



Global Risk Financing Facility

Supporting Early Action to Climate Shocks, Disasters, and Crises

Communications Strategy



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Introduction

The purpose of this communications strategy is to ensure that all communication related to the Global Risk Financing Facility (GRiF) occurs in a comprehensive and organized way that maximizes the impact of GRiF's mission. This strategy is meant to set the tone and direction so that all communication activities, products, and materials work together to achieve GRiF's overall organizational **objective as an enabler of financial resilience.**



Operationally, this means, the strategy will accomplish the following:

1. Help GRiF engage more effectively with stakeholders –This will provide GRiF stakeholders and partners a systematic and uniform way to provide input and agree on actions.



2. Demonstrate the success of GRiF's work – This will be an opportunity to remind all stakeholders about the strategy and vision behind the facility. Crisp articulation of the strategic rationale forms the basis of multiple communications tailored to donors, World Bank task teams and recipient countries among others). These all reflect the main goal: To ensure that the right message about GRiF is communicated effectively.



3. Ensure the audience clearly understands the concept and operationalization of GRiF

– The communications strategy should be anchored in a set of key messages arising from the facility’s rationale, and the associated story for each group of audience.



4. Change behavior and perceptions where necessary

– Strategic communications activities and materials can help promote change in behavior and perception of the brand. With an agreed-upon communication strategy, staff and partners have a map they can refer to, through the various program development stages.

Situational Analysis

Q. What is GRiF's Goal?

GRiF lower barriers for implementation of risk financing instruments, strengthening disaster preparedness and promoting effective risk financing.

Q. Why is GRiF launching communications efforts?

GRiF seeks to influence policy makers and finance ministries to integrate financial resilience and early action in their core development and planning processes.

Q. What do you want to achieve?

GRiF works with governments to implement risk financing instruments and strengthen country systems for the quick disbursement of funds. The goal is to communicate the effectiveness of GRiF to different audiences.

Q. What does success look like?

Inform: By informing audiences about who we are, why we are relevant, and how we support risk financing strategies, the successful communications strategy serves to trigger partnerships and expand alliances.

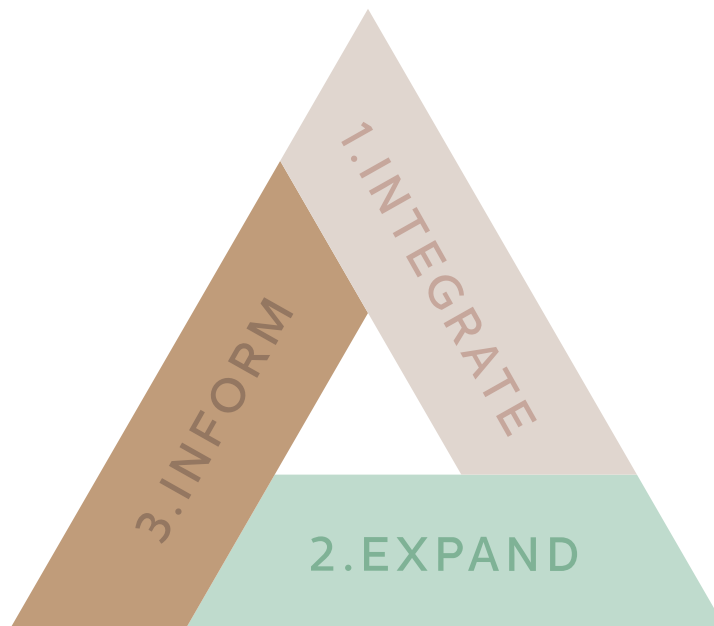
Expand: GRiF is in constant evolution, learning lessons and improving solutions through experience. Hence the successful communications strategy purposefully includes lessons learned from projects and expands on successful cases and positive stories.





Setting the Communications Objectives

The overall objective for this communications strategy is to ensure that we communicate in a comprehensive and organized way to maximize the impact of GRiF's mission. The three objectives shown in the figure and described below are the means by which this overall objective is achieved.



