

Donor  
visibility  
initiatives

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## “Donor visibility matters, both in the countries of operations and in the donor capitals.”

Fabrizio Saccomanni, Vice President, Evaluation, Operational and Environmental Support, EBRD

During 2002 the EBRD undertook several new initiatives aimed at improving the recognition received by donors for their support to the Bank's operations. In the course of meetings and workshops, donors have noted the efforts made by the EBRD to provide visibility to their TC and official co-financing contributions. At the same time, they also recognise that the effectiveness of these efforts can be improved.

The request by donors for improved visibility stems from two main concerns. First, in the EBRD's countries of operations, donors are keen to ensure that local officials, businesses and the community know and understand that donor assistance is being provided in partnership with the EBRD. Second, in the donor capitals, it is equally important that officials and decision makers are made fully aware of work being undertaken with the Bank and the results being achieved as a result of this cooperation. Donors emphasise the importance of success stories in the transition countries and the need to bring them to a wide audience. Donors also emphasise the two-way nature of assistance granted through the EBRD: it enables donor agencies to achieve more than they could bilaterally, and it enables the Bank to achieve more than it could on its own.

At the EBRD Donors Workshop held in London in December 2002, President Lemierre noted that one way for the EBRD to improve visibility would be to hear directly from the donor agencies on their own experiences and priorities. At the President's suggestion, a Visibility Working Group Meeting was held in February 2003 under the chair of Vice

President Fabrizio Saccomanni and comprising representatives of 11 donor agencies/countries and EBRD staff members. The purpose of the Working Group was to hear donors' concerns and requirements on visibility measures and to agree on recommendations for future actions. The Working Group's recommendations will be discussed at the EBRD Annual Donor Meeting in May 2003.

This chapter summarises the main visibility steps that have been carried out by the EBRD over the past year. Further development of these initiatives will occur during the year following the Working Group's decisions.

### Donor visibility in 2002

#### Local awareness in the EBRD's countries of operations

Awareness by local audiences of the sources of donor funds is a key objective in the EBRD's visibility strategy. Through the EBRD's resident offices, the Bank has invited local donor representatives to attend signing ceremonies in the countries of operations and has arranged for donors to attend related media events.

Events with donor participation include:

- Uzbekistan Railways Project (Japan)
- Microfinance Bank of Azerbaijan (EU)
- Kyrgyz Republic Micro and Small Enterprises (MSE) Facility (Switzerland)
- Japan-Uzbek Small Business Programme (Japan)
- Asaka Bank Pre-Privatisation Uzbekistan - Joint Statement signed by Uzbek Minister of Finance and Japanese Deputy Minister of Finance (Japan)

#### Promotion visits to donor capitals

Promotion visits enable the EBRD to discuss TC results and future strategy directly with a range of officials in the capitals. In many cases, visits to capitals are used to address meetings of consultants to promote the consulting opportunities available through the EBRD. Over the past year, EBRD staff have held meetings in:

- Ottawa, Toronto: CIDA and consultants seminar
- Tokyo: MOF, other IFIs, consultants seminar
- Washington: US Treasury, USTDA, USAID, other IFIs
- London: DFID
- Taipei: ICDF, MOF, MOFA, MOE, consultants seminar
- Helsinki: MOFA, business seminar
- Dublin: MOFA, consultants seminar
- The Hague: MEA, MOFA, business seminar
- Brussels: EC

#### Increased publicity through press releases and project summary documents:

The Official Co-financing Unit systematically reviews every press release and project summary document to be published on the internet to ensure donor recognition where appropriate. In the case of the Gostomel Glass Factory in Ukraine, for example, the press release gave recognition to the TC contributions made by Germany and Taipei China. The press release was followed up by a meeting between directors of the company and a representative of Taipei China to express their gratitude.

## Visibility in Uzbekistan

The loan agreement for the Japan-Uzbek Small Business Programme was signed during the visit of EBRD First Vice President Noreen Doyle to Tashkent in September 2002. Japan provided US\$ 5 million (€4.5 million) in technical assistance for training and institution building. Japanese Embassy representatives were invited to attend this signing.

