

Strategic Communications and *Visibility* Plan



Global Shield
Financing Facility

Enabling timely action for climate shocks,
disasters, and crises.



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Introduction

This strategy is designed to communicate what is distinctive about the Global Shield Financing Facility (GSFF), explain who we are, what we do, and why it matters. The strategy shares accurate, timely, and current scientific and technical information on financial protection against climate shocks, disasters, and crises with clarity to different audiences through appropriate messengers and communication platforms.

The strategy also includes some trade-offs that GSFF should discontinue or do less of. By making these choices, GSFF's communication investments will better align with the Organization's strategic priorities. GSFF's ability to fulfill its mission and achieve its current objectives relies heavily on using communication effectively to connect with and influence existing and diverse new audiences.

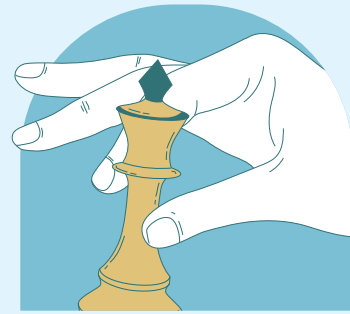
Good communication saves lives. It builds an organization's value, legitimacy, and impact and is critical to mobilizing resources. GSFF must use communications to address stakeholder needs that are rapidly evolving; competition for resources is stiff, and GSFF must demonstrate value and impact. So, GSFF must powerfully and strategically communicate to reaffirm its unique legitimacy, enhance its reputation, and tell its story.



Impact



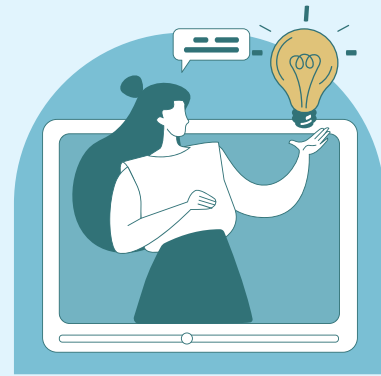
Enable GSFF to influence and connect effectively with key current and new audiences and to convey clear, accurate, and timely information.



Strengthen GSFF's reputation and legitimacy as the authoritative leader of disaster risk financing.



Help mobilize increased resources so GSFF can fulfill its mission and deliver financial protection against climate shocks, disasters, and crises.



Communicate the unique characteristics of GSFF by telling compelling stories of innovation and impact that convey GSFF's essence, show what GSFF does, and why its work matters.



Overarching Goal

The overarching goal of this communication strategy is to put more thoughtful, focused, and effective communication at the service of GSFF's mission to enable timely action for climate shocks, disasters, and crises.

By communicating with impact, GSFF's value will be apparent to its stakeholders, and it will not be quickly eclipsed by other organizations speaking about financial protection against climate shocks and disasters.

Specific Objectives

CONVENE: Inform audiences about who we are, why we are relevant, and how we support risk financing strategies. The communication strategy should trigger partnerships and expand alliances.



COLLABORATE: Influence policymakers and finance ministries to work together, coordinate and integrate financial resilience in their core development and planning processes, integrate financial protection packages in coordination with activities of other stakeholders, and build strategic partnerships.

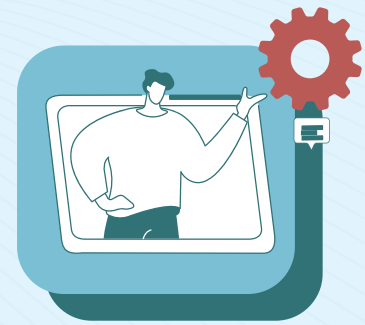
CREATE: GSFF is constantly evolving, learning, and improving solutions. The communications strategy should strategically and sustainably include lessons learned from projects, expand on successful cases and positive stories, and serve as a key for the Theory of Change to create awareness.



Increase visibility by marketing GSFF's work through integrated, modern communication methods and campaigns and measure its effectiveness.