1. GRiF is a part of a bigger conversation.

Communicate to influence policy makers and finance ministries to integrate financial resilience and early action in their core development and planning processes.

2. GRiF is in constant evolution, learning lessons and improving solutions.

Communicate to share lessons learned from projects, expand successful cases and positive stories, and create awareness for Theory of Change.

3. GRiF is an enabler of financial resilience.

Communicate to explain who we are, why we are relevant, and how we support risk financing strategies. These kind of communications products should trigger partnerships and expand alliances.

Objective 1:

Integrate

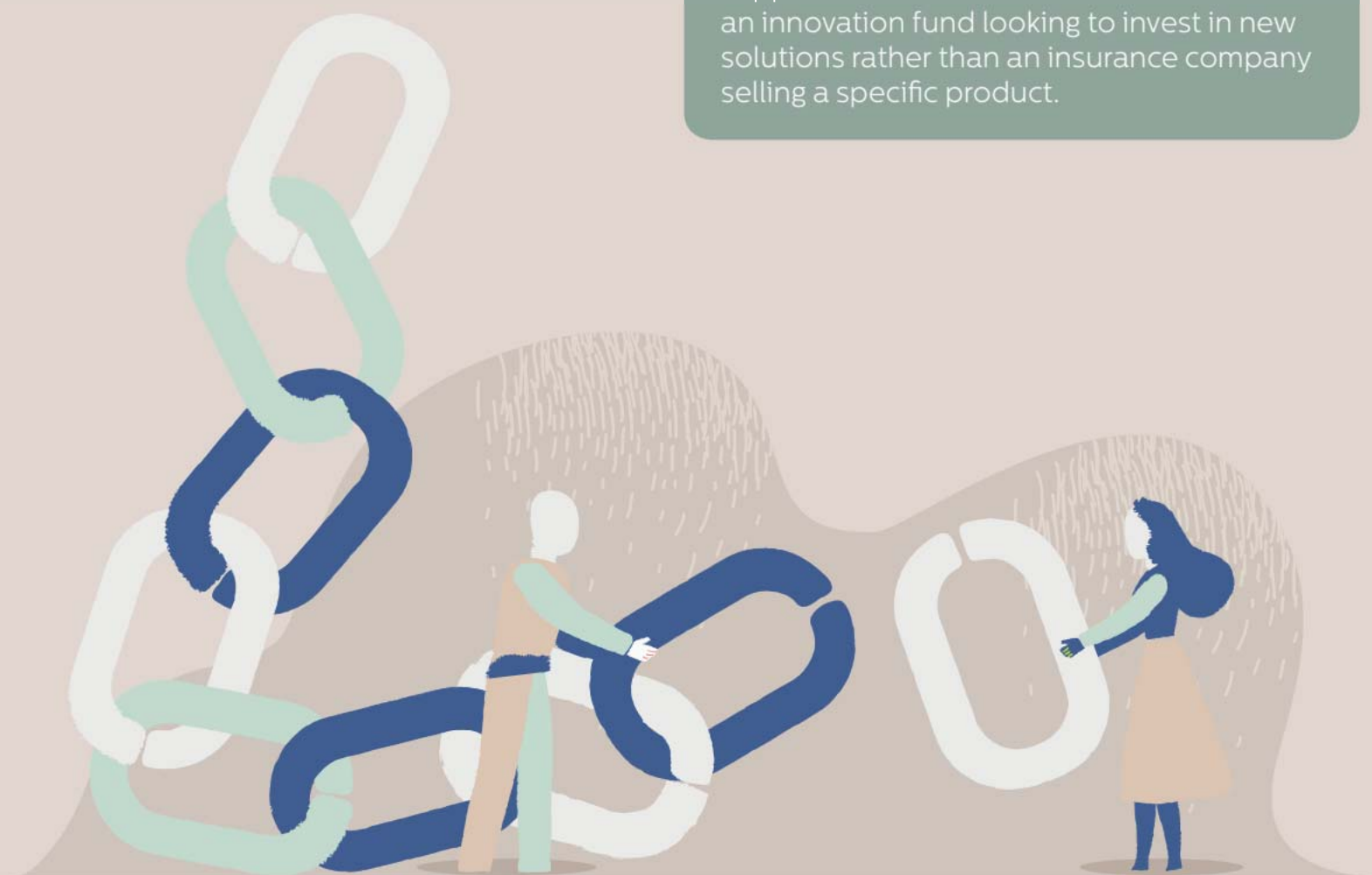
The strategy seeks to influence policy makers and finance ministries to integrate financial resilience and early action in their core development and planning processes.

