In many reform environments there are stubborn challenges that often seem more numerous than any of the visible opportunities. Many barriers to change are not amenable to technical solutions alone but require the significant involvement of many different stakeholders, organizations and institutions and the foresight and leadership necessary to envision a viable way forward. In fact, there is a recurring set of nontechnical, real-world problems that governance reform managers confront, which include:

* Lack of political will or broad leadership support for change
* Resistance from middle managers in institutions and other members of the professional bureaucracy
* There are many special interest groups and vested interests that are opposed to reform and the key issue is to understand how motivated they are, how quickly they can mobilize to oppose reform, and whether there are counter movement opportunities
* There may be public hostilities, even if the reforms are in the broader national interest due to hostile public opinion
* Unorganized majorities have no voice as potential beneficiaries may not know what they stand to gain
* There is often weak citizen demand for accountability

Nevertheless, even in difficult environments, with problems that appear intractable or “wicked,” global development experience suggests that with sufficient support reform efforts can move forward and attain successful and sustainable change. Effective implementation requires 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 Group’s External and Corporate Relations vice presidency, the World Bank Group’s Leadership, Learning, and Innovation vice presidency, the Annenberg School for Communication and Journalism at the University of Southern California, and the Annenberg School for Communication at the University of Pennsylvania have established a partnership with the overarching goal of enhancing the capacity for reform and creating a network of professionals from the areas of communication, governance, and development along with public sector officials and private sector advisors who can enhance their own ability as well as provide implementation support to change agents and reform leaders.

The partnership seeks to sharpen the skills of professionals and officials working on governance reform using the most recent advances in communication along with 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 gathering political context updates in “real time” in order to guide the development and refinement of communication strategies and create multi-stakeholder engagement mechanisms; understanding 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 use of communication interventions to impact people’s beliefs, attitudes, and behaviors relevant to reform. Most importantly, the workshop reframes the benefit of putting “communication at the center” of strategies to mobilize and engage coalitions of leaders and community members to create the political, organizational and social will that is necessary to make real changes happen.  
  
Through a 10-day Summer Institute in Reform Communication, 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:

* Understand the central role of communication in all its facets, structures and skills in changing and sustaining reform efforts
* Interpret governance diagnostics and political economy analyses in order 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 the 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:
  + gain knowledge and skills in facilitating multi-stakeholder dialogue and negotiation toward durable agreements
  + learn to set-up mechanisms for the continuous gathering of political context updates for reform managers and country offices of international organizations
  + identify and draw on high-quality expertise for implementation
  + and, determine the necessary expertise mix for implementation
* Leverage social/digital media tools and analytics effectively:
  + learn how governments can utilize social media to communicate directly with citizens, nurturing transparency and civil participation
* Apply Monitoring and Evaluation frameworks:
  + embed M & E frameworks in the upstream planning process
  + set-up monitoring mechanisms to track outputs
  + evaluate whether communication and governance interventions contributed to desired outcomes
* Develop as leaders
  + understand your own strengths and areas for improvement
  + learn to improve conflict management skills
  + develop foresight and be able to articulate a vision for the future
  + create compelling stories through powerful narratives and visualization
* Develop as a network
  + find those who have the particular skills you might need
  + learn how to sustain connections through new communication technologies
* Understand the central role of communication in all its facets, structures and skills in changing and sustaining reform efforts.
* Interpret governance diagnostics and political economy analyses:
  + gain the knowledge and skills needed 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:
  + Secure the political will—demonstrated by broad leadership support for change
  + gain the support of public sector middle managers, who are often the strongest opponents of change
  + address powerful vested interests by building coalitions of pro-change influentials
  + transform indifferent or even hostile public opinion into support for reform and
  + instigate citizen demand for good governance and accountability
* Provide implementation support:
  + 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
  + identify and draw on the necessary high-quality expertise for implementation and
  + identify the necessary expertise mix for implementation.
* Leverage social/digital media tools and analytics effectively
  + learn how governments can utilize social media to communicate directly with citizens, nurturing transparency and civil participation
* Apply Monitoring and Evaluation frameworks:
  + gain familiarity and skills in the actual use of evaluation frameworks
  + embed M & E frameworks in the upstream planning process
  + set-up monitoring mechanisms to track outputs and
  + evaluate whether communication and governance interventions contributed to desired outcomes

**SCHEDULE**

*NOTE: All sessions will be held at the University of Southern California University Park Campus* ***Wallis Annenberg Hall Room L101*** *(unless otherwise noted)*