Support all GSFF entities in efforts to mobilize resources.



Enhance GSFF's reputation for outstanding work by conveying accurate, high-quality technical and scientific information in ways that resonate with key audiences.



Build trust in the Organization as a reliable partner and authority in disaster risk financing by delivering consistently high-quality, accurate communication content and products.



Increase understanding of and support for the Organization's work among critical stakeholders and sectors.



Help the Organization improve its response during natural disasters.



Build a world-class communication capacity with the technical expertise to match other areas of excellence in the Organization.

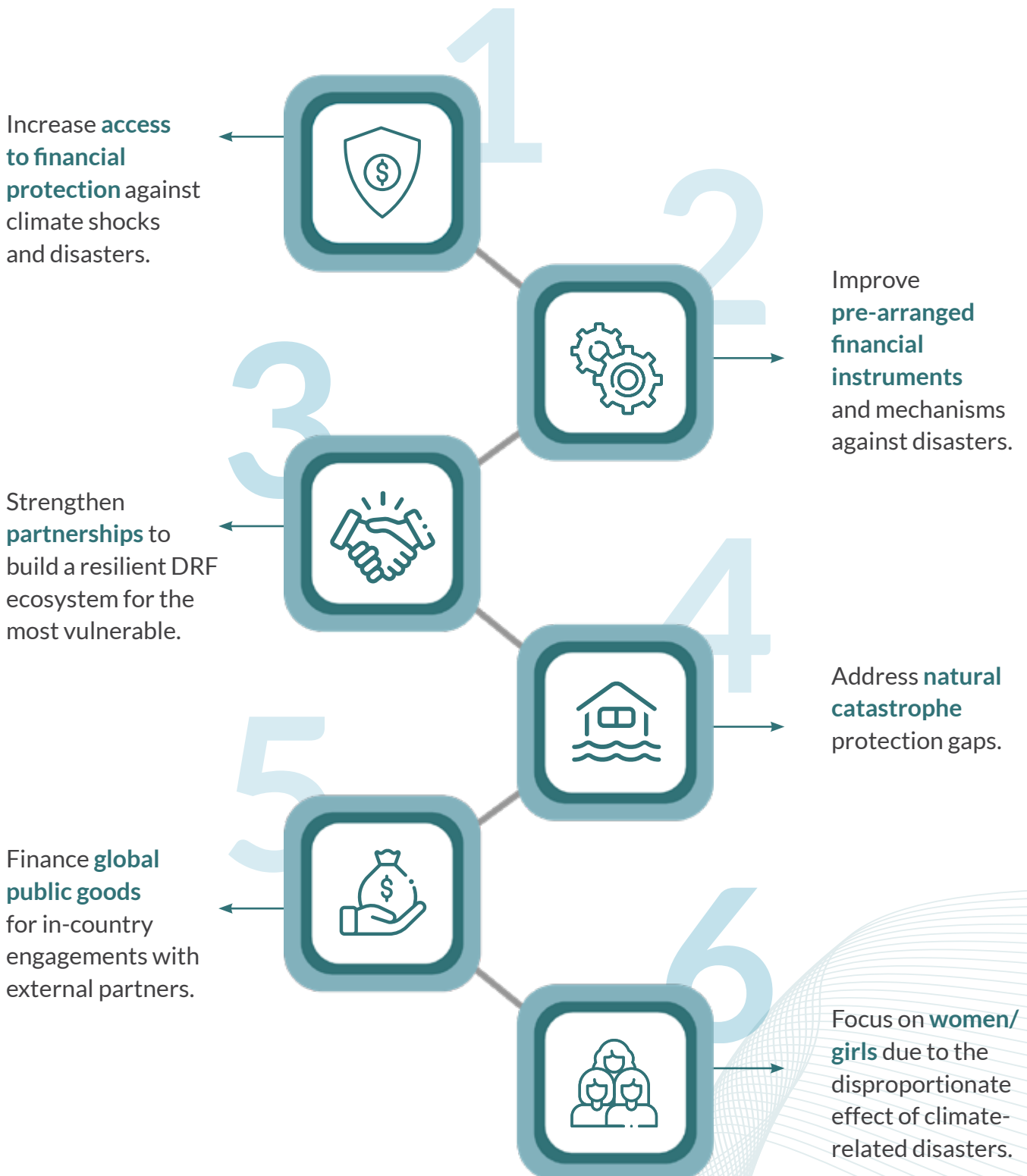
Key Messages



- The Global Shield Financing Facility, launched at COP27 under the G20/V20 Global Shield Against Climate Risk, is a financing vehicle the World Bank offers to the Global Shield to support poor and vulnerable people and countries with increased access to financial protection against climate shocks and disasters.
- The World Bank's Global Shield Financing Facility (GSFF) leverages the World Bank's analytical and advisory work, policy dialogue, and technical operations to provide and facilitate more and better pre-arranged financial instruments and mechanisms against disasters.
- The World Bank's Global Shield Financing Facility (GSFF) aims to strengthen partnerships with non-traditional stakeholders, including civil society organizations, regional risk pools, the private sector, and humanitarian organizations, to build a more resilient DRF ecosystem for the most vulnerable countries and communities.
- GSFF aims to fund global analytics and capacity-building engagements, technical work in partnership with humanitarian agencies and civil society organizations, designs of integrated financial protection packages, private sector engagements, and risk pool solutions to address natural catastrophe protection gaps.
- The World Bank's Global Shield Financing Facility (GSFF) finances programs by directly co-financing components within World Bank lending projects and financing global public goods for in-country engagements with external partners.