Operational or policy objectives

1. GRiF's purpose, scope, and scale are understood by all audiences.
2. GRiF works with governments to implement risk financing instruments and strengthen country systems for the quick disbursement of funds.
3. GRiF enables reliable response and recovery by establishing or scaling up pre-arranged risk financing instruments.

Communications objectives

1. Ensure all audiences are aware of the different ways in which GRiF can support them.
2. Ensure that relevant audiences know the quality and type of actions to expect from GRiF and know clearly what is expected of them in applying for a GRiF grant.
3. Ensure audiences understand the objectives and types of activities that GRiF can support, and encourage them to devise interesting new financial instruments that achieve those objectives for GRiF to support. Audiences should think of GRiF as an innovation fund looking to invest in new solutions rather than an insurance company selling a specific product.



Objective 2:

Expand

GRiF is in constant evolution, learning and improving solutions. The communications strategy should include lessons learned from projects, expand on successful cases and positive stories, and create awareness.

Operational or policy objectives

1. GRiF is not merely a facility that supports response to shocks, but a program that invests in financial instruments (piloting new ones and scaling up existing ones). This in turn, serves to catalyze a change in how developing countries plan for and finance emergency responses so as to address shocks' fiscal and poverty impact.
2. As a global initiative, GRiF focuses on the most vulnerable countries. However, GRiF also extends support to all countries for innovations that help to test and demonstrate new approaches to disaster risk management.
3. GRiF is the new incubator of financial solutions that helps countries mitigate the impact of climate shocks, disasters, and crises.

Communications objectives

1. Ensure all audiences are aware of the different projects financed by GRiF along with the lessons learned, and that success stories are communicated on a regular basis.
2. Ensure relevant audiences know about GRiF's priority countries and the kind of support provided through its financing. Special focus should be placed on new and innovative approaches, which should be communicated and "positioned" differently.
3. Continuously communicate on GRiF's Unique Selling Proposition (USP) and its singular position at the intersection of the World Bank Group's Climate Change and Finance Groups. Explain why GRiF is special and why donors have invested in this large facility.



Objective 3:

Inform

Inform audiences about what GRiF is, why it is relevant and how it supports risk financing strategies. It should serve to trigger partnerships and expand alliances.

Operational or policy objectives

1. Early action can reduce the economic impacts of shocks. Now more than ever, a rapid response to climate shocks, disasters, and crises is key to saving lives, preserving livelihoods, and helping communities build up financial resilience.
2. GRiF aspires to be the “go-to” facility for strengthening the financial resilience of vulnerable countries to climate and disaster shocks and other crises.
3. GRiF seeks to expand the project pipeline within the World Bank Group and entice new donors to contribute.

Communications objectives

1. Ensure that GRiF is well tied into the communications strategy and overarching narrative and storyline of the Disaster Risk Financing and Insurance Program (DRFIP) as well as the World Bank Group’s Climate Change Group.
2. Clearly communicate how GRiF can do or has done the following:
 - Finance scoping and preparation of financial risk management solutions
 - Co-finance multilateral, bilateral, or country financing to implement financial risk management solutions
 - Finance technical assistance and global public goods
3. Conduct dual-level communication on hard and soft indicators:
 - Communicate on GRiF’s operational effectiveness through results, numbers, and M&E activities. GRiF has its own Monitoring and Learning framework and will share lessons and best practices from individual projects.
 - Communicate on GRiF’s overarching effect on strengthening global financial resilience through examples: How does the Crisis Analytics program increase the world’s knowledge and understanding of using satellite data to design financial instruments? Or: How does GRiF contribute to building shock response social safety nets in Malawi or Sierra Leone?