**DAY ONE, Monday, June 1: Communication and Reform I**  
8:30-9:00 am   Arrival, Registration, Coffee  
9:00-9:15 am Welcome to the Annual World Bank-Annenberg Summer Institute   
 *Dean Ernest Wilson III (video remarks) and Dean Michael X. Delli Carpini*  
9:15-10:45 am  Introductions, Expectations and Agenda Overview; Icebreaker  
 *Sina Odugbemi, Patti Riley*  
10:45-11:00 am   Break  
11:00-12:15 am Plenary I:  The Role of Communication in the Political World  
 *Dean Michael X. Delli Carpini*  
12:15-12:30 pm  Welcome to our campus

*USC Provost Michael Quick*

1:00-2:00 pm   Lunch  
2:00-3:30 pm Reforms:  Levels, Dynamics and Agency  
 *Sina Odugbemi*  
3:30-3:45 pm   Coffee/Tea Break  
3:45-5:00 pm  Communication for Effective Reforms  
 *Sina Odugbemi*   
5:00-5:15 pm   Evaluations & Wrap Up, Day 1  
5:15-7:00 pm Welcome Reception  
  
**DAY TWO, Tuesday, June 2: Communication and Reform II**  
8:30-9:00 am   Continental Breakfast  
9:00-11:00 am   Constraints to Collective Action  
 *Ceren Ozer*  
11:00-11:15 am   Coffee/Tea Break  
11:15-1:00 pm   Political Navigation

*Sina Odugbemi*

1:00-2:00 Lunch

2:00-3:15 pm Introduction to Stakeholder Analysis Tools  
 *Rebecca Weintraub*  
3:15-3:30 pm   Coffee/Tea Break  
3:30- 5:00 pm  Stakeholder Analysis Application—set up Frelaria teams  
 *Patti Riley and Rebecca Weintraub*  
5:00-5:15 pm   Evaluations & Wrap Up, Day 2

**DAY THREE, Wednesday, June 3: Coalitions for Reform**  
8:30-9:00 am   Continental Breakfast  
9:00-9:15 am  Nuggets  
9:15-10:30 am   Possible or Impossible?

*Ceren Ozer*  
10:30-10:45 am   Coffee/Tea Break  
10:45-12:30 pm  Adaptive Leadership   
 *Ceren Ozer*  
12:30-1:30 pm Lunch  
1:30-3:00 pm Building Coalitions for Reform – Philippine Procurement Reform Law  
 *Ceren Ozer*3:00-3:15 pm Coffee/Tea Break3:15-5:00 pm   The Challenge of Implementing Reform:  A Case Study  
 *Sina Odugbemi*  
5:00-5:15 pm   Evaluations & Wrap-up Day 3

7:30-9:00 pm Evening Feedback Session  
  
**DAY FOUR, Thursday, June 4: Organizational Change**  
8:30-9:00 am   Continental Breakfast  
9:00-9:15 am   Nuggets  
9:15-10:30 am   Social Movements and Reform

*Manuel Pastor*  
10:30-10:45 am Coffee/Tea Break  
10:45 am-12:30 pm  Building Reform Networks and Embedding Strategic Communication in Organizations and Institutions  
 *Patti Riley and Gail Thomas*

12:30-1:30 pm  Lunch

1:30-3:00 pm  Telling Stories about the Future

*Patti Riley*

3:00-3:15 pm Coffee/Tea Break  
3:15-5:15 pm Consulting Part I  
 *Patti Riley, Tom Hollihan & Gail Thomas*  
5:15-5:30 pm   Evaluations & Wrap Up, Day 4  
  
**DAY FIVE, FRIDAY, June 5: Interpersonal Skills**

8:30-9:00 am   Continental Breakfast

9:00-9:15 am   Nuggets

9:15-10:45 am   Interpersonal Competence and Institutional Effectiveness

*Eric Eisenberg*

10:45-11:00 am   Coffee/Tea Break

11:00-12:30 pm   Dialogue in Practice

*Eric Eisenberg*

12:30-2:00 pm  Lunch and World Bank TED talks

2:00-2:45 pm Gaining Support of Middle Managers for Change

*Gail Thomas and Patti Riley*

2:45-3:45 pm Consulting II

*Patti Riley, Gail Thomas and Eric Eisenberg*

3:45-4:00 pm Coffee/Tea Break

4:00-4:15 pm Frelaria Teams Planning

4:15-4:30 pm   Evaluations & Wrap Up, Day 5

8:00-11:00 pm Jazz night at the Blue Whale

**SATURDAY & SUNDAY (June 6-7) – FREE DAYS**  
Relax, have fun and enjoy LA! (Possible trip to mountains, beach or shopping)

