COMMUNICATION AND EXTERNAL RELATIONS
MEDIUM TERM STRATEGY

PRST

External Relations and Communication Unit (ERCU)

Tunis, January 2009
1. Executive Summary

This paper sets out a medium term strategy for external relations and communication for the Bank. It will support the Bank’s strategic objective (as indicated in its Medium Term Strategy) to earn recognition as the premier development finance institution in Africa. Indeed, it would be difficult for the Bank to achieve this goal without an effective and appropriate communication program.

The Bank has broad programs covering internal and external communications, external relations and the implementation of the Bank’s disclosure policy. The programs have, in recent years, been strengthened, including the revamping of the Website. However, the improvement of the Bank’s communication program has lagged behind the institution’s overall restructuring and reform in communications technologies. The Bank lacks a strategic communication framework. Communication at the Bank has, to a large extent, been reactive. There is a legacy of an institutional culture that discourages internal and external communication. Communication capacity is weak vis-à-vis institutional needs and other multilateral development institutions.

In addressing these communication gaps, the Bank can build on a number of positive developments in recent years, including institutional reforms designed to improve the Bank’s operational effectiveness and results management, improvements in the institution’s financial health as evidenced by the attainment and maintenance of a triple A status in international capital markets, the enhanced support given by donors as evidenced by the successful replenishment of the ADF, and the recognition and support provided by the Bank’s regional member countries, as evidenced by the role assigned to the Bank by NEPAD as the lead agency on development finance and related issues in Africa.

The strategic objectives of the communication strategy are threefold:

- Increase the visibility, credibility, and accurate understanding of the Bank
- Increase the Bank’s influence of the Bank on development policy by leveraging the Bank’s knowledge and experience through communications;
- Strengthen the Bank’s communication capacity

The strategy’s core message is to portray the Bank Group’s ability to deploy capacity and leadership to effectively help accelerate development in Africa as well as give voice to African perspectives on development issues. It has to showcase the institution as one that is results-oriented, learns from experience, willing to listen to its stakeholders, and works in harmony with other development partners and its member countries.

The action agenda is broad and will need to be implemented in phases. This includes revamping the website (internet and intranet), web-management and governance, ensuring quality and interactivity. External communication will involve more active management of media relations, the strengthening of Bank operations communication and wider outreach to the private sector and investors. Internal communication efforts will focus on fostering a culture of communication and supporting knowledge networks. ERCU will intensify events communication during the Annual Meetings and African Economic Conference to further communication goals. The action agenda also includes some key elements that cut across these lines. These include supporting a more planned and strategic use of the President and other Bank spokespersons, leveraging the Bank’s decentralization for more effective communication, building internal capacity for communication through training and institutional policies and incentives, and sharpening communication tools, including multimedia, publications, media relations, and sponsorships.

The strategy’s implementation will require the provision of substantial additional resources. ERCU staff would increase from the current 7 professionals to 11 in 2009. The process will be subject to regular monitoring and evaluations. The Strategy will be adapted to changing realities.
## Results-based Logical Framework

<table>
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<th>Order of Objectives</th>
<th>Expected Outcomes</th>
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| **Goal:** Overall Objective to which the strategy must make contributions | **Impact:** Long term results  
- Position AfDB so that it is publicly viewed, first in Africa and then beyond, as the continent’s leading development partner.  
- As the knowledge Bank on African development.  
- Highly regarded by its diverse stakeholders.  
- Widely understood as a key contributor to African development, particularly through infrastructure and regional integration. | Stakeholders  
Internal:  
Executive Directors, top management, management, experts, staff.  
External:  
Shareholders.  
First Africa, then beyond – media (TV, radio, print, web), NGOs, academia, government authorities, investors, private sector players. | **Impact indicators:** Surveys of support from key stakeholders; Positive and increasing reporting by leading influential media; Feedback from target audiences to publications, web sites (Intranet and Internet); Rising engagement of senior Bank officials and leading authorities in “news-making” meetings and conferences  
**Evaluation method:** statistics, analysis and compilation of articles and products, correspondence and contacts, information exchanges. |
| **Position AfDB as the continent’s premier development finance institution. Work to ensure that by 2012, the Bank Group is recognized globally as the preferred development partner in Africa.** | **Effects:** Medium term results  
- Rising visibility of Bank work in leading African media and key international media.  
- Rising recognition of the Bank’s operational effectiveness;  
- Increase Bank visibility and credibility;  
- Greater outreach to secure dissemination of Bank knowledge. | **Beneficiaries:** Target group benefiting from results of the strategy  
Shareholders, partners, primary and secondary beneficiaries;  
Greater focus by media on Africa to ensure stronger recognition of the Bank as the continent’s premier development finance institution. | **Effect indicators:**  
Visible broader recognition and support for the Bank from African leaders in government, business, academia and NGOs, shareholders, investors.  
Rising evidence of understanding of the Bank’s mission, work and leadership among stakeholders out of Africa |
| **The strategy’s objective:**  
Changes expected following the implementation of the strategy | **Output:** Short term results  
More direct contacts with leading media. Restructure the Web site. Raise quality of publications. Strengthen internal communications. Strategic communications by senior management | **Beneficiaries:**  
Effective implementation can provide direct support to the Bank’s overall reputation, its operational effectiveness, its internal cohesion and perceptions of its knowledge leadership. | **Output indicators:**  
Surveys and media analysis; Website statistics; Events participation; Feedback from key activities. |
| **Input and activities:**  
Financial and human resources ensuring the realization of activities necessary for the production of results. Strengthening Bank professionalism in this area. See budget estimate. | | | |
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1. Introduction

1.1 This paper outlines a medium-term communication and external relations strategy for the Bank. Its objective is to ensure that the Bank’s communication programs provide key support to the attainment of the objectives of the Bank Group’s Medium Term Strategy (MTS). In particular, the MTS states that by 2012, the Bank Group will be recognized globally as a preferred partner in Africa.

1.2 Effective communication is essential to the achievement of the goals of the MTS. The Bank will not be recognized as a preferred development partner unless key stakeholders are made aware of the Bank’s contributions through strategically informed communication. Beyond awareness, effective communication would contribute directly to achieving development results - by influencing policy, leveraging the Bank’s knowledge output, engaging beneficiaries in programs supported by the Bank, and helping the Bank gain support in member governments and capital markets.