Key Messages



1. Early finance enables early action: Pre-arranged financing not only incentivizes preparedness for climate shocks, disasters, and other crises, but also helps governments deliver help to communities that need it most, when they need it most—helping them bounce back faster and reducing socioeconomic impacts.



2. GRiF promotes comprehensive financial packages embedded in risk management approaches: GRiF has a specific mandate to focus on transformative financial solutions. Its objective is to promote not a specific tool or instrument but rather a comprehensive package of financial solutions, which need to build on the broader resilience agenda.



3. GRiF lowers barriers to financial protection: GRiF works with governments to pilot and scale up financial protection instruments, providing both funding and technical expertise to build cost-effective and customized solutions.



4. Effective risk financing is multifaceted: To build comprehensive financial protection strategies, governments should rely upon a range of risk finance solutions as well as efficient delivery channels, all customized for specific sectors. This approach should leverage public funds and complement them with private sector expertise and capital.



5. Strong partnerships can bring financial resilience to scale: GRiF works with governments, development partners, the private sector, and civil society to develop effective cross-sectoral financial resilience solutions that are country-owned and beneficiary-informed.

Audience Segmentation

The greatest asset of strategic communications is its ability to influence audiences. To maximize this asset, the main primary audiences should be segmented. This strategy makes use of the chart below to make assumptions on audience segmentation:



Donor Countries

Goals: They are looking for value for money; they want to make smart investments and see positive development outcomes.

Fears: They fear losing investment, they fear that the money won't be dispersed well.

Risks: Competing priorities, limited resources, limited technical experience, changing political priorities, need to demonstrate quick results.

Motivators: Successful use of funds, development metrics, number of grants.



Task Teams

Goals: Increase awareness and educate about GRiF. Recruit both donor and recipient countries. GRiF's mission to lower barriers to funds + empower, enable, remove excuses, long term: Reform humanitarian systems.

Fears: Donors won't invest. Recipients won't apply.

Risks: Lack of returns, programs not meeting objectives. Programs not being implemented. Corruption. Change in management or changing of donors.

Motivators: Success stories and case studies. Supporting counterparts to respond to shocks.



Recipient Countries

Goals: They want to safeguard and preserve their people, culture, and infrastructure.

Fears: Lack of confidence. Low institutional capacity, not having enough resources and support within their system.

Risks: Other initiatives and priority areas, e.g., health care, education. Seeing preemptive actions as a luxury rather than necessity. Low capacity to implement programs. Corruption. Weak internal systems.

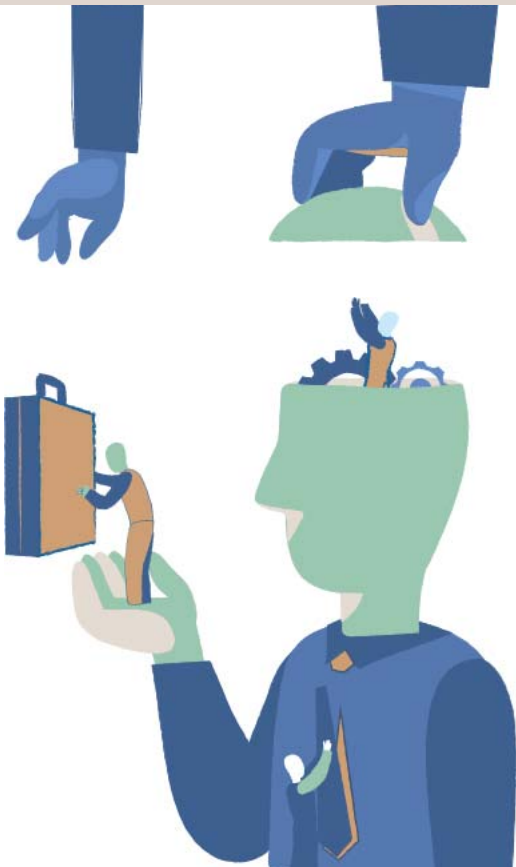
Motivators: Successful response to a disaster. Good reputation in their country. Not feeling alone in fighting a crisis.

