaders of the Annenberg Schools, The World Bank’s External Affairs Vice Presidency, and The World Bank Institute will give participants a general sense of why and how the partnership came about, including the partners’ belief on the importance of the communication and governance professional job stream in supporting the attainment of development results. Partners will also discuss subsequent plans to: create platforms for knowledge and experience sharing; support researchers toward deepening the evidence base; and market the skills and abilities of executive program alumni to development organizations, at the national, regional, and global levels.

*Dean Michael X. Delli Carpini and Dean Ernest Wilson III*

**11:15-12:00 pm Keynote Address**

 *Manuel Pastor*

**12:00-1:00 pm Lunch (ASCJ 2nd floor patio)**

**1:00-2:30 pm Governance in the Development Context**

Participants will learn about governance as a contested arena in development, including its evolution from a narrow view of public administration exclusively focused on supply-side factors to today’s much broader governance agenda that seeks to incorporate demand-side considerations alongside these traditional concerns.

Specifically, participants will learn how, over the years there has been a growing realization that good governance can only be realized and sustained if public sector consumers (stakeholders and civil society) are involved in the decision-making process- whether via direct participation and/or accountability mechanisms.

In this session, key concepts, such as “governance” and “reform,” will be introduced and defined for the purpose of the course. A few donor frameworks and approaches to addressing governance reform challenges will also be discussed. Participants will gain a clear sense of the history and current state of the governance agenda in development, as well as potential future trajectories.

*Ed Campos, Sina Odugbemi, and Caby Verzosa*

**2:30-2:45 pm Coffee/Tea Break**

**2:45-5:45 pm Linking Communication and Governance: Public Opinion and Communication Influence**

This sessionwill begin with participants working at their tables discussing the potential contributions of communication to governance reform, giving their own perspectives on what governance reform challenges they have experienced, heard of, or foresee. The facilitator will then ask for a few indicative examples from the groups, and facilitate a discussion on how these relate to the lived experience and frustrations of citizens, especially in developing countries (e.g., failures in the provision of public goods and services). These failures in public service delivery will then be situated in the larger context of malfunctioning governance systems. In addition to dealing with symptoms, therefore, it is crucial to work on their root causes, e.g., improving systems via monitoring mechanisms, participatory and accountability incentive structures; structures that ensure a closer alignment of interest between policymakers and stakeholders/civil society.

In reforming governance systems, technical solutions are necessary, but insufficient, for bringing about real and lasting change. Adaptive solutions are also required. It is in mitigating adaptive challenges that communication-based solutions can make significant contributions to successful and sustainable governance reform.

*Sina Odugbemi, Caby Verzosa*

**5:45-6:15 pm Wrap Up, Day 1**

**DAY TWO, Sunday, June 17: *Communication and* *Governance Reform II***

**8:30-9:00 am Registration**

**9:00-11:00 am Understanding Binding Constraints to Change: Coalition Building Diagnostics and Stakeholder Mapping**

This session aims to equip participants with conceptual tools for gaining a firm handle on complex political economy factors undergirding many change contexts. A class of political economy challenges – those dealing with barriers to collective action -- will be a particular focus during this session. By applying these concepts to real-world examples, participants will practice using a set of diagnostic concepts that will help them understand some of the key drivers as to why a change initiative might be “stuck”. The pros and cons of various mitigating measures, such as communication interventions for coalition building, will also be discussed.

*Ed Campos and Caby Verzosa*

**11:00-11:15 am Coffee/Tea Break**

**11:15-1:15 pm** **Political Intelligence/Political Updates**

Because governance reform environments change continually, political context updates need to be gathered frequently. This has the potential to provide change agents with information to work effectively in fast-changing environments, adjust to changing realities, and avoid surprises that often derail the success and sustainability of reforms.

Building the internal capacity of reformers and the in-country agencies that support them to produce regular concise verbal or written briefs summarizing the key political events in a country, how the events are likely to unfold, and the risks these events pose to reform efforts, is invaluable.

*Sina Odugbemi*

**1:15-2:15 pm Lunch Talk: Persuasive Communication Campaigns (ASCJ 207)**

This talk introduces examples of persuasive communication campaigns from the health sector where great strides have been made in understanding the communicative mechanisms that lead to successful changes in knowledge, attitudes and behavior. Dr. Murphy will discuss how this knowledge about behavior change can be applied to governance reform campaigns and other persuasive campaigns more generally.