1.3 The need for a strategic framework for Bank communication activities is therefore timely, if not overdue, and it is widely recognized within the Bank. The improvements in Bank finances, operations, knowledge generation, and organizational capacity have not been matched by improvements in the Bank’s communication program. Though there have been notable improvements in the Bank’s communications, including the ongoing upgrading of the website, there remain substantial weaknesses in terms of strategy, resources, management and staff communication skills and culture. Addressing the communication gap in the Bank will require a sustained and strategically focussed approach as well as a strengthening of communications and external relations programs and capacities.

1.4 The strategy outlined in this paper is intended to build on the improvements that have been made in communication while responding to communication challenges in order to meet the requirements of the institution’s MTS. The strategy is an outgrowth of internal discussions, external inputs, and consultations with other multilateral development banks. It covers both internal and external communications which are seen to be mutually reinforcing. Presidential and management leadership, as well as Board support will be key to success, as will recognition that communication is not just the business of the communication unit, but the responsibility of staff and management more broadly. A substantially strengthened External Relations and Communication Unit (ERCU) is proposed, to be accomplished over the next three years. Given the key role of this unit, its effectiveness will require close access to senior management. Flexibility and systematic monitoring as well as the evaluation of the communication program will be especially important, as the strategy will need to be complemented by annual plans informed by surveys to assess the extent to which objectives are being achieved. Adaptations can be expected in light of findings and changes in the communication environment.

1.5 The paper is organized as follows:

- Review of current communication programs of the Bank, including challenges, opportunities, and risks (Section 2);
- Strategic framework for moving forward with communication: objectives and key messages (Section 3);
- Action agenda in the areas of internal communication, external communication, external relations and cross-cutting areas (Section 4);
- Implementation: critical path (phasing), budget, performance review (Section 5);
- Conclusion (Section 6).

1 Towards a Medium-Term Bank Group Strategy 2008-2012 [reference].
2. Bank Group Communication Experience, Challenges Opportunities and Risks

2.1 Improvements are being made, but from a relatively low base

2.1.1. Recent improvements in the Bank’s communication and external relations programs started from a relatively low base. In the late 1990s when the Bank was carrying out reforms to stabilize its financial position and correct deficiencies in governance, it was the view of [many in] management that external communication should be de-emphasized until the Bank had solidified its reforms and had a good story to tell. Similarly, there is a legacy of a communication style and culture that was perceived by staff as top-down, secretive, and non-transparent. It is against this backdrop that efforts in recent years to promote understanding of the Bank and more open and two-way communications - internally and externally - should be seen.

2.2 Key Areas of Communication Activities

2.2.1 The key areas in which efforts have been made are in implementing the information disclosure policy, internal communication, external communication, and external relations.

Implementing the Disclosure Policy

2.2.2. From December 1997, when the Board of Directors approved an information disclosure policy, the Bank has expanded public access to information about its policies, activities and finances. The policy framework is in line with that of other Multilateral Development Banks (MDBs), and was updated and strengthened in March 2004 to provide greater transparency and public accountability of Bank activities. To facilitate public access to information, the Bank opened a Public Information Center (PIC) in Abidjan in 2001, in Tunis in 2004, and in Lusaka in 2008, the latter in collaboration with the World Bank.

2.2.3 Much more can be done to improve public access to information about the Bank and to leverage public information to promote the Bank’s communication and development objectives through a proactive approach. In particular, other agencies have been setting up PICs at the country level which could be a basis for collaboration and cost-efficiencies as has been done in Zambia. More broadly, the opening of country offices expands opportunities for public access points that can be used as a platform to reach key audiences.

Internal Communications

2.2.4. The Bank, through ERCU, has developed and expanded its internal communication activities, particularly in recent years. These include:

• Presidential town halls, speeches, management meetings, messages to staff and memoranda to staff;

• Intranet, which serves as the central platform for disseminating information to staff. The design of the Bank’s intranet and external web site is currently undergoing a major revamping.

• Bank in Action, a daily electronic newsletter distributed through the intranet that contains some 7 articles a day (2000 per year) on average, that provide information to staff on current Bank activities, including projects, partnerships, knowledge products and seminars, and global activities in which the Bank is participating.

• Press Digest, a daily selection of press reports relevant to development in Africa and the Bank, is posted on the intranet.
• What the Press is Saying, a weekly compendium of articles on the Bank Group published by print and electronic media, is also posted on the intranet.

2.2.5 ERCU is responsible for these intranet-based products. In addition, it supports other units in the production of their communication materials such as project briefs, brochures, and information briefs for internal and external distribution. ERCU also organizes events such as seminars, workshops, and open days in order to give them greater visibility and to disseminate knowledge. The Unit provides advice and logistical support during larger events such as the Eminent Speakers Program and the African Economic Conference.

External Communication

2.2.6. External communication activities have also expanded in recent years, as management has considered it important to increase awareness of Bank activities among key stakeholders. These target groups have included regional and non-regional member country government authorities, investors, the private sector, grassroots communities, civil society organizations, universities, researchers, and the media, as well as the general public with the opening of more country offices, which now number 25. The main products include:

• The external website, which remains the public face of the Bank for the largest number of people;
• Press releases, which are routinely issued for each project and major Bank events;
• Publications, currently more than 100 per year (for which ERCU provides support regarding graphic design, layout, printing, promotion, information disclosure and ISBN registration.
• Media relations, in particular, in support of presidential speeches and major events.

External relations

2.2.7. The Bank’s external relations activities (coordinated by ERCU)

• Appearances by major spokespersons, including the President, Vice Presidents, Executive Directors and duly designated experts and ERCU officers.
• Major events, especially the annual African Economic Conference (November) and the Annual Meetings (May). The African Economic Conference, which is jointly organized with the United Nations Economic Commission for Africa (UNECA), brings together over 600 experts. It was conceived as a focal point for establishing and maintaining working relations and partnerships with the intellectual community in Africa, the Diaspora, and globally. The Annual Meetings bring together more than 1,200 policy-makers, including heads of state, ministers, experts, the media, NGOs and the civil society.

Opportunities exist for leveraging these events to promote understanding and support for the Bank and strengthen its public image.

2.2.8 More broadly, external relations have entailed representing the Bank diplomatically in member states and in international organizations, which is the responsibility of various spokespersons and advisers of the President as well as management of Bank Group relations at country level, which is the responsibility of resident representatives where they are in place. These activities are generally coordinated through normal management channels.