What do we want our audience to know/feel/do in response to the campaign?

Based on the key constraint for each audience segment, determine why we communicate to each segment and what needs to change.



Donor Countries

Audience	<p>Explanation: Entities investing in the GRiF</p> <p>Example: International donors (currently UK and Germany) but also open to other donors who contribute to the WBG.</p>	
Constraint	<p>Explanation: What is currently stopping this audience from investing in GRiF</p> <p>Example: Concerns about Return on Investment; budgetary concerns; competing priorities.</p>	
Desired Change	<p>Explanation: What change you would like from the audience</p> <p>Example: Confidence in GRiF and its contribution toward increasing financial resilience globally. Understanding of the large-scale transformation GRiF this can support—and through that the huge return on investment available through this smaller leveraging funding can be realized.</p>	
Volume of Change	<p>Explanation: How much change you expect to see and how it will be measured</p> <p>Example: Additional donors joining. Additional contributions.</p>	
Time period	<p>Explanation: The time frame for this change.</p> <p>Example: April 2020–June 2021.</p>	



World Bank Task Teams

Audience

Explanation: People who will apply for GRiF grants.

Example: Currently, World Bank task teams from groups that would otherwise not consider financial resilience a core part of their daily work. The audience can be expanded to external stakeholders, including other multilaterals like the World Food Program, Start Network, Red Cross, etc.

Constraint

Explanation: What is currently stopping this audience from applying for GRiF grants

Example: Concerns about additional operational and administrative challenges; lack of incentive to go over and above their normal work and integrate GRiF; lack of motivation; lack of alignment to GRiF's operational structure; difficulty seeing the value in GRiF.

Desired Change

Explanation: What change you would like from the audience

Example: Confidence in GRiF and its ability to add tremendous value to their projects at a very low cost.

Volume of Change

Explanation: How much change you expect to see and how it will be measured

Example: More grant requests from areas that do not consider “financial resilience” as core business, such as education, transport, etc. Conversion of more scoping grants into full-fledged projects or project components.

Time period

Explanation: The time frame for this change.

Example: April 2020–June 2021.





Recipient Countries

Audience

Explanation: Client countries that want to safeguard their people, economies, culture, and infrastructure.

Example: During the first year of implementation GRiF focused on Asia and Africa, but GRiF donors are expanding strategic priorities for resource allocation.

Constraint

Explanation: What is currently stopping this audience from applying for GRiF grants.

Example: Corruption; change of leadership and counterparts; lack of understanding of financial resilience; low technical capacity and technical confidence; competing priorities; perception of risk financing (as a luxury rather than necessity); lack of system to implement comprehensive program.

Desired Change

Explanation: What change you would like from the audience

Example: A baseline understanding of risk financing; and a change of behavior to see risk financing as a need, not a luxury.

Volume of Change

Explanation: How much change you expect to see and how it will be measured.

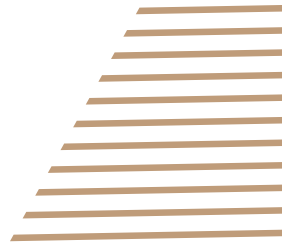
Example: Better understanding of risk financing by counterparts, measured through project requests, testimonials, and more efficient and effective operational flow.

Time period

Explanation: The time frame for this change

Example: April 2020–June 2021.

Mapping of Strategic Approach to Communicating about the Global Risk Financing Facility



The strategic approaches template below considers the situational analysis, objectives of the strategy, and audience segmentation.

All the approaches and tools listed below are based on the current availability of these vehicles for communicating on GRiF and assume that additional tools and modes of communication are not to be considered due to staff constraints.

Several other factors are also taken into consideration:

01

Complexity, sensitivity, and magnitude of GRiF's mission statement

02

Effectiveness of the suggested approach for communicating on GRiF

03

Audience's understanding of financial resilience

04

Desired Reach

05

Cost of approach

06

Relevant audience characteristics, such as age, media and digital access, and others



Rank: High **Exists:** Yes

Brochure

Description: Introduces program, its mission, key components, etc.