- Gender considerations are a crucial focus of the World Bank's Global Shield Financing Facility (GSFF), as women and girls are often disproportionately affected by climate-related disasters and face unique challenges in accessing financial services and resources.
- Canada, Germany, Japan, and the U.K. finance the World Bank's Global Shield Financing Facility (GSFF).
- The World Bank's Global Shield Financing Facility (GSFF) is an evolution of the Global Risk Financing Facility, established in 2018, which mobilized more than US\$4 billion in private capital facilitated in 10+ countries, protecting close to 10 million beneficiaries.

“Elevator Speech”

These core concepts will be used to develop specific messages and GSFF’s “elevator speech” to stimulate interest in the key themes and focus areas:



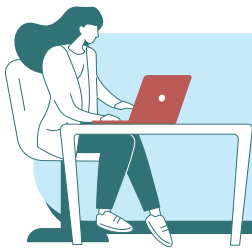
Achieving the Objectives



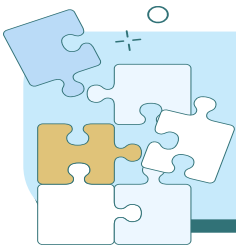
Communication will be integrated as a strategic component of GSFF and become part of high-level planning.



A clear set of communication priorities will be agreed upon with technical areas. This allows proactive planning and selective messaging to strengthen GSFF's voice.



Staff and consultants will be committed to proactive communication about GSFF's work and messages at every stage; we are all ambassadors.



An empowered, effective, well-coordinated team will produce high-quality, timely material and earn respect for its expertise.



We will be a united team that plans and prioritizes its work, shares information, involves others, values high-quality work, delivers it on time, and provides communication guidance to technical areas.



We will seek adequate resources to develop and implement this communication strategy in partnership with the other Global Shield technical entities.

Implementing the Strategy

Provide strategic advice to GSFF leadership and technical staff on effectively using communication to support policy advocacy, partnerships, resource mobilization, and technical cooperation.

01

Use compelling storytelling to communicate GSFF's value and impact.

02

Ensure that GSFF has a strong presence in the hearts and minds of key audiences through timely, targeted, and strategic messaging and materials.

03

Create high-quality content and deliver it across multiple communication platforms.