2 Algeria, Angola, Burkina Faso, Cameroon, Chad, DRC, Egypt, Ethiopia, Gabon, Ghana, Kenya, Madagascar, Malawi, Mali, Morocco, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, Sudan, Tanzania, Tunisia, Uganda, Zambia.
2.3 Challenges, Opportunities, and Risks

2.3.1 Despite the improvements made, there are a number of *longstanding weaknesses* in the Bank’s communications function that will need to be addressed to close the communication gap. These include:

- **Absence of a strategic framework for communications.** As a result, communication tends to be ad hoc, and is therefore less focused. Resources are less efficiently applied and have less impact; and the programs are less accountable than if underpinned by a comprehensive strategy.

- **Reactive communications.** In the absence of forward strategic planning, particularly of Presidential statements, activities of key spokespersons are apt to be driven by external events more than by internal intentions.

- **Two-way communication.** Internal and external communications have been largely one-way; usually focusing on potential clients in the RMCs, beneficiaries, donors, and key constituencies on ad hoc bases. As a result, key weaknesses in programs and perceptions are not fully appreciated and this results in a loss of support to the institution from third parties.

- **Institutional culture that discourages internal and external communication.** This remains a legacy of the past and, by its nature, is slow to change, but addressing it is crucial to strengthening communication with limited resources, as communication and external relations cannot be left to a single small group (i.e. ERCU).

- **Weak communication capacity**:
  - ERCU is stretched too thin for its current responsibilities, much less an expanded program and is resourced well below comparator institutions (see Annex 1);
  - More broadly, managers and key staff are under-trained and under-supported for communication responsibilities.

2.3.2 At the same time, there have been a number of *positive developments* that can increase the impact of an expanded and strategically-focused communication program. These include:

- **Increased external support for the Bank**, as evidenced for example by the successful ADF 11 Replenishment and the leadership position conferred on the Bank by AU/NEPAD to implement initiatives in infrastructure, regional integration and economic governance;

- **Approval of the MTS**, which provides a strategic context for communication to underpin choices on resource allocation;

- **Strengthened managerial and staff capacity and organization**, the result of the 2006 restructuring, which points the Bank to enhanced effectiveness and results;

- **Support of Bank leadership for strengthened communication**;

- **Technological changes in communication**, particularly web-based, that can facilitate two-way intensified communication at much lower costs.
2.3.3 However, some risks could also increase. In particular:

- **Failure to address weaknesses in communication** and substantially increase its effectiveness would threaten the attainment of the Bank's strategic objective of being recognized as the preferred development partner in Africa;

- The heightened visibility and expanded operational role of the Bank, particularly in large-scale infrastructure, raises reputational risks for the Bank, which would need to be addressed, in part, by effective identification of potential risks and communication response capacity.

### 3. Strategic Objectives and Key Messages

#### 3.1 Strategic Objectives

**Overall Goal**

3.1.1 *The overall goal of the communication strategy is to demonstrate to key stakeholders and the general public that the Bank should be seen as the premier development finance institution in Africa.* The strategy would provide essential support to the achievement of the objectives of the Bank's agreed Medium-Term Strategy—"to position the Bank so that by 2012 it will be recognized globally as the preferred development partner in Africa". Recognition requires results; effective communication is required both to achieve the results and get recognition for them.

**Objectives**

3.1.2 The communication strategy is built on three specific and mutually-reinforcing objectives:

1. Supporting the implementation of the medium term strategy

2. Strengthening external relations and project communication by designing integrated project communication plans in order to make the Bank more visible, credible, and better (more accurately) understood by key stakeholders;

3. Making it possible for the Bank to have a greater impact and influence, especially on policies that affect African development; and

4. Improve ERCU’s operational effectiveness

**Objective 1:** Supporting the implementation of the Bank’s medium term strategy

3.1.3 Support the implementation of the Bank’s medium term strategy. This implies creating communication sections in the five sub-regions and in each zone of the Bank’s non-regional member countries, taking into consideration the most effective language and communication method for each zone. Each communication section will design a communication plan based on the sectors and priority operations designed to enable the Bank attain its communication and external relations objectives. Its mechanisms will be reinforced and refined as the implementation takes place. ERCU will work in close collaboration with various complexes to ensure the consistency of messages and jointly defined objectives.

**Objective 2:** Strengthening external relations and project communication by designing integrated project communication plans in order to make the Bank more visible, more credible and better understood
3.1.4 Communication activities will be geared towards increasing awareness (i) of the Bank’s financial, technical and intellectual soundness; (ii) its contribution to development in Africa; and (iii) its leadership in giving a voice to African perspectives on development issues. Visibility without credibility, however, will not enhance the Bank’s reputation, and care will need to be taken to ensure that communication is soundly based on evidence and results. Communications will also need to address identified misperceptions about the Bank. Communication will therefore need to carefully segment and target messages. A persistent confusion, for example, derives from the Bank’s identities as an income-earning financial institution (with AAA rating) and as a grant-making development institution geared towards eliminating poverty.

**Objective 3: A More Influential Bank**

3.1.5 Communication activities will seek to leverage the Bank’s extensive experience, expertise, and knowledge products so that they have greater impact. Recognition for these contributions will help position the Bank as a key reference point for perspectives on African development issues and support its leadership role in policy debates. Greater and more strategic use of the platform of the Office of the President will be a part of meeting this objective. The formal roles for the Bank conferred by NEPAD/AU in the areas of infrastructure, economic governance, and regional integration also provide an enhanced platform for the Bank in this area. The impact of the work of the Chief Economist on economic issues of strategic interest will be strengthened through media campaigns, and a specific communication program will be developed by ERCU in this area in close collaboration with that Office. More broadly, the institutionalization of knowledge management in the Bank as indicated in the MTS will provide a basis for leveraging impact through internal and external communication.

**Objective 4: Increased ERCU Operational Effectiveness**

3.1.6 A key objective of the strategy is to improve the effectiveness of ERCU itself. This is essential in view of the legacy of underinvestment in communication and communication weaknesses noted above (see especially paragraphs 2.2.1 and 2.3.1) as well as the importance of communication to achieve the Bank’s strategic goals. Key performance areas that would demonstrate the intended improvements include:

- Linking communication to the Bank’s two-tier **results management framework**

- Making **strategic use of the President** and other key management and staff as spokespersons. Governors as well as executive directors could also serve as spokespersons in their constituencies where they can better explain Bank Group actions.

- Establishing effective, credible, and trusted communication with **key constituencies**, including financial markets and investors (to maintain AAA rating), media, intellectual opinion leaders, civil society, as well as member governments and key multilateral organizations.

