

CREATING CAMPAIGNS AND NARRATIVES FOR OUTCOMES-BASED FINANCING

Outcomes Finance Alliance Summit 2024

19 March 2024

Objectives

1. Top insights into effective campaigning and advocacy
2. Principles of storytelling
3. What needs to change in the OBF narrative?

1. EFFECTIVE CAMPAIGNING

The ASK

What is your ASK?

- Clearly articulate the campaign's goals, and identify the right ASK.
- What is the problem you are trying to solve? Is it important enough?
- Do others recognise there is an issue?
- Are you asking somebody for something they can give you?

The bigger picture



Zoom out.

- Look at the big picture. What else is going on?
- What is the overall change you are trying to achieve?
- What will success look like?

Barriers to entry

Meet people where they are.

- Understand where people are coming from and what their priorities are.
- Are you speaking to the right people?
- Why haven't "they" given you what you wanted until now?
- Is this too difficult?
- Are there too many demands or too many barriers to entry?

Alignment of the stars

Ride the wave.

- What are people most interested in at the moment?
- Do they have the bandwidth to engage with your issues?
- Is there broader cultural, political, economic, social support for change?
- Timing is everything.



What's the story?

Is this the story people want to listen to?

- Every narrative is a story—it has a beginning, middle, and end.
- Why must you be the one to tell this story?
- What are the stakes? Why should people care?
- Who are you telling this story to?

Keep on it

Rome wasn't built in a day.

- Do you have a plan? How do you make it happen?
- Leadership of the team. Who is responsible for what?
- Managing coalitions.
- The value of discipline and ruthlessness.
- What happens next?

2. PRINCIPLES OF STORYTELLING

Shifting the narrative

- **Create**

What parts of the narrative are you moving away from? Is this an evolution or a revolution?

- **Translate**

The narrative needs to move the public sphere. You need to identify key audiences/partners who will make the narrative their own and deliver it in their own way.

- **Drive**

To make this narrative a wider public good, you need to identify interventions and opportunities where your narrative becomes the dominant interpretation.

- **Integration**

Does it resonate? Does it fit into a larger narrative landscape? Does it challenge the dominant narrative or align with a broader understanding?

Golden rules

Every story needs:

- A **beginning, middle, and end**. Or situation, complication, and resolution.
- An **audience**. What interests the audience? How do you want them to feel when reading/ listening/ watching your story? How do you want them to feel afterwards? Is there a call to action?
- **Clarity**—clear, precise, and simple sentences.
- **Coherence**—ensures that there is a smooth flow and logic to the storyline.
- **Unity**—shares the same theme, tone, and message throughout.

Principles of storytelling

1. Begin with a bang.
2. Three steps to powerful persuasion—ethos, logos, pathos.
3. Four elements of delivery—speed, volume, pitch, and pauses.
4. Make it personal.
5. Create characters.
6. Engage the senses.

Rules from Pixar

Why must you tell THIS story? What's the belief burning within you that your story feeds off of? That's the heart of it.

What are the stakes? Give us a reason to root for the character. What happens if they don't succeed. Stack the odds against.

You gotta keep in mind what's interesting to you as an audience, not what's fun to do as a writer / speaker.

Simplify. Focus. Combine characters. Hop over detours. You'll feel like you're losing valuable stuff but it sets you free.

THE OBF STORY

Questions for OBF

What is the problem
we are trying to
solve?

Is there pressure to
solve the problem?

Do others recognise
that there is a
problem?

What is your ASK?

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Audiences

Funders

Governments
Multilateral
agencies
Foundations

Intermediaries

Think
tanks and
media

Investors

Private investors
Banks
DFIs
Foundations

Politicians
and high-
level
officers

Delivery orgs

NGOs
INGOs

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MARLOW
GLOBAL

Main Findings

- Perceptions of complexity and cost are primary stumbling blocks
- Large number of stakeholders involved in OBF projects contributing to perceptions of complexity.
- OBF not absorbed as mainstream approach by good number of multilateral and bilateral organisations and development banks.
- Greater number of outcomes champions at a global, national, and institutional level required to help propel the market positively forward.
- Take-up of OBF in jurisdictions hinges on ambition of local political elite and the resources local players commit to outcomes-based projects.
- OBF stakeholders have many opinions about what needs to be done to encourage the market. These include:
 - The need for donors to directly promote OBF.
 - The need for expanded and deeper collaboration between investors, leading government aid agencies, intermediaries, and first-mover development banks.

Messaging for OBF

Focus on **three main** benefits of putting outcomes at the centre of donor programming:

1. Transparency and Accountability;
2. Flexible design;
3. Continuous improvement.

OBF can be applied to achieve **sustainable, high-impact** and **positive outcomes for a range of complex development-related challenges**. It can do so **in a way that standard grants cannot**.

What are people saying about OBF?

- **Close collaboration** across sectors is a key factor in project success.
- **Flexibility** is essential for OBF models to **adapt to changing circumstances**.
- The "**productisation**" of **innovative finance** has drawn criticism, with some arguing that it shifts focus from social impact to funding labels.
- Addressing the **silos** between philanthropic organizations, investors, NGOs, government agencies, and multilaterals is crucial for OBF project success and sector growth.
- Effective performance management supported by **data** is essential for OBF service delivery.
- Despite potential, investment into OBF remains small, partly due to **perceived difficulties in project initiation and complexity**.

Messaging on its own is not enough to unlock OBF

OBF needs stronger, active backing from governments if it is to be used more widely.

There are not enough OBF champions. The model needs to be consistently promoted.

Even the best messaging is unlikely to change the minds of sceptical management at many DFIs.

OBF is still perceived to be complex, costly and cumbersome.

DFIs and bilaterals need to spend their allocated budgets. Does OBF help them do that?

Mapping influence and alignment

