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World Bank-Annenberg Summer Institute in Communication and Governance Reform

May 28-June 7, 2013

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 Institute's Leadership and Governance Practice, the World Bank's External Affairs Operational Communications division, 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.



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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 9.5-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 multi-stakeholder 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.
- *Leverage social/digital media tools and analytics effectively.* Participants will learn how governments can utilize social media to communicate directly with citizens, nurturing transparency and civil participation.



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- *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.

Schedule

DAY ONE, Tuesday, May 28: *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 204.

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

9:00-9:30 am Welcome, Introductions, Expectations, Agenda Overview

Introductions and review of agenda.

Sina Odugbemi, Patti Riley, Caby Verzosa

9:30-10:15 am *Dean Ernest Wilson III*

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.

10:15-10:30 Break

10:30-11:00 *Dean Michael Carpini*



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11:00 am-12:00 pm Keynote Address
Manuel Pastor – Social Movements & Reform

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

1:00-2:30 pm Governance and Leadership 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

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

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

This session will 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



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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 and Caby Verzosa

5:45-6:15 pm Sign-Ups, Evaluations & Wrap Up, Day 1

DAY TWO, Wednesday, May 29: *Communication and Governance Reform II*

8:30-9:00 am Continental Breakfast

9:00-11:00 am Constraints to Collective Action

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.



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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: Social Media and Reform (ASCJ 207)

This talk with focus on 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.

Francois Bar

2:15-3:15 pm

Introduction to 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

3:15-3:30 pm

Coffee/Tea Break

3:30- 5:00 pm

Introduction of Stakeholder Analysis Tools Continued

The stakeholder analysis session will continue after the break with an applied case.

Patti Riley and Rebecca Weintraub



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5:00-5:15 pm Evaluations & Wrap Up, Day 2

DAY THREE, Thursday, May 30: *Coalitions, Collaborations and Networks*

8:30-9:00 am Continental Breakfast

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.

Ed Campos and 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.

Ed Campos and Caby Verzosa

12:30-1:30 pm Evaluations & Lunch

1:30 – 4:15 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

4:15-4:30pm Coffee/Tea Break

4:30-5:45 pm - Possible or Impossible?



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Caby Verzosa

5:45-6:00 pm Evaluations & Wrap-up Day 3

DAY FOUR, Friday, May 31: *Interpersonal Skills*

8:30-9:00 am Continental Breakfast

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 Evaluations & Lunch (Participant “TED” talks during lunch)



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1:45-6:00 pm Finish the Thomas-Killman Conflict Instruments
Offsite Tour

SATURDAY & SUNDAY – FREE DAYS

DAY FIVE, MONDAY, June 3: *Organizational Change*

8:30-9:00 am Continental Breakfast

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 and Allie Noyes

1:00-2:00 pm Lunch Panel on Communication, Media and Reform
Prawit Thainiyom, USC; Theo Mazumder, USC



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2:00-3:30 pm

Negotiation

Participants will learn how to interpret their conflict management scores from the Thomas-Killman Instrument and develop an understanding of conflict strategies and best practices in negotiation. Participants will then engage in a negotiation exercise to practice their conflict management skills.

Gail Thomas

3:30-3:45 pm

Coffee/Tea Break

3:45-5:45 pm

Strategic Thinking and Envisioning the Future, Consulting Part I

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 & Allie Noyes

5:45-6:00 pm

Evaluations & Wrap Up, Day 5

DAY SIX, TUESDAY, JUNE 4: Collaborative Organizing and Monitoring & Metrics

8:30-9:00 am

Continental Breakfast

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



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

11:15-12:30 pm Building Reform Networks

One of the central processes that makes organizational network building essential in the information age is transparency and knowledge sharing. Though networks require effort to build and maintain, the knowledge sharing enabled through these structures creates efficiency in information processing and exposes organizations to an exponentially larger universe of knowledge than they would otherwise encounter. This session reviews technologies and best practices that support organizational knowledge sharing processes and begins the translation into local arenas.

This session will draw attention to the concept of power in networks. How do nodes in governance networks gain and lose power? What are the governance challenges posed by corruption, and how can network building shift power away from corrupt entities? Instructors will discuss what a “good” network might look like.