- Expanding **communication in RMCs** (including through mass media), taking advantage of the establishment of country offices to promote awareness and help support ownership and effectiveness of operations through two-way communication;

- **Upgrading and maintaining the Web site** to support the strengthening of both internal and external communications;

- **Undertaking product launches, dissemination and interactive communication services to leverage knowledge products.** ERCU will need to develop strategies and products, including public relations, documentary films, photos, publications and
features communication that are capable of meeting the expectations of various target
groups.

3.2 Key Messages

3.2.1 The communication strategy is grounded in a set of key messages. They are not equally relevant to all of the key audiences (opinion leaders inside and outside of Africa, shareholders, government officials, partner institutions, academics, private sector, civil society, NGOs, project beneficiaries, general public). Messages will need to be nuanced and supplemented depending on circumstances. And they will need to be reviewed and possibly adapted as the strategy is implemented. But they provide a consistent set of messages that taken together would support the attainment of the strategic objectives. They are:

- The Bank Group has the capacity and leadership to effectively help accelerate development in Africa.

- The Bank Group gives voice to African perspectives on Africa’s development challenges and solutions—a voice that is grounded in the particularities of experience in Africa and informed by global experience.

- The Bank Group is an open institution that seeks two-way communication with key stakeholders with interest in African development

- The Bank Group is a serious employer who attracts skills. Its greatest assets are its human resources

- The Bank Group is a results-based learning institution that adapts to new knowledge and changing conditions

- The Bank Group is an effective partner in promoting African development with a view to eradicating poverty: the programmes it supports are under the leadership of member governments. Bank support to its regional member countries is provided in concert with other partners.

- The Bank Group is an African institution that supports programs aimed at strengthening regional integration and harnessing productive links between Africa and the rest of the world.

4. Action Agenda

4.1 Broad agenda with phased implementation

4.1.1 To close the communication gap and achieve the objectives of the communication strategy will require actions across a broad front. Implementation will necessarily have to be phased (See Section 5 below), but the agenda itself covers the full range of internal communications, external communication, external relations, as well as some key cross-cutting areas, including Presidential leadership, use of Bank presence in the field, and partnerships.

4.2 Internal Communication

4.2.1 Internal communication is the framework for the expression of a corporate culture. It is also a determining factor in the quality of external communication. Effective internal communication helps create a common understanding among staff about management priorities and corporate issues. Effective two-way horizontal and vertical communication contributes to corporate effectiveness by efficiently bringing knowledge to problem-solving situations. Effective management-led internal communication strengthens teamwork and trust.
**Communication culture**

4.2.2 Fostering a culture of more open communication is a priority objective of the communication strategy. ERCU will support Bank leadership in this endeavour to help ensure that the effort is consistent and sustained. In addition, ERCU will work in collaboration with other complexes, in particular, the Chief Economist Complex (ECON), to develop mechanisms and strategies to increase knowledge generation and dissemination within (and outside) the Bank. ERCU will focus on the Intranet, newsletters and magazines, internal networks and internal TV screens. Periodic staff surveys will be conducted to determine the effectiveness of internal communication approaches.

**Intranet**

4.2.3 Developing the intranet into a more effective tool for internal communication will be a top priority. The goal is for the intranet to be the *staff information source of choice* - the equivalent of a staff-wide morning meeting - and that it be seen as interesting, relevant, and reliable. It would become interactive and a forum for open communication that would help foster a freer and more transparent pattern of communication in the Bank. The intranet would be strengthened, in particular, by:

- Creating an efficient *governance and management system*, which would place primary responsibility for quality on the initiating unit;
- Fostering knowledge-generation and dissemination of *reliable and relevant information*;
- Promoting fruitful *interactive* exchanges facilitated through disciplined deployment and use of online tools (blogs, online forum discussions) and collaboration.

**Developing Knowledge Networks**

4.2.4 The development of knowledge networks will both contribute to and benefit from the expansion of internal communication. One area of growth would be the development of expert networks that would complement the generation and dissemination of knowledge products, through the intranet, seminars or the print media.

**New Products**

4.2.5 Consideration will also be given to introducing new products that would support enhanced internal communication. These include:

- **Internal video**: The use of internal video for conferences and communication with country offices, which could be expanded further to include broadcast of fixed programmes, debates, interviews with senior staff and call-ins.
- **Internal Magazine**: The current suite of press digest products could be transformed into an internal magazine alongside *Bank in Action*.

**4.3 External Communication**

4.3.1 External communication comprises the Web site, outreach with key constituencies and audiences, and all publications designed for external audiences. Key improvements are envisaged in each of these areas.

**Upgrading the External Web site**
4.3.2 A key priority will be to better exploit the Bank’s external Website as the Bank Group’s strongest external communication tool. The web site is the Bank’s window on the world and as a means to project the Bank to the global knowledge and development community. It also combines a wide range of communication forms - text, photo, video, audio, oral communication. A program of upgrading the website has begun, but should be seen as an ongoing responsibility rather than a periodic effort. The agenda for its implementation will focus on:

- **Strengthening web site management and governance**, clarifying ERCU's responsibilities for web site management as a communication product (with IT collaboration), and instituting an effective governance system will define responsibilities and will ensure a smooth functioning of the web site both at the level of content and navigability. Web governance will aim at creating a production, management and accountability mechanism to ensure a smooth functioning of the web site; ensuring ongoing development based on best web management practices, benchmarked against relevant comparator organizations. Web site governance will clearly provide for levels of responsibilities regarding production, quality control, vetting, information posting and monitoring.

- **Improving interactivity** through the development of tools such as blogs, discussion forums, online and video conferences.

- **Ensuring timeliness, relevance, accuracy, and consistency of content with communication objectives** through effective oversight by ERCU, and active management of priority content on the front page of the site, in particular.

**Strengthening the Bank’s image through results-based communication**

- The **Bank will further share its success stories** in order to enable opinion leaders identify with its actions and own its operations through direct beneficiaries. To this end, the Bank will adopt the best practices of peer institutions, especially advocacy and information campaigns which will constitute strategic support.

- The Bank will communicate on management transparency in order to prove to its member countries that it applies the good practices it seeks to share with them.

- The opening and judicious use of public information centres will play a key role in the process of disseminating success stories and the sharing of internal good governance practices.

- Experts are the best agents in disseminating results given that they are always in the field.