04

Develop and implement well-planned, pre-tested integrated campaigns on specific themes and issues across print, broadcast, and social media platforms.

05

Position GSFF as a trusted source of information with media gatekeepers and build strong media relationships.

06

Transform GSFF's web and Intranet platforms into dynamic external and internal communication channels.

07

Provide targeted media and communication training for experts to represent GSFF and communicate effectively with diverse audiences.

08



What GSFF should discontinue

- Serving as a “poster- and brochure-dispensing machine” without defining the communication objectives, target audiences, and reputational value for GSFF.
- Producing materials and activities without alignment with mandates or strategic priorities.
- Working reactively without communication planning and impact evaluation.
- Doing work without a committed internal partner.

Functions



Communication Planning



Capacity Building



Content Development



Website



Corporate Branding



Social Media



Regional Communication Support



Special Events



Publications



Measuring Impact

Measuring impact demonstrates the impact of communication activities and adjust strategies accordingly. GSFF's communications team develops measurement tools, indicators, and approaches to ensure communication resources deliver a positive, demonstrable impact.

Next Steps

Following approval of this strategy, GSFF will implement a new structure to deliver the following value:

Clear communication leadership and strategic direction.

Greater overall coherence in the way GSFF connects with its various audiences.

Impactful messages that convey who GSFF is and what it provides to internal and external audiences.

Effective collaboration with other entities in the World Bank.

High-quality content for defined audiences that are clearly written and presented, fact-checked, and professionally edited to international standards.

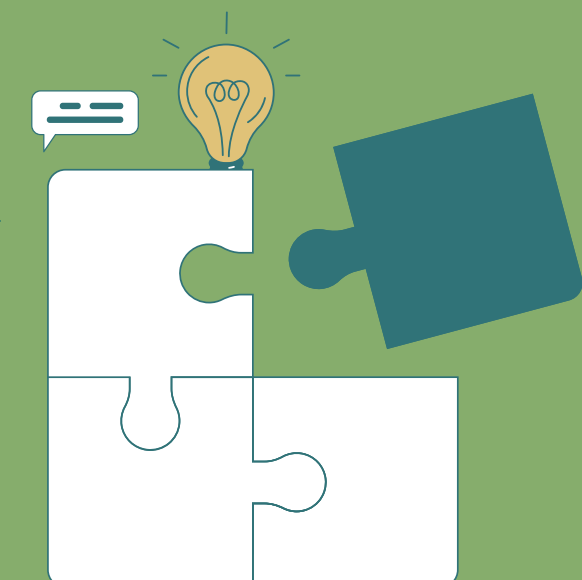


Conclusion

This communication strategy strengthens GSFF's mission to improve disaster risk financing and save lives worldwide.

GSFF will better convey its value, geographic reach, and technical solidity. It will win hearts and minds and be better seen and heard above the noise of the many stakeholders interested in disaster risk financing.

GSFF ensures that resources invested in communication will be money well spent.



Annexes

I. Situational Analysis

A central building block of the communication strategy is gaining insight into where, when, and why the Global Shield Financing Facility creates value and forecasts how the future may unfold. By combining GSFF's current insights with a look into the future, the communications team will create an action plan and allocate resources that deliver the outcomes.

What is the goal of the Global Shield Financing Facility?

To support poor and vulnerable countries and people with increased access to financial protection against climate shocks, disasters, and crises; GSFF incorporates technical advisory services and integrated financial packages to address protection gaps and build strategic partnerships. **The new program will contribute to the objective of the Global Shield.**

What is the goal of the Global Shield Financing Facility?

INFLUENCE policy makers and Finance Ministries and policy fora to work collaboratively to integrate financial resilience and early action in their core development and planning processes.

INSTILL the design and communication of integrated financial protection packages in coordination with activities of other actors and build strategic partnerships.

INFORM audiences on the value proposition of the World Bank Group and the Global Shield Financing Facility and how we support risk financing strategies. The communication strategy is intended to trigger partnerships and expand alliances.