The common assumption that networks are decentralized, “leaderless” structures is misguided. Networks may decentralize some elements of power and control, but this decentralization does not make leaders irrelevant. Instead, it changes the role of leaders and the approaches to leading that will make them most useful and effective. This session will provide participants with an understanding of how network leadership differs from hierarchical leadership.

Patti Riley

12:30-1:30 pm Lunch Talk--The principles of communication in advertising.

This talk will focus on the ways advertising can be used to persuade audiences and focus attention on particular reform activities. Ten principles and 10 examples will be covered.

Marcus Peffers, COO, M.C. Saatchi, London

1:30-3:00 pm Consulting II

Participants will be in their affinity groups to continue to work on their particular problems with instructors.

Patti Riley, Caby Verzosa, Thomas Hollihan, Gail Thomas, Rebecca Weintraub, Allie Noyes



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3:00-3:15 pm

Coffee/Tea Break

3:15-5:45 pm

New Media Tools for Communication, Research, and Analysis

This session will introduce the participants to a range of different tools they can use for communication, research, and analysis. Introduction to developing the Website Analytics; protocols for Sharing Information; Brainstorming discussion will focus on ongoing research sustainability for Communication and Governance.

Dana Chinn and Rong Wang

5:45-6:00 pm

Evaluations & Wrap Up, Day 6

DAY SEVEN, Wednesday, June 5: *Media Uses and Roles*

8:30-9:00 am

Continental Breakfast

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.



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Tom Hollihan

12:30-1:30 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

1:30-3:00 pm

Global Media and Public Diplomacy

There are many types of media organizations and many different forms of governmental media. This session will give an overview of global media and regional media differences and cover issues related to these differences. In addition, the role of public diplomacy will be discussed in order to understand alternative methods of influencing public opinion.

Nicolas Cull

3:00-3:15 pm

Coffee/Tea Break

3:15-5:45 pm

Participant “TED” Talks

5:45-6:00 pm

Evaluations & Wrap Up, Day 7

DAY EIGHT, Thursday, June 6: *Communication Campaigns*

8:30-9:00 am

Continental Breakfast

9:00-9:30 am

Nuggets

9:30-11:00 am

Lessons from Health Campaigns

This talk introduces examples of persuasive communication campaigns from the health sector where great strides have been made in understanding the



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communicative mechanisms that lead to successful changes in knowledge, attitudes and behavior.

Sheila Murphy

11:00-11:15 am

Coffee/Tea Break

11:15-12:30 pm

Communication Campaigns Continued

Examples from India and Mexico will show how this knowledge about behavior change can be applied to governance reform campaigns and other persuasive campaigns more generally.

Sheila Murphy

12:30-1:30 pm

Lunch and Evaluations

1:30-3:15 pm

Role-Based Exercise and Debriefing

Lauren Kogen

3:15-3:30 pm

Coffee/Tea Break

3:30-6:00 pm

Case Analysis and Presentation Instructions

Lauren Kogen and Laura Henderson

DAY NINE, Friday, June 7: Case Assessment, Wrap Up and Way Ahead

8:30-9:00 am

Continental Breakfast

9:00-9:30 am

Nuggets

9:30-10:30 am

Reality Game Case Study Preparation/Work in Teams

Lauren Kogen and Laura Henderson

10:30-10:45 am

Coffee/Tea Break

10:45-12:15 pm

Presentation of Reality Game Case Study



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- 12:15-1:15pm Evaluations & Lunch (Participant “TED” Talks)
- 1:15-2:15 pm Health, Law and Human Rights Linkages
Sofia Gruskin
- 2:15- 3:15 pm Presentations of Group Work/Peer Feedback/Faculty Analysis
Lauren Kogen and Laura Henderson
- 3:30-3:45 pm Coffee/Tea Break
- 3:45-4:45 pm Wrap Up and Way Ahead: Strategic Communication and Governance Reform
Certificates’ Ceremony
Patti Riley, *Sina Odugbemi, and Caby Verzosa*
- 4:45-6:00 pm Final Evaluations & Reception