**Actively Managing Media Relations**

4.3.3 In view of the media’s importance regarding perceptions of the Bank, and the intense and growing competitions among many organizations for media attention, an active and strategic approach to media relations is essential. Strategies to build and deepen media contacts and networks have to be consistent, thorough and based on the delivery of news and insights into the media for use depending on the theme and expertise required. This will entail:

- **Greater efforts to establish and maintain direct contacts with mainstream journalists, editors, TV networks, and radio producers, particularly those with influence on capital markets, the private sector, and discussions on international development.** This requires skills to build networks and keep track of constant changes in the media. At key media organizations in Africa, it will require visits by the institution’s senior management and communication officers. The contact databases will
need to be continuously updated, focusing on prominent media outlets. It will also require, from time to time, making the president, managers or senior staff available for media interviews, meetings with editorial boards, or responses to specific questions. This should be seen as an opportunity rather than a tax on managerial time.

- **Active response to negative or inaccurate reports.** ERCU will, in collaboration with the organizational unit involved, prepare the best possible response to reports that call into question the institution’s reputation. The response will be prepared and published in media outlets as well as on the Bank’s website. A process for a systematic identification of reputational risks will also be developed.

- **Press Review and Monitoring:** ERCU will monitor media coverage of the institution and its activities and provide daily summaries to senior management and experts. It will also periodically analyze press coverage of the Bank as a basis for refining communication strategies and approaches.

- **Advice and Assistance:** Communication officers will provide advice and will help senior management with public relations issues, especially regarding relations with the media. In this context, ERCU will, in collaboration with the relevant experts and managers in the Bank ensure that management has necessary information briefs and media plans to enable it meet the needs of the media and public.

- **Media Support for Missions by the President and Vice Presidents:** The President’s missions and those of the institution’s vice presidents are of strategic importance when it comes to positioning the Bank. ERCU will continue to support these missions by sending an advance team to collect information on the ground and to establish media contacts necessary for the mission’s success; identifying sensitive issues that are likely to attract the media’s attention; and preparing information briefs for the president and vice presidents.

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**Integrating Communication in Operations**

4.3.4 Meaningful participation of beneficiaries in the design and implementation of development projects and programs has been well established as contributing importantly to gaining development results on a sustainable basis. While the Bank has a consultation framework with local NGOs that can influence discussions on projects that are capable of having an impact on the local population, the Bank can now move to a more systematic approach to building communication into project development and implementation. It is appropriate for funding for such activities to be financed from the projects themselves, as with other project components. The Bank’s capacity to advise and assist in this area however remains limited Pending the development of such capacity, the Bank can make use of partnerships to strengthen communication within operations, and would move to do so more systematically under this communication strategy.

**Reaching Key Constituencies: the Private Sector and Capital Markets**

4.3.5. The communication agenda calls for more focused attention to developing relations with the private sector, as partners with the Bank and as investors in it.

- **Private sector engagement.** Outreach to the private sector will aim at increasing awareness of the Bank’s strategic focus on growth, infrastructure, private-public partnerships and regional integration - all of which involve closer ties between the Bank and the private sector - as well as the increased scale of the Bank Group’s private sector operations, which reached US$1 billion in 2007. This will entail developing a strategic approach to determine optimal private sector audiences and media for reaching them.
• **Investor relations.** Communication will give priority support to the *maintenance of the Bank’s triple A rating in capital markets*, which is a core corporate objective. In assessing the Bank, rating agencies and investors require sound financial policies and results, but they also take into account the broader performance of the Bank, the support it receives from member governments (Regional and non-Regional), and prospects for investment and development in Africa. The communications agenda for investor relations will serve to reinforce the Bank’s credibility and reputation in the financial community. ERCU will work closely with Bank treasury staff and support systematic contact, including road shows and public information campaigns.

• **Investment climate** More broadly, the Bank’s communication function will include efforts to correct wrong perceptions of African economic prospects and performance and increase awareness of investment opportunities and performance on the continent as a means of improving the overall environment for investment in Africa, including in the Bank itself. External communication will therefore provide much-needed support through the publication of opinion editorials, interviews and documentaries on the Bank and the continent with a view to providing a true and balanced picture of economic realities on the continent and the role the Bank Group has played. Communication will help reverse negative perceptions and build a positive image that will attract investors to the continent. To this end, the Bank’s web site is expected to provide investors with the information they need on the continent and the Bank. The information must be correct and propaganda-free.

### 4.4 External Relations

4.4.1 ERCU will ensure that the Bank maintains good working relations and cooperation ties with key constituencies, including the civil society, NGOs, parliaments and governments in order to extend awareness of the Bank’s programs and knowledge products and obtain feedback and perspectives on the Bank and African development issues. Key events include:

• **African Economic Conference:** This conference is a platform for knowledge-sharing. The media as well as the civil society and NGOs are increasingly involved in this process. ERCU will continue to use the African Economic Conference as an opportunity for Bank experts and management to discuss the institution’s position on major development issues and to position the Bank as the continent’s foremost knowledge centre on development issues.

• **Annual Meetings:** The Annual Meetings constitute Africa’s largest gathering of economics and finance policy-makers and experts. They remain the institution’s single most important opportunity to consolidate its cooperation and partnership ties with the outside world and, make known at the international level, the Bank’s perspective on development issues. The President’s traditional press conference, press briefings and senior management interviews as well as multiple interactions between the press and the institution’s senior management are key tools for this effort. ERCU will help each organizational unit with the design of a media plan during the Annual Meetings.

• **Special Events.** The Bank will consider organizing an annual international event aimed at attracting the Diaspora, which still constitutes a largely untapped development potential on which the continent can count and with which the Bank has had heretofore only limited engagement.
4.5 Cross-cutting areas

4.5.1 The strategic agenda includes several areas that cut across the areas discussed above. These include making effective use of spokespersons, leveraging decentralization; building communication capacity in the Bank; and sharpening the Bank’s communication tools.

Spokespersons

4.5.2 The President of the Bank is its most valuable communication asset, and the Bank, as most other public institutions, is known largely on account of its leader. Management of the President’s schedule, and, in particular, his public appearances (internally and externally) will need to be done taking into account its scarcity and high value - in short, on the basis of a rolling strategic plan that will be developed by ERCU in close collaboration with the President’s Office. Other spokespersons for the Bank will include Vice Presidents, the Chief Economist, the Secretary-General, Executive directors, Resident Representatives, Directors, communication officers, and staff when they are called upon. ERCU will support public-speaking engagements, in collaboration with line units with expertise in particular areas. Use may also be made of “goodwill ambassadors” (prominent figures e.g. in sports or entertainment) to gain more visibility for the Bank, and third party voices will be mobilized to reinforce Bank messages.