How does the Global Shield Financing Facility differentiate itself from the Global Risk Financing Facility?

More strategic technical and operational partnerships, involving non-traditional partners; Include a wider range of implementing partners with better coordination to meet a more ambitious objective; and More 'integrated' packages that can help further reduce the protection gaps in countries.

What does the Global Shield want to achieve?

The Global Shield against Climate Risks is a new initiative launched jointly by the G7 and the V20 to better protect poor and vulnerable people from disasters by pre-arranging more financing to help them recover when they occur. **Because risks cannot be fully avoided, the Global Shield reinforces and complements disaster risk reduction and climate change adaptation efforts.**

The last decade has seen an increased fragmentation of climate and disaster risk finance and insurance efforts with more and more stakeholders in public, private and civil society engaged. Global Shield is an effort to address this fragmentation by strengthening coordination of activities through strategic partnerships and consolidating financing through a few dedicated programs.

What does success look like?

CONVENE: Showcase the unique value proposition of the World Bank Group managing the Global Shield Financing Facility by convening stakeholders to bring financial resilience to scale globally.

COLLABORATE: Design integrated financial protection packages in coordination with activities of other actors and build strategic partnerships and actively contribute to the proposed country led DRF coordination process envisioned under the Global Shield.

CREATE: A knowledge base on technical, operational, and analytical knowledge to support and scale the co-financing of World Bank projects through dedicated DRF components and transfer- out to eligible MDBs and UN agencies to implement activities in line with the Development Objective.

II. Analysis of GSFF Strengths, Weaknesses, Opportunities and Threats in Communication



STRENGTHS

- World Bank's long history of financing communities facing disaster and risk-related predicaments.
- World Bank's work is well known globally.
- Leverages work of Global Risk Financing Facility (GRiF).
- Collaboration with the Global Shield Against Climate Risks.
- Financing support of G7 and V20 to better protect poor/vulnerable people from disaster beforehand.
- Financial experts recognized/respected in the field.
- Works by default in multiple languages.
- Has the means to advance communication.



OPPORTUNITIES

- Strengthening GSFF's communication capacity.
- Core of disaster risk financing experts that provide information in many platforms / scenarios.
- More frequent communication across WBG.
- WBG/GSFF is perceived as a global leader in disaster risk financing.
- WBG has the means and the team to enhance GSFF's communications efforts.



WEAKNESSES

- Insufficient collaboration with World Bank's ECR.
- Competing priorities among GSFF staff.
- Staff is not trained professionally to work with media.
- Insufficient communication capacity at country level.
- Too many competing financial priorities.
- Not very well known yet outside of the World Bank.
- Lack of clear standard operating procedures in communication.
- Lack of GSFF Strategic Plan.
- Absence of robust thought leadership to promote brand.



THREATS

- GSFF might confuse some already familiar with GRiF, Global Shield Against Climate Risks.
- Insufficient resources to strengthen communications.
- Different communication policies.
- Competing voices in disaster risk financing.

III. GSFF Stakeholder and Audience Analysis Communication Strategy's Desired Changes and Outcomes

Effective engagement with stakeholders should incorporate these objectives:

STAKEHOLDERS	AUDIENCE	CONSTRAINT	CHANGES DESIRED	OUTCOMES DESIRED
<p>GLOBAL SHIELD FOR CLIMATE RISKS</p>	<p>Type: Expands financial protection instruments for governments, communities, businesses, and households, making vulnerable economies resilient, safeguarding sustainable development, and protecting lives and livelihoods in the wake of disasters.</p> <p>Examples: G7 and V20</p>	<p>Type: Resource overlap</p> <p>Example: Competing for the same resources without perceived differentiation or value proposition.</p>	<p>Type: What change would be expected from the Global Shield for Climate Risks?</p> <p>Example: To work more seamlessly together to build a better product for clients recipients in other countries.</p>	<ol style="list-style-type: none"> 1. Engage with GSFF as reliable, trustworthy partners. 2. Include GSFF as a broker or as a participant in the dialogue with the national and regional authorities about climate and disaster risk priorities.
<p>DONORS BILATERAL MULTILATERAL GOVERNMENTAL</p>	<p>Type: GSFF investors</p> <p>Example: International donors (currently U.K., Germany, Japan, and Canada), but open to other WBG donors.</p>	<p>Type: What is currently stopping this audience from investing in GSFF?</p> <p>Example: Concerns about return on investment, budgetary concerns, competing priorities.</p>	<p>Type: What would you like from the audience?</p> <p>Example: Confidence in GSFF and its contribution toward increasing climate and disaster risk priorities globally. Understanding GSFF's transformation from the return on investment</p>	<ol style="list-style-type: none"> 1. Oversee transfer outs for activities that align with GSFF's objective. 2. GSFF provides a high return on their investments. 3. Increase support for voluntary contributions. 4. Leverage GSFF for investments in climate and disaster risk financing. 5. Respect GSFF's role to protect countries from climate-related risks.

III. GSFF Stakeholder and Audience Analysis Communication Strategy's Desired Changes and Outcomes

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<p>WBG TASK TEAMS</p>	<p>Type: Teams that apply for GSFF grants</p> <p>Example: World Bank task teams from groups that would otherwise not consider climate and disaster risk priorities core to their work. Audience could include external stakeholders, other multilaterals.</p>	<p>Type: What keeps them from applying for GSFF grants?</p> <p>Example: Concerns about operational and administrative challenges; lack of incentive to integrate GSFF; no alignment to GSFF's operational structure; difficulty seeing GSFF's value.</p>	<p>Type: What would you like from the audience?</p> <p>Example: Confidence in GSFF and its ability to add tremendous value to their projects at a very low cost.</p>	<ol style="list-style-type: none"> 1. Strengthen their collaboration with GSFF. 2. Help GSFF to mobilize resources. 3. Understand own role in promoting GSFF's visibility. 4. Perceive the Country Offices and Centers as partners and proactively collaborate with them in the definition of strategic approaches and modalities of cooperation

III. GSFF Stakeholder and Audience Analysis Communication Strategy's Desired Changes and Outcomes

Effective engagement with stakeholders should incorporate these objectives:

STAKEHOLDERS	AUDIENCE	CONSTRAINT	CHANGES DESIRED	OUTCOMES DESIRED
<p>RECIPIENT COUNTRIES Example: GSFF donors are expanding strategic priorities for resource allocation.</p>	<p>Type: Client countries interested in protecting their people, economies, culture, and infrastructure. Example: Corruption, change of leadership and counterparts; lack of understanding of financial resilience; low technical capacity, technical confidence; competing priorities; perception of risk financing (as a luxury rather than necessity); lack system to implement comprehensive program.</p>	<p>Type: What keeps this audience from applying for GSFF grants? Example: A baseline understanding of risk financing, and a change of behavior to see risk financing as a need, not a luxury.</p>	<p>Type: What change is expected 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.</p>	<ol style="list-style-type: none"> Understand own critical role in promoting the visibility of GSFF. Uphold GSFF's role as honest broker, efficient technical collaboration partner. Embrace GSFF as a partner, rather than a hurdle, and proactively collaborate with it in the definition of strategic approaches and modalities of cooperation. Support and comply with GSFF communications policies and guidelines.
<p>NGOs/CIVIL SOCIETY ORGANIZATIONS</p>	<p>Type: Humanitarian organizations, multilaterals. Example: World Food Program (GRIF release); UNICEF (transfers out)</p>	<p>Type: Capacity issues. Example: Inability to work with bank processes.</p>	<p>Type: What change would be expected from NGOs/CSOs? Example: Frequent communication and streamline research.</p>	<ol style="list-style-type: none"> Engage with GSFF as reliable, trustworthy partners. Include GSFF as a broker or as a participant in the dialogue with the national and regional authorities about climate and disaster risk priorities.