On the occasion of the visit of a delegation from the Japanese Ministry of Finance, a Joint Statement in respect of the privatisation of Asaka Bank was signed by Deputy Minister Taniguchi, Minister Nurmuradov and Head of the EBRD Office, Mr Nakazawa. The government of Japan provided US\$ 624,488 (€566,155) in technical assistance funds to the first phase of the restructuring process of Asaka Bank. The ultimate objective of this project is to create a bank that is managed in accordance with the principles of sound banking, best international practices and good corporate governance. This statement received excellent local publicity.

The Japanese delegation also made several site visits, which were arranged by the EBRD's resident office.

## Seminar for Ukrainian bankers

The Canadian International Development Agency (CIDA) provided funds of CAD 3.0 million (€1.8 million) for financial consulting companies working with banks participating in the SME II Credit Line. Tescult of Canada used this funding to work with Forum Bank and then Ukrsofsbank. Having successfully completed its work with Forum, Tescult organised a seminar for Ukrainian bankers with the Canadian Ambassador and invited the press. The event was well covered in the media.

## Sofia Public Transport

The Grant Agreement for the ticketing system of the Sofia Public Transport Project was signed in Sofia in the presence of Major Sofianski and the Dutch Ambassador, with excellent publicity (both press and television). The Netherlands has provided €2.5 million for the ticketing system.



“Visibility is important not only for the recipient countries but for home consumption.”



“The best thing we have to sell is the projects themselves: the results on the ground, the people involved, and the donors and recipients.”

Brigid Janssen, Director, Communications, EBRD

#### Comprehensive coverage of donor support

Details of TC provided for EBRD operations is included in all presentations to the EBRD Board, including project level discussions and documents, country strategies and sector initiatives. During 2002 a new template was introduced to guide the preparation of appropriate donor recognition in all project related Board documents. The frequency of donor recognition in the EBRD Board Meetings has shown a marked increase over the past year.

#### Use of Blueprint

Blueprint, the EBRD's internal electronic newsletter, has proved to be a useful tool for increasing donor awareness within the EBRD. Donors have been able to access these electronic articles via TC-Net and distribute them via links on their own web sites. Articles published in 2002 include the following:

- Trade Facilitation Programme, Central Asia (Switzerland)
- CIDA Fund for south-eastern Europe (Canada)
- EU support for TurnAround Management Group in Phare countries (EU)
- Russian Small Business Fund (United States)
- TC Replenishment Agreement (Italy)

Each Blueprint article relating to TC funds is also placed on TC-Net, the electronic form of communication with the donor community. In 2003 the Blueprint articles will also be published on the homepage of the EBRD's web site with a link to the full article stored in the "Technical Cooperation" section.

#### Dedicated portfolio management

In 2002 the EBRD appointed a dedicated portfolio manager whose responsibilities include the management and review of project and completion reports. Increased attention has been given to the review of visibility and transition impact of TC assignments.

#### Non-project related TC

The main recipients of standalone TC funding, not specifically linked to an EBRD investment, are the TurnAround Management Group (TMG) and the Legal Transition Team (LTT). Both teams are extremely active in ensuring the visibility of donor contributions.

TurnAround Management Group (TMG) has ensured over the past year that all TAM and BAS activities are branded with the donor identity. The Group undertakes to ensure

donor visibility at all stages of implementation process, with the donor clearly identified on all documentation. TMG has undertaken a campaign of promotion and dissemination which also identifies donors and objectives of the programmes. The campaign covers Japanese, English, Uzbek, Azeri and Russian web sites, magazines such as *Economist Intelligence Unit* and *EuroInvest*, and a selection of local and national business press. TMG works closely with local chambers of commerce and promotes visibility at events such as the CEI Economic Summit Forum (held in Skopje in 2002).

Legal Transition Team (LTT) takes every opportunity at all stages in the project cycle to highlight donor involvement. Donors are mentioned during media interviews and in presentations and consultant reports. Donors are also mentioned in *Law in transition*, the EBRD's biannual legal journal. The client or relevant authorities are made fully aware of the donor's identity.