*Sheila Murphy*

**2:15-3:15 pm Catching Up on Agenda**

**3:15-3:30 pm Coffee/Tea Break**

**3:30- 5:00 pm Introduction of Stakeholder Analysis Tools**

This session looks at several stakeholder approaches that focus specifically on communication. For example, which stakeholders can best carry the message? Which groups reach younger citizens? What members of coalitions are networked with individuals who are networked with individuals who are likeminded but not involved?

Several tools for stakeholder analysis will be reviewed.

*Patti Riley and Rebecca Weintraub*

**5:00-5:15 pm Wrap Up, Day 2**

**DAY THREE, Monday, June 18: *Coalitions, Collaborations and Networks***

**8:30-9:00 am Registration**

**9:00-11:00 am Building Coalitions for Reform – Philippine Procurement Reform Law**

Central to tackling the ‘how’ of reform is a coalition building strategy supported by an effective communication strategy.

Addressing collective action problems and forging alliances to form strong and stable multi-stakeholder coalitions are vital to successful reform efforts. In this session, participants will learn how the reform coalition skillfully navigated the difficult political landscape through a ‘well-oiled machine’ and mobilized broad support leading to the passage of a landmark legislation, which overhauled the public procurement system in the Philippines.

 *Caby Verzosa*

**11:00-11:15 am Coffee/Tea Break**

**11:15-12:30 pm Coalitions Discussion**

Participants will assess binding constraints to collective action in the Philippine Procurement Reform.

*Caby Verzosa*

**12:30-1:30 pm Lunch**

**1:30 – 4:30 pm The Challenge of Implementing Reform**

What challenges do reformers face as they implement reforms over the long haul? Sustaining reform will always be “work in progress” as vested interests push for counter-reform measures. Framing reform messages that resonate with critical stakeholder groups sustains support for the coalition’s goals.

*Caby Verzosa*

**4:30-5:45 pm The Nails Exercise**

*Caby Verzosa*

**5:45-6:00 pm Wrap-up Day 3**

**DAY FOUR, Tuesday, June 19: *Interpersonal Skills***

**8:30-9:00 am Registration**

**9:00-9:30 am Nuggets**

**9:30-11:00 am Interpersonal Competence and Institutional Effectiveness**

Development policymakers are familiar with the fact that even the best arguments fall short in light of weak or dysfunctional interpersonal relations.  Improving one’s relational communication skill requires deep reflexivity and self-awareness. “Emotional intelligence” underscores the importance of identifying emotions (both one’s own, and others), to best assess and manage them.  Participants will first take the EQ self-assessments and then discuss the challenges of contextual intelligence, and of navigating the interpersonal and intercultural dynamics that may inhibit engagement, influence, and coordination.

*Eric Eisenberg*

**11:00-11:15 am Coffee/Tea Break**

**11:15-12:45 pm** **Dialogue in Practice**

This session continues with the theme of shared understanding and shared meaning. Dialogue principles and strategies must be designed to facilitate agreement, critical information sharing must be prioritized, and solutions must be consistently re-evaluated for underlying tensions. Participants will practice dialogue strategies.

This session asks participants to begin envisioning ways to build demand at the local level and determine how to identify possibilities offered by new technologies and build support for open information environments (legal, political and practical) and transparent government processes must be prioritized.

 *Eric Eisenberg*

**12:45-1:45 pm Lunch Talk:  The Digital Glocalization of Entertainment**

In this talk, Paolo Sigismondi presents the research and findings of his recently published book “The Digital Glocalization of Entertainment: New Paradigms in the 21st Century Global Mediascape”. The presentation explores the dynamics of global media and entertainment, specifically analyzing the implications of the global rise of non-scripted entertainment (as reality TV programs) and the impact and consequences of the Information and Communication Technology (ICT) revolution on the content, delivery platforms, and overall business models of the media and entertainment landscape.

*Paolo Sigismondi*

**1:45-6:00 pm Offsite Tours**

**DAY FIVE, Wednesday, June 20: *Organizational Change***

**8:30-9:00 am Registration**

**9:00-9:30 am Nuggets**

**9:30-11:00 am** **Leadership & Capacity Building for Change**

The session focuses on the role of leadership in capacity building from a strategic perspective.  Participants will explore strategies for leading change from a number of places in the organization -- leading from the top, leading up, leading from the bottom and leading from the side.  Examples from research and the global corporate world will be used for background.  Participants will engage in a "conversation platform" to share their vision of change.  They will also participate in group discussions to share ideas for leading and supporting change from various positions in the organization.