IV. Global Shield Financing Facility (GSFF) Key Messages



EXTERNAL MESSAGING

The Global Shield Financing Facility (GSFF) aims to strengthen partnerships with non-traditional stakeholders, including civil society organizations, regional risk pools, the private sector, and humanitarian organizations, to build a more resilient DRF ecosystem for the most vulnerable countries and communities.

The Global Shield Financing Facility (GSFF), launched at COP27 under the G20/V20 Global Shield Against Climate Risk, is a financing vehicle the World Bank offers to the Global Shield to support poor and vulnerable people and countries with increased access to financial protection against climate shocks and disasters.

The Global Shield Financing Facility (GSFF) aims to strengthen partnerships with non-traditional stakeholders, including civil society organizations, regional risk pools, the private sector, and humanitarian organizations, to build a more resilient DRF ecosystem for the most vulnerable countries and communities.

The Global Shield Financing Facility (GSFF) helps address financial protection gaps by providing strategic partnerships, technical advisory services, and integrated financial packages that offer coordinated and consolidated financial support to the vulnerable.

The Global Shield Financing Facility (GSFF) aims to fund global analytics and capacity-building engagements, technical work in partnership with humanitarian agencies and civil society organizations, designs of integrated financial protection packages, private sector engagements, and risk pool solutions to address natural catastrophe protection gaps.

The Global Shield Financing Facility (GSFF) finances programs by direct co-financing of components within World Bank lending projects and by financing global public goods for in-country engagements with external partners.



EXTERNAL MESSAGING

Gender considerations are a crucial focus of the World Bank's **Global Shield Financing Facility (GSFF)**, as women and girls are often disproportionately affected by climate-related disasters and face unique challenges in accessing financial services and resources.

Canada, Germany, Japan, and the U.K. finance the World Bank's **Global Shield Financing Facility (GSFF)**.

The World Bank's **Global Shield Financing Facility (GSFF)** is an evolution of the Global Risk Financing Facility, established in 2018, which mobilized over US\$4 bn in private capital facilitated in 10+ countries, protecting close to 10 million beneficiaries.



INTERNAL MESSAGING

The World Bank's **Global Shield Financing Facility (GSFF)** is managed by the World Bank's Finance, Competitiveness, and Innovation (FCI) and Urban, Risk, Resilience, and Land (PURL) Global Practices.

The World Bank's analytical capacity, policy dialogue, and country operations are essential to the **Global Shield Financing Facility's (GSFF)** success.

The World Bank's **Global Shield Financing Facility (GSFF)** leverages the experience of the Global Risk Financing Facility (GRiF), which finances 13 country engagements and two global public good programs through World Bank lending.

The World Bank's **Global Shield Financing Facility (GSFF)** finances projects under two categories: 1) Direct co-financing of components within World Bank lending projects and 2) Financing global public goods for in-country engagements with external partners.

The World Bank's **Global Shield Financing Facility (GSFF)** is currently building its pipeline of projects – Some key criteria for selection include country status, FCV status, vulnerability to climate and disaster risk, anchored in the WB lending project, and strong championship from country counterpart.

- **Integrated Financial Planning:** The GSFF, as part of World Bank projects, prioritizes integrating financial planning for climate shocks and disasters into Ministries of Finance's own budgeting/financial planning processes.
- **Financing Climate Instruments and Policies:** The GSFF finances the design and implementation of risk retention and risk transfer instruments, such as contingent finance and insurance, providing quick liquidity to governments post-climate and disaster events.



INTERNAL MESSAGING

- **Private Capital Facilitation:** The GSFF facilitates risk transfer instruments that mobilize risk capital from domestic and international insurance and reinsurance industries.
- **DRF Upskilling:** The GSFF emphasizes developing and improving the country's capacity for Disaster Risk Finance through World Bank lending projects.



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