

Worldview Public Engagement Research Project

Review 2023

1) Introduction

From the outset, a review of the Worldview project to reflect on progress to date has been included in activity planning. Informal feedback has been sought from members through Dóchas public engagement and communications working groups and while useful and informative, it was limited in content.

A more formalised request to the Worldview Steering Group to obtain viewpoints from an organisational perspective was sought in January 2023 in order to gauge the progress of the project against its original objectives. This review provides an opportunity to take stock and reflect on Worldview activity to date while identifying any potential gaps in support or adjustments to strategic approaches that may need to be addressed.

The review aims to:

- Reflect on the strengths and weaknesses of the project at this year 3 stage and how it has proceeded up to this point
- Gauge the level of knowledge, understanding and application of Worldview within Dóchas member organisations
- Explore options for how the project will evolve
- Establish what resource and strategies are required for the remainder of the project

Methodology: To inform analysis, input was sought from Worldview Steering Group members via an online survey based on OECD evaluation headings¹. Responses were requested mostly from an organisational perspective versus that of the individual steering group member. The responses included in the review have been anonymised.

The review survey was sent to 11 potential respondents and was accompanied by a background document.

¹ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Survey responses: The review survey questions were shared with the Worldview Steering Group in January and 8 responses² out of a possible 11 were received, reflecting input from several teams and departments including marketing, communications, digital engagement, campaigning and global citizenship education (GCE). These responses have been analysed and incorporated into the narrative below.

2) Overview of Worldview Project

Rationale

The Irish overseas development sector is committed to engaging Irish citizens in the fight against global poverty, inequality and injustice but is at a crossroads in terms of how to connect with the Irish public. There is an urgent need to seek new ways of connecting more people to the relevance of international development cooperation for the Ireland of today.

In addition, there is an awareness that public trust in charities, including INGOs, remains low, while the media and politicians continue to critique aid-spending, with accusations of waste, poor governance, corruption and/or duplication. There is also a growing populist trend that is highly critical of the values and purpose of international development co-operation, which, as seen elsewhere, if it goes unchallenged, particularly in an age of negative and/or fake news, could pose a huge threat.

With this in mind, *Worldview: Exploring Irish attitudes to overseas development aid* public engagement research project was developed by Dóchas members with support from Irish Aid in 2020.

Aim

The project aims to reveal more about the views of the Irish audience and its varying constituents; not just on what they believe when it comes to international development cooperation, but why they believe it. It also aims to identify a shared collective narrative about international development that will allow us to connect with more people in Ireland about its relevance and importance.

Purpose

The key purpose of the project is to develop a collective narrative and action by organisations working on international development, driven by the research data, that shifts and grows the attitude and engagement of the Irish public around the relevance and importance of overseas development aid (ODA).

Objectives

- 1) To improve Irish public perceptions towards Ireland's overseas aid programme and people living in extreme poverty
- 2) To increase the scale and collective action of public engagement on overseas development aid in Ireland

² Two steering group members from one organisation completed one survey, resulting in 7 complete responses.

Approach

By surveying a substantial sample of the Irish public (approximately 2,500) on an annual basis and complementing this with qualitative focus groups, based on audience segmentation data we can discern:

- 1) the current beliefs and motivations of the Irish public in relation to overseas development aid;
- 2) the communications content, style and channels that are likely to enhance support for overseas development aid; and
- 3) how these vary from one audience group to another.

Annual data driven communications experiments then test creative ways of engaging with specific target groups or audiences. One of the central aims of the Worldview project is to provide all of our members with the data, methods and creative ideas on how to best communicate with the Irish public in a way that not only maintains, but builds support for international development.

The project is guided by a steering group of eight Dóchas members³ and two representatives from the Department of Foreign Affairs (DFA). Jennifer and David Hudson from The Development Engagement Lab - experts in this area of research through their experience in the UK, US, Germany and France - provide strategic advice as well as expert analysis. Behaviour and Attitudes, one of Ireland's leading market research companies, carries out data gathering and analysis. With such strategic guidance and expertise, the relevance and importance of Worldview to the Irish development and humanitarian sector will continue to grow as organisations scale up applying this research to their work. It is our aim that this project will continue to inform more effective public engagement and communications on aid in Ireland in the years to come.

3) Worldview Review Survey Findings and Analysis

I. RELEVANCE: is the intervention doing the right things?

At a time when public trust in charities, including NGOs remains low⁴, and there is increasing pressure on public expenditure and budgets, it is critical to connect and engage with the Irish public on international issues including global poverty, inequality and injustice. Countering a negative narrative on aid spending, demonstrating impact and mobilising public support demands a more innovative approach to public engagement.

This sentiment is reiterated in *A Better World*, Ireland's Policy for international development, whereby the Department of Foreign Affairs have expressed a determination "to reach new audiences and will explore innovative approaches to broadening our public engagement"⁵. Worldview's research and insights both informs and provides the tools for Irish NGOs and DFA to achieve this.

In order to connect with and engage established and new audiences, we have to first meet them where they are now. The detailed audience segmentation, based on a representative sample of the Irish public, undertaken at the beginning of the project enables us to break down the Irish population into six audience segments and discover more about who they are, their socio-cultural profile, level of support and engagement with ODA and crucially, how to reach them.

³ ActionAid, Concern, Goal, Misesan Cara, Plan International, Self Help Africa, Sightsavers and Trócaire

⁴ 2022 Worldview findings indicate a softening of trust in ODA organisations to 21% from 23% in 2021

⁵ *A Better World*, Ireland's Policy for International Development, Government of Ireland, 2019, pg 38

The audience segmentation from 2022 is as follows (Fig. 1 below):