**DAY SIX, MONDAY, JUNE 8: Collaborative Organizing for Reform**

8:30-9:00 am Continental Breakfast

9:00-9:15 am   Nuggets

9:15-9:45 am  Recap of Week 1 and Roadmap for Week 2

9:45-10:45 am   Capacity Building for Change and Collaboration—Leading in a Network

*Gail Thomas and Patti Riley*

10:45-11:00 am   Coffee/Tea Break

11:00-1:00 pm  Conflict and Negotiation—What to do Differently

*Gail Thomas and Allie Noyes*

1:00 pm  Pick up Lunch

1:00-5:00 pm Offsite Field Trip

**DAY SEVEN, Tuesday, June 9: Media Uses and Roles**  
8:30-9:00 am   Continental Breakfast  
9:00-9:15 am   Nuggets

9:15-10:30 am   Plenary II:  Global Strategic Communication

*Monroe Price*

10:30-10:45 am   Coffee/Tea Break  
10:45-12:30 pm   Global Media and Public Diplomacy  
 *Nicholas Cull*  
12:30-1:30 pm  Lunch  
1:30- 2:45 pm  Media Roles  
 *Tom Hollihan*  
2:45-3:00 pm   Coffee/Tea Break

3:00-4:00 pm Campaigns: Research and Practitioner Knowledge

*Tom Hollihan*

4:00-4:45 pm Frelaria Campaign Exercise

*Tom Hollihan and Patti Riley*

4:45-5:00 pm Evaluations and Wrap-up, Day 7

**DAY EIGHT, Wednesday, June 10: Communication Campaigns, Monitoring & Evaluation**  
8:30-9:00 am   Continental Breakfast  
9:00-9:15 am   Nuggets  
9:15-10:45 am   Lessons from Health Campaigns  
 *Sheila Murphy*  
10:45-11:00 am   Coffee/Tea Break  
11:00-12:15 pm  Strategic Narratives:  A Video Advocacy Toolkit  
 *Sandra Ristovska*  
12:15-1:15 pm  Lunch talk by Prawit Thainiyom  
1:15-2:45 pm  Frelaria Video Exercise

*Sandra Ristovska, Shelley Smith, Susan Biesack, Patti Riley, Rong Wang*2:45-3:00 pm   Coffee/Tea Break  
3:00-4:30 pm Monitoring and Evaluating Campaigns and Reforms—Metrics Exercise  
 *Patti Riley*  
4:30-4:45 pm Evaluations & Wrap Up, Day 8  
4:45-5:45 pm Work in Teams

**DAY NINE , Thursday June 11: Social Media**  
8:30-9:00 am   Continental Breakfast  
9:00-9:15 am   Nuggets  
9:15-10:45 am  Social Media  
 *Francois Bar*  
10:45-11:00 am  Coffee/Tea Break  
11:00 am-12:00 pm  Social Media Campaign Exercise  
 *Rong Wang and Francois Bar*   
12:00-1:00 pm Lunch  
1:00-2:00 pm Measuring the Impact of Digital Communication

*David LaFontaine*  
2:00-2:15 pm Coffee/Tea Break  
2:15-3:45 pm Role-Based Exercise and Debriefing Exercise Instructions  
 *Sandra Ristovska*  
3:45-4:45 pm Case Analysis and Presentation Instructions Work in groups  
 *Sandra Ristovska*  
4:45-5:00 pm   Evaluations & Wrap Up, Day 9  
  
**DAY TEN, FRIDAY, June 12: Case Assessment, Wrap Up and Way Ahead**  
8:30-9:00 am   Continental Breakfast  
9:00-9:15 am   Nuggets  
9:15-10:15 am   Case Study Preparation/Work in Teams  
 *Sandra Ristovska*  
10:15-10:30 am   Coffee/Tea Break  
10:30 am-11:30 pm  Case Study Preparation/Work in Teams  
 *Participants*  
11:30-1:00 pm   Lunch Performance:  Land of Smiles

*Erin Kamler*  
1:00- 3:00 pm   Presentations of Group Work/Peer Feedback/Faculty Analysis  
 *Patti Riley, Rebecca Weintraub, Tom Hollihan*  
3:00-3:15 pm   Coffee/Tea Break  
3:15-4:30 pm   Wrap Up and Way Ahead as a Network; Certificates Ceremony; Evaluations Day 10 and Overall assessment

4:30-5:30 pm Reception