Advantage: Can include testimonials, high-level numbers, powerful visual imagery to showcase GRiF's impact.

Disadvantage: GRiF is difficult to communicate, as it is a complex concept and program; thus additional information from an expert might be needed.

Audience: Donors, WBG, Recipient countries, General public.

Explainer video

Description: Introduces the mechanics of the program.

Advantage: Powerful visual and audio that creates a sensory experience of GRiF and allows the audience to relate to GRiF on multiple levels.

Disadvantage: Technical content and ideas (especially about the different kinds of financing) are difficult to communicate.

Audience: Donors, WBG, Recipient countries, General public.



Rank: High **Exists:** Yes



Rank: High **Exists:** No

GRiF how-to

Description: Provides a short illustrated guide on how to apply for a GRiF grant; explains the kinds of grants available and includes some good testimonials.

Advantage: Demystifies the GRiF grant process.

Disadvantage: Strategic thinking on the best way to present this information is needed.

Audience: WBG task teams, Recipient countries.



Rank: High **Exists:** Yes

GRiF newsletter

Description: Ensures all audiences are aware of the different projects financed by GRiF, and shares lessons learned and success stories regularly.

Advantage: Excellent, low-hanging fruit to ensure the message on GRiF is sent to a variety of audiences in a low-cost and easy way.

Disadvantage: Communication is one-way only and does not include an explicit call to action.

Audience: Donors, WBG, Recipient countries, General public.

GRiF website

Description: Secures GRiF's reputation as the go-to facility for understanding and implementing financial resilience globally.

Advantage: Can be a rich source of information and an effective way to engage a range of stakeholders.

Disadvantage: This is time and labor intensive; it needs constant updating and monitoring from a dedicated web/online communication staff. Information from an expert might be needed.

Audience: The current website will need additional features to make it useful to audiences. Changes will need to be made in consultation with the relevant audiences.



Rank: High **Exists:** Yes



GRiF Annual Report

Description: Compiles GRiF's successes over the first year.

Advantage: Good way to showcase GRiF's narrative and hit several communications objectives at the same time.

Disadvantage: None. Instead it offers an additional opportunity: to use this as a call for action from donors.

Audience: Donors (primary), WBG task teams, Carefully curated audiences.



Rank: High **Exists:** Yes*



Rank: Med **Exists:** Yes*

GRiF country case studies

Description: Present background, opportunities, challenges, and advantages of GRiF intervention.

Advantage: A way to showcase GRiF's work.

Disadvantage: A templated approach is needed so that information is presented in a unified, systematic way.

Audience: Donors, WBG, Recipient countries, General public.

GRiF blog series

Description: Showcases GRiF's work to a larger audience in a narrative format featuring a strong storyline.

Advantage: Makes GRiF relatable to a wide range of audiences.

Disadvantage: Blogs cannot be technical pieces and should be used ONLY as vehicles for storytelling.

Audience: Primarily general public.



Rank: Low **Exists:** No

Op-eds

Description: Showcase GRiF's work to a larger audience.

Advantage: Recommended as a top priority, since many political leaders read these publications on a regular basis.

Disadvantage: Placement in credible publications is difficult.

Audience: Beneficial to all audiences; will build credibility with donors.



Rank: High **Exists:** No



Rank: Low **Exists:** No

Social media presence

Description: LinkedIn

Advantage: Showcases GRiF's work to a larger audience.

Disadvantage: Careful curation and management are needed. A HUGE reputational risk is possible.

Audience: Primarily general public; little value unless this includes a strong call to action.

Events

Description: Large conferences; bespoke events; training events.

Advantage: Showcase GRiF's work; currently the only viable option for high-quality interaction with GRiF audiences.

Disadvantage: Planning is required to ensure that audiences see attendance as time well spent.

Audience: Webinars—which have an explicit call to action—are easy to execute; training and learning events provide an incentive for the audience to attend.