*Patti Riley and Gail Thomas*

**11:00-11:15 am Coffee/Tea Break**

**11:15 – 1:00 pm Gaining Support of Middle Managers for Change**

This session explores middle managers’ role in securing organizational will for governance reform programs.  Middle managers can sabotage a reform effort if their role is marginalized or their support is overlooked.  Participants will discuss communication approaches that can empower middle managers to be more productive partners in governance reform initiatives.  A role-play will allow participants to practice strategies for engaging middle managers.

*Gail Thomas*

**1:00-2:00 pm Lunch**

**2:00-3:30 pm Strategic Thinking and Envisioning the Future**

This session uses the pre-work from the scenario exercise on strategic thinking and foresight to discuss ways to create a sense of the future through stories and visuals and discuss kinds of organizations will be most successful (and least) in that future. Groups will suggest new forms and changes that will help create the future they want. A group debriefing will follow.

 *Patti Riley, Gail Thomas, and Allie Noyes*

**3:30-3:45 pm Coffee/Tea Break**

**3:45-5:45 pm Catching Up on Agenda**

**5:45-6:00 pm Wrap Up, Day 5**

**DAY SIX, Thursday, June 21: *Collaborative Organizing***

**8:30-9:00 am Registration**

**9:00-9:30 am Nuggets**

**9:30-11:00 am Building Collaborative Capacity for Governance Reform**

Governance reform requires effective collaboration across many organizations.  Yet, organizations are typically not designed to facilitate inter-organizational collaboration.  Using a research-based survey, participants will look at their own organizations to identify key factors that enable and inhibit inter-organization collaboration.  Participants will discuss the results of the survey and learn how they can use these data to build collaborative capacity in their own organizations.  The session will also allow participants to assess their individual collaborative leadership style.

*Gail Thomas and Allie Noyes*

**11:00-12:30 pm Open Session - TED talks**

**12:30-1:30 pm Lunch**

**1:30-3:00 pm Social Movements**

Description in progress.

*Taeku Lee*

**3:00-3:15 pm Coffee/Tea Break**

**3:15-5:45 pm Open Session – TED talks**

**5:45-6:00 pm Wrap Up, Day 6**

**DAY SEVEN, Friday, June 22: *Media Uses and Roles***

**8:30-9:00 am Registration**

**9:00-9:30 am Nuggets**

**9:30-11:00 am Media Roles**

There are many types of media. This session will provide participants with a broader framework for thinking about and understanding traditional media. The message-centric orientation of most communication specialists will be

challenged by the introduction of media system dependency theory, which focuses not just on individual messages but on the broader network of power relationships within a given context that play a key role in determining message effects.

*Tom Hollihan*

**11:00-11:15 am Coffee/Tea Break**

**11:15-12:30 pm Key Media Research Concepts**

Key concepts like framing and priming will be introduced as well as practical concepts like message “stickiness.” Participants will learn about rules for interacting with traditional media outlets and strategies for building ongoing relationships with them. The instructor will emphasize the critical role of visual communication in the media and lead a mini-case on analyzing images and attributions. Vision and framing will be covered here.

 *Tom Hollihan*

**12:30-1:30 pm Lunch Talk: Government Public Opinion Polling and the CNN Effect**

Can the analysis and dissemination of public opinion polling by
governments be organized in such a way as to shift public debate and help reframe an issue that has been strongly influenced by the media? Drawing upon polling experience in Darfur, this question is examined in the highly disputed context of international conflicts, an area where CNN effects are manifest. Ways that government-sponsored polls can become part of official reactions to the CNN effect are discussed.

*Lauren Kogen*

**1:30-3:00 pm Global Media**

Description in progress.

 *Michael Parks*

**3:00-3:15 pm Coffee/Tea Break**

**3:15-6:15 pm Stakeholder Mapping Exercise**

Applied to the course’s capstone case (i.e., Frelaria), participants will practice using Net-Map, a hands-on, discussion-based stakeholder mapping tool which provides insights for informed action on-the-ground. Through this exercise, participants will identify key stakeholders, draw the formal and informal linkages among them, assess their individual positions as regards change, and approximate how much influence each stakeholder wields in the change environment.