Leveraging Decentralization

4.5.3. The Bank will take advantage of the opportunity that decentralization and the opening of field offices provides to meet communication objectives. Through field office communication, the bank will be able to reach key audiences in the country in which they are located, increasing awareness and support for Bank programs. At the same time, dialogue at the country level will give the Bank better understanding of in-country perspectives. In-country loan signing, public information centres, media access, and direct contacts will all play a part. Bank field presence will also facilitate the development of communication as part of operations, as discussed above (paragraphs 4.3.4). With greater visibility, however, also come more demands for communication, as well as risks if expectations are not met. Resident Representatives will be on the front lines in meeting communication demands, and will need to be supported by ERCU staff if these demands are to be met effectively. Over time, communication capacity at field level may need to be considered.

Building Bank Capacity for Communication

4.5.4. Strengthening Bank communication activities internally and externally as envisaged in this strategy will require a concomitant strengthening of communication skills and capacity within the Bank., in collaboration with CHRM, ERCU will develop appropriate communication training for Bank managers (with priority for Resident Representatives and senior managers) and staff, particularly those who may be called upon to interact with media. Training alone, however, will not build effective capacity (and foster a communication culture) unless it is accompanied by supportive incentives to develop and use communication skills (e.g. by building communication into the performance and recruitment criteria for managers) and supportive institutional policies to foster open communication, internally and externally, which would be done through appropriate policy directives. At country level, the Bank would also seek to find ways to strengthen the capacity of government officials, NGOs and beneficiaries of programs to improve the quality of dialogue around projects. As strengthening the capacity of ERCU itself is a key objective of the communication strategy, appropriate training, particularly in such areas as web support and strategic communication will also be strengthened, along with adjusting the skills mix through recruitment.

Sharpening Communication Tools

4.5.5. The communication agenda will also entail an ongoing sharpening of communication tools. These include:
• Multimedia
  o **Online Films and Documentaries (Web Streaming and Television):** Greater use will be made of these communication products, particularly to develop success stories for wide distribution. Films and documentaries will later be put on DVDs and CDs, or converted into web streaming and web-casting materials to be posted on the Web site. In some cases, the material can be used directly by TV networks.
  
  o **Radio:** With the opening of country offices, much greater use will be made of radio, including in local languages, which is the largest mass medium of communication in Africa. Radio can also play a key role in communication on projects, particularly large scale projects, to engage and inform local populations that may benefit from or be affected by them.
  
  o **CDs/DVDs:** Greater use will be made of audio cassettes, CDs and DVDs, which are efficient ways to provide information to businesspersons and people with busy schedules by giving them the opportunity to listen to programmes at their convenience.
  
  o **Videoconferences and Teleconferences:** Greater use will also be made of video conferences and teleconferences, particularly in communications with universities, research centres and business schools, which greatly appreciate videoconferences because they enable them to gain time and save huge sums of money as they reduce travel and research times.

• **Publications.** Publications will continue to be a key element of the Bank’s communication program. In line with its information disclosure policy, all publications (Annex iii) will be available in Public Information Centres (PICs) that will be opened in Bank Group field offices. The public will have access to documents and the Internet at the PICs, as it is the case currently. The institution’s publications will include:
  
  o **Books,** produced or jointly produced by the Bank, including Annual Reports, Statistics Reports, the African Development Report and the African Economic Outlook;
  
  o **Brochures and Project Briefs,** which are low cost, accessible, and easy to distribute;
  
  o **Development Review Magazine:** A new magazine will be developed, in collaboration with the Office of the Chief Economist, which will focus on African development.
  
  o **Annual Report:** Consideration will be given to transferring to ERCU the responsibility for producing and disseminating the Annual Report and integrating it with the Bank’s overall communication strategy and activities. An assessment will also be made of the cost effectiveness of the current format, as well as the number of different language editions of the print editions of this (and other Bank Group) publications and the degree to which all-web publications can replace hard print publications.

• **Media.** The Bank will continue to make use of the existing media tools, including cultivating and effective contact network of influential journalists, preparation and placement of Op-eds and editorials, press conferences and briefings, and photo exhibitions. The use of media will be strengthened mostly by its integration with a communication strategy. In addition, ERCU will develop or strengthen its:
  
  o **AfDB News Bulletin,** which will serve as a platform for knowledge-sharing and mutual enrichment between Bank experts and the institution’s external audiences,
Electronic Newsletter, which will be upgraded to make it a better internal communication platform, published on a daily basis.

Press Releases, which will be produced in more convenient formats to reflect the context and the Bank’s intervention strategy while highlighting results on the ground;

Media Campaigns, which will of necessity be selective and targeted on high priority areas—for example infrastructure—to establish or consolidate recognition of Bank leadership in Africa.

- **Speeches.** The effectiveness of high level speeches will be enhanced through more forward planning, careful preparations, and collaborations with relevant Bank experts. Once developed, they can serve as message guidance for other staff that are called upon to make statements on behalf of the Bank. To secure better coordination and quality of speeches, a section within ERCU/PRST will be established for the writing and editing of speeches.

- **Sponsorship and Advertising.** In general, the Bank will avoid or limit paid sponsorships and undertake such activities on a case-by-case basis within a limited budget. For advertising, ERCU will, each year, establish an advertising schedule in order to define the level of intervention and advertising rules for the Bank. The choice of the type of advertisement will depend on the message to be conveyed, the context in which the institution finds itself and the changes taking place at the time the decision to advertise is made. Advertising supplements may continue to be bought from time to time, in major news outlets in line with the information disclosure policy.

### 5. Implementation

#### 5.1 Phased Implementation Plan

5.1.1 The implementation (Annex 2) of this external relations and communication strategy will be phased over three years, given the extent of the change that it entails, the need for sequencing of change, and the need to be able to adapt the strategy in light of experience and new developments.

**Phase I (2009)**

5.1.2 During this phase, ERCU will initiate the following actions:

- **Complete Revamping of the Web Site:** ERCU will revamp the web site, a process which began in September 2008 with the assistance of consultants. Maintenance and continuous upgrading will be supported by the hiring of a web development specialist.