Rank: High **Exists:** No

Brief Implementation Plan

Weekly



GRiF memo. This can be either a short “Expert in the Spotlight” interview or simply a curation of interesting information and anecdotes related to financial resilience. It can be disseminated through the GRiF email account to the DRFIP Community of Practice members.



GRiF social media post. Leveraging existing social media channels from WBG, partners, and networks is preferable to starting a new channel.

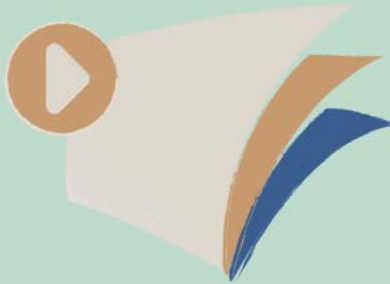


GRiF Web updates.

Monthly



GRiF newsletter



Instrument in Spotlight (one-page template for an illustrative handout or animated video on how GRiF finances a specific financial instrument)



GRiF webinar



Country in Spotlight (case study)



GRiF World Bank Brown Bag Lunchtalk

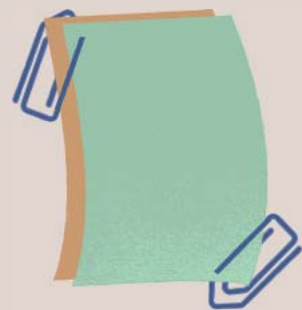
Quarterly



GRiF op-ed

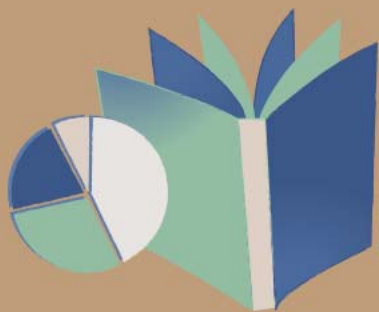


GRiF face-to-face event
to sustain the network

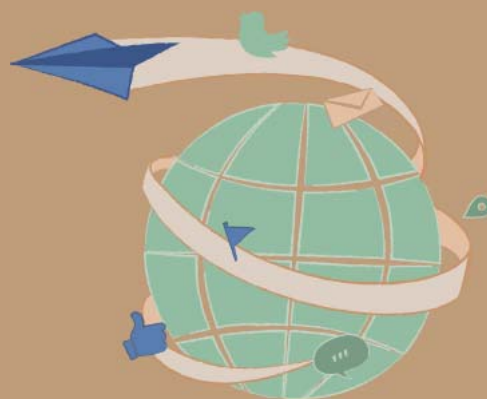


GRiF technical note

Annually



GRiF Annual Report.



GRiF contest/campaign. This would ideally be conducted
in collaboration with a signature climate change event.



Monitoring, Evaluation and Learning Plan

A clear and easily measurable monitoring and evaluation plan will help you assess the success of your communications strategy. There is no one-size-fits-all for a good M&E plan. Plans could include simple measures such as the number of responses to GRiF memos, unique visits to the GRiF website, or increases in requests for information on GRiF.

They could be focused on policy changes—for example, they could include the key behavioral changes the strategy has achieved, or measures of media coverage that take into account not only volume, but also breadth and depth. They could also measure how often your key messages were mentioned and whether there has been a shift in audience perception on issues you’ve laid out in your communications objectives.

Five-Step Easy Monitoring and Evaluation Plan:



Step 1: Identify the goals and objectives of the communications strategy.



Step 2: Define indicators for each objective. Please ensure these are SMART indicators that can be measured easily.



Step 3: Define impact collection intervals and methods. Please indicate how often you will track and monitor the success of the communication strategy, and what sources you will use.



Step 4: Identify the point person to collect, measure, and track the indicators.



Step 5: Create an analysis plan and reporting template for these indicators.



We envision a world where people's lives and livelihoods are protected from the impact of climate shocks, disasters, and crises.

Contact us to help build a stronger tomorrow.

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Global Risk Financing Facility

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