*Eva Schiffer*

**6:15-6:30 pm Wrap Up, Day 7**

**DAY EIGHT, Saturday, June 23: *FREE DAY***

**DAY NINE, Sunday, June 24: *FREE DAY***

**DAY TEN, Monday, June 25: *Monitoring and Metrics***

**8:30-9:00 am Registration**

**9:00-9:30 am Nuggets**

**9:30-10:30 am CGCS Update**

*Monroe Price*

**10:30-10:45 am Coffee/Tea Break**

**10:45-12:15 pm** **Monitoring and Evaluation**

Participants discuss the data that will be needed to be successful as strategic communications and advocates for reform. How will those data be collected? How will participants know if they have been successful? What metrics will they use? How will they monitor and evaluate themselves and others?

 *Patti Riley and Lauren Kogen*

**12:15-1:15 pm Lunch**

**1:15-3:15 pm** **Tools for Communication, Research, and Analysis**

This session will be held in an Annenberg computer lab. We’ll be introducing the participants to a range of different tools they can use for communication, research, and analysis.

*Johanna Blakely, Patti Riley, and Rong Wang*

**3:15-3:30 pm Coffee/Tea Break**

**3:30-6:00 pm Offsite Tours**

**DAY ELEVEN, Tuesday, June 26: *The Fifth Estate – Social Media***

**8:30-9:00 am Registration**

**9:00-9:30 am Nuggets**

**9:30-11:00 am Social Media I**

There are many types of media. This session introduces the concept of the Fifth Estate—that social media act as a check on governments and corporations. Background research on social media will be presented and examples from the mini-case Mobile Voices will be discussed. Participants will break into teams to discuss how the MV activities of visualization and empowerment could be used in their projects.

 *Francois Bar*

**11:00-11:15 am Coffee/Tea Break**

**11:15-1:00 pm** **Social Media II**

This session will discuss the transformative impact of social media on changing definitions of “information” and “audience.” New technologies like Facebook and Twitter re-order conventional relationships among actors, presenting new opportunities for participation in global discourse. As demonstrated by recent civic uprisings in Tunisia, Egypt and Libya, social media can play a pivotal role uniting activists at the frontline of revolution, and in disseminating real-time updates from the site of struggle to a global audience. Similarly, journalists can leverage social media to circumvent dominant mainstream media narratives and governments can utilize social media as a unique platform for direct communication with citizens, nurturing transparency and civic participation. The focus will be on mobile social media and its possibilities and challenges.

The session will include the analysis of a mini-case called Mobile Voices. It will be used to discuss measurement/analytics in social media, including an exercise to learn how to interpret existing metrics and how to create new metrics that show impact. A short discussion of measurement tools/software will be included. Participants will break into teams for the analysis and return to the group as a whole for the debriefing.

 *Francois Bar*

**1:00-2:00 pm Lunch Talk: The Power of Story: Global Change Through Entertainment Partnerships**

This session features Hollywood, Health & Society Director Sandra de Castro Buffington, who will address how to harness the power of entertainment industries worldwide to shape public opinion through dramatic storylines in television, film and new media. She will introduce techniques for creating transmedia campaigns that carry a dramatic narrative across multiple platforms (social media and fan sites, among others) to engage audiences in taking action. Buffington will discuss the model that Hollywood, Health & Society employs, and tips for structuring successful partnerships with the entertainment industry.  She will also provide story examples that have had measurable impact on viewers' knowledge, attitudes and behavior.

Hollywood, Health & Society is a program of the USC Annenberg Norman Lear Center that provides entertainment industry professionals with accurate and timely information for health and climate change storylines.

*Sandra de Castro Buffington*

**2:00-2:30 pm Case Exercise Instructions**

Participants will be assigned roles and given instructions for the exercise.

 *Devra Moehler and Lauren Kogen*

**2:30-4:00 pm Role Based Exercise and Debriefing**

*Devra Moehler and Lauren Kogen*

**4:00-4:15 pm Coffee/Tea Break**

**4:15-4:45 pm Case Analysis and Presentation Instructions**

 *Devra Moehler*

**4:45-6:30 pm Work in teams**

**DAY TWELVE, Wednesday, June 27: *Case Assessment, Wrap Up and Way Ahead***

**8:30-9:00 am Registration**

**9:00-9:30 am Nuggets**

**9:30-12:00 pm Case Study Preparation, Work in Teams**

**12:00-1:00 pm Lunch**

**1:00-3:30 pm Presentations of Group Work/Peer Feedback/Faculty Analysis**

**3:30-3:45 pm Coffee/Tea Break**

**3:45-5:30 pm Wrap Up and Way Ahead: Strategic Communication and Governance Reform Certificates’ Ceremony**

**5:30-6:30 pm Focus Group Evaluations and Written Evaluations**