- **Strengthening internal communication to facilitate the establishment of a communication culture in the Bank:** The Bank will have to include communication components in its activities and define the roles and responsibilities of each player. A calendar of events in which Bank staff have to attend or events organized by the Bank Group will be provided to Bank staff. The compilation of such a calendar will require the collaboration of all organizational units in order to avoid any errors that might arise due to lack of information, coordination and monitoring. Various complexes will be required to provide summaries of their missions to ERCU for processing and possible use on various internal and external communication platforms, especially on the web site.

- **Creating an interdepartmental editorial committee and strengthen speechwriting support** to manage content quality of Bank Group publications. The editorial committee will include experts of different units and departments. ERCU and other complexes will be in
charge of coordination. The committee will draw on the example of the International Monetary Fund (IMF) in this area where all publications are produced through its communication department to ensure quality and avoid supply-driven publications. This will require the hiring of an experienced editor. The Bank will also set up a speechwriting section within ERCU.

- **Upgrading editorial skills** in order to improve web site quality and prepare editorials and articles for submission to management for publication in reputable newspapers. This will require two experienced writers. It will be necessary to reinforce writing, translation and editing resources

- **Consolidating training and build the capacity of management and staff on communication techniques** to enable them better communicate on Bank operations. Developing training and building the capacity of resident representatives in communication techniques will be initiated.

- **Building network of correspondents throughout the entire [sub]-region.**

- **Launching a community radio pilot project.** This project will fall within the framework of a large Bank-financed project. If the project is considered a success by beneficiaries due to effective communication, it could be replicated in other regions of the continent.

5.1.3 Overall in this phase, 4 professionals and a GS staff will be recruited. The number of ERCU staff will increase from 14 to 19.

**Phase II (2010)**

5.1.4 During this phase, the focus will be to:

- **Strengthen external relations:** This will focus on strengthening relations with NGOs and civil society organizations, the Diaspora, regional and continental economic organizations (ECA and AU) with a view to making the Bank’s work and its role more visible within the framework of efforts to accelerate the continent’s regional integration process.

- **Open Public Information Centres (PICs)** in all field offices to ensure better information disclosure. Provision for PICs in field offices has been made and communication assistants will be recruited to ensure the functioning of the centres and to help field offices with their communication functions.

**Phase III (2011)**

5.1.5 Communication will continue to attract more attention in order to make the Bank more competitive. Specific programs will be designed in line with specific Bank objectives. The professionalization of the communication function will continue to be a priority. New publications will be launched in order to share Bank-generated knowledge. The speechwriting function will also be strengthened.

**5.2 Budget**

**Current Operational Budget**

5.2.1 ERCU’s operating budget, excluding salaries, is UA 1.2 million. To date, ERCU has six professionals, comprising 1 English-speaking, 4 French-speaking, 1 Portuguese-speaking and 7 GS staff.
Current Structure

5.2.2. ERCU currently has five sections: publications, including graphic design and information dissemination with the PIC, multimedia, web site, media relations and external relations.

- **Publications, Graphic Design and Information Dissemination.** This section manages the production of Bank publications. The section designs logos for Bank Group posters and publications. It also monitors the institution’s visual identity.

- **Web Site.** This section is, in close collaboration with web coordinators in various complexes, in charge of coordinating the collection of information. Information gathering and processing, at the level of the departments, is the responsibility of departments who appoint their web coordinators to accomplish this task.

- **Multimedia.** The Multimedia Centre is in charge of developing and managing audio-visual materials, especially photos, films, audio cassettes, web streaming materials and digital archives. This section is also in charge of filming. This section is in charge of Bank in Action.

- **Media Relations.** Bank Group media relations activities are of great importance. This section will be in charge of managing relations with the media.

- **External Relations.** This section is in charge of conference management, relations with regional economic communities and all public relations regarding Bank operations.

Budget Estimate

5.2.3. The Bank cannot expect ERCU to meet the objectives of this strategy without providing the necessary resources. ERCU must build its human capacity and acquire more equipment while pursuing bold initiatives in order to be more effective. The reinforcement of human resources will require a progressive capacity strengthening over the next three years. The communication and external relations strategy offers an intervention framework which will allow for an optimal use of resources in a selective and methodic manner.

5.2.4 The **comparison with other development banks** (see Annex) confirms the idea that the Bank Group must invest more resources in communication in order to achieve its communication objectives.

5.2.5. The budget will be executed in three phases:

- **Phase I (2009):** To ensure optimal use of resources, ERCU emphasizes two strategic sectors: infrastructure and knowledge that will enable ERCU to gain a critical mass to achieve impact. The budget will take into account high cost of film production and trips for the production of audio-visual material. Besides budgets for positions relating to missions and public relations which will double, those for consultants and printing will remain the same. The budget for salaries will witness a slight increase.

  At the end of phase I, ERCU staff will increase from 14 to 19 with the recruitment of 4 professionals and one GS expert. It will be necessary for each complex to have a communication expert.

- **Phase II (2010):** Substantial savings in printing costs will be realized from audio-visual equipment that ERCU is acquiring from the 2008 budget. In addition, ERCU is looking to purchase a poster printer which is in high demand at the Bank. It will help reduce poster printing cost.
Documentary film production on successful projects and topics of strategic interest to the continent will continue in the field in order to make Bank work better known. Besides budgets for positions relating to missions and public relations which will have to increase, those for consultants and printing will remain the same.

- **Phase III (2011)** will be characterized by the strengthening of communication on the ground. The opening of field offices and public information centres in these offices will continue. Such field work will require increasing the unit’s staff size and investing in communication equipment and materials. It will be a consolidation and development phase. During this phase, ERCU could have correspondents in some major capitals such as London, Brussels, Washington, Tokyo and Johannesburg. Besides budgets for positions relating to missions and public relations which will double, while those for consultants and printing will remain the same. The budget for salaries will increase slightly.

### Staffing (2009-2011) (To be reviewed based on new staffing proposal)

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<th>2010</th>
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<td>11 (1 PL1/6PL5/2 PL4/2PL6)</td>
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<td>GS</td>
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<td>8(2GS7/3GS5/2GS4/1GS8)</td>
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### 5.3 Evaluation and Monitoring

5.3.1 The Board of Directors and senior management need effective means to track progress that the communication and external relations strategy is making and results achieved with a view to making possible corrections. Monitoring progress needs to be both quantitative and qualitative. Evaluations need to embrace perceptions of the Bank and its work by multiple audiences, from internal audiences at different levels in the Bank, to a range of external audiences, from project beneficiaries to government officials, NGOs, academia and other influential groups. The appraisal of performance needs to take into account not only the volume of press clippings, but their quality. It is important that resources be allocated for effective evaluation work in this area.

#### Quantitative Measurement

5.3.2 The **mid-term review** will be conducted 12 months after the strategy's launch in order to proceed to the next stage. The quantitative evaluation of actions carried out and the results obtained will give a clear idea of performance. Metric evaluation is one of the best performance indicators even if the method needs to be complemented by a qualitative measurement.

#### Qualitative Measurement

5.3.3. Quantitative measurement will be complemented by qualitative measurement. Surveys and opinion polls constitute the most effective tools for quality assessment. Each year, the Bank conducts an opinion poll to measure the impact of its operations on target groups. The Bank’s last opinion poll dates back to 1993. With a view to better defining guidelines and communication choices, it is necessary to conduct opinion polls within and outside the Bank. Such polls will make it possible to make better communication choices by making corrections or necessary reinforcements to the efficiency of Bank Group communication function and operations.

### 6. Conclusion

6.1 The Bank Group has recognized the importance of communications in the 21st Century. This awareness has been exemplified by the commissioning of an independent high-level panel co-chaired by Former Canadian Prime Minister, Paul Martin, and Mozambique’s Former President,
Joachim Chissano, which considered the institution as the continent’s voice on development issues. This explains why the Bank has made communication and external relations one of its priorities in the fight against poverty.

6.2 This communication strategy is in line with best practices of other Multilateral Development Banks. Rapid changes in communication, new information and communication technology, as well as in the development of Bank Group operations call for a more dynamic and efficient approach to external relations and communication at the Bank with a view to properly meeting the information needs of Bank Group clients, shareholders and beneficiaries. The Bank Group will seek to be:

- More transparent
- More responsive to the public’s demands for information
- More visible and better understood, and
- Better perceived as the African development leader.

The Board of Directors is requested to consider and approve this external relations and communication strategy for the African Development Bank Group.
Annex 1 - Peer Institutions Experiences

3.1 The World Bank (WB)
The World Bank’s communication function consists of several departments under a Senior Vice President together with communication units placed in each of the regional vice president’s offices, plus communication officers in overseas offices of the Bank. Upgrading and expanding this part of the World Bank, was, in part, due to a global perception survey that was undertaken at a cost of US$1.2 million in 2003. The survey concluded that the more the public received and understood the World Bank’s messages, the better its perception of the institution. The African Development Bank is drawing on the World Bank’s experience and will carry out opinion polls with a view to better adjusting its external relations and communication strategy.

3.2 The Asian Development Bank (AsDB)
The Asian Development Bank’s communications work includes publications, media, NGOs, web outreach, and internal communications. The status of the external relations and communications department at the AsDB was upgraded when the current president took office and its resources modestly expanded to strengthen its media relations, website, NGO activities and broad outreach. The Bank’s offices in Tokyo, Washington DC and Frankfurt have some communications responsibilities.

3.3. The Inter-American Development Bank (IADB)
The Inter-American Development Bank has a communications department which comprises nine (9) units: Media, Relations with the Civil Society, Internal Communication, Marketing, Events Production (including a TV crew), Web site, Publications, Event Management and a Cultural Centre. The chief of external relations and communications has traditionally been appointed directly by the Bank’s President and he reports to him. The central staff of over 60 is supplemented by communications functions in the bank’s 26 field offices and in Europe. A Latin American cultural centre in the Bank’s office in Washington, D.C. enhances the Bank’s local image.

3.4 The European Bank for Reconstruction and Development (EBRD)
The European Bank for Reconstruction and Development (EBRD) has a department that takes care of its communication function.Headed by a director and assisted by a deputy director, the department comprises four sections which include: Media Relations, Internal Communication, Public Relations and Relations with NGOs, and Publications and Web Site Management. The creation of a section for NGOs is dictated by the need for transparency. EBRD’s communication department has 24 employees. The EBRD has one office in Moscow, Russia and one in Kiev, Ukraine. The communication department has a £2 million sterling budget, with £240,000 earmarked for operations.

3.5 The European Investment Bank (EIB)
The European Investment Bank’s communication department has 30 staff with a one million Euro budget. It comprises three units – Media Relations, Publications, as well as NGOs and Civil Society. Based in London, EIB has 20 field offices, including six in Africa (Dakar, Nairobi, Pretoria, Cairo, Rabat and Tunis).
## Comparators

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<td>- Enriching the database</td>
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### Annex 3 AfDB PUBLICATIONS

#### Key Publications
- African Development Report
- African Development Review
- African Economic Outlook
- Annual Report
- AfDB Vision
- Agreement Establishing the AfDB
- Nigeria Trust Fund Agreement
- Compendium of Statistics on Bank Group Operations
- Economic Research Papers
- Financial Products
- Gender, Poverty and Environmental Indicators
- Selected Statistics on African Countries

#### Policy Documents
- AfDB group policy on Good Governance
- Compendium of the General By-laws
- Concept Paper on Rural Water Supply and Sanitation Initiative
- Education Sector Policy paper (ESP)
- Financial Regulations of the AfDB
- Framework for the Implementation of Banking and Financial Standards
- Headquarters Agreement between the AfDB and the Government of Cote d’Ivoire
- Strategy Paper Policy for Integrated water resources management
- Policy on population and strategies for Implementation
- Policy Paper on Rural Development
- Rules of Procedure for Procurement of goods and works
- Rules of Procedure for the use of consultants
- Security Guide for AfDB Staff Use
- Staff Rules of the ADB
- Strategic Plan 2003-2007
- The Vision of the African Development Bank Group
- Transport Sector Policy
- Urban Policy Development
- VIH/SIDA ADB Group Policy Paper

#### Operations Documents
- Financial and operation Analysis
- NEPAD Infrastructure Project Preparation Facility
- Operations Manual

#### General Information
- AfDB and Members countries / partners in progress
- AfDB Bulletin
- AfDB in brief
- Basic Information
- Fighting poverty in Africa
- Letter from the ADB
- Success Stories

#### Country Profiles
- Ethiopia Country Profile
- Denmark facts and figures
- Facts and Figures China
- Facts and Figures Nigeria
- Côte D’Ivoire Country Profile
- Morocco Country Profile
- South Africa Country Profile
- AfDB and Cape-Verde
- AfDB-Madagascar
- AfDB-Mali
- AfDB-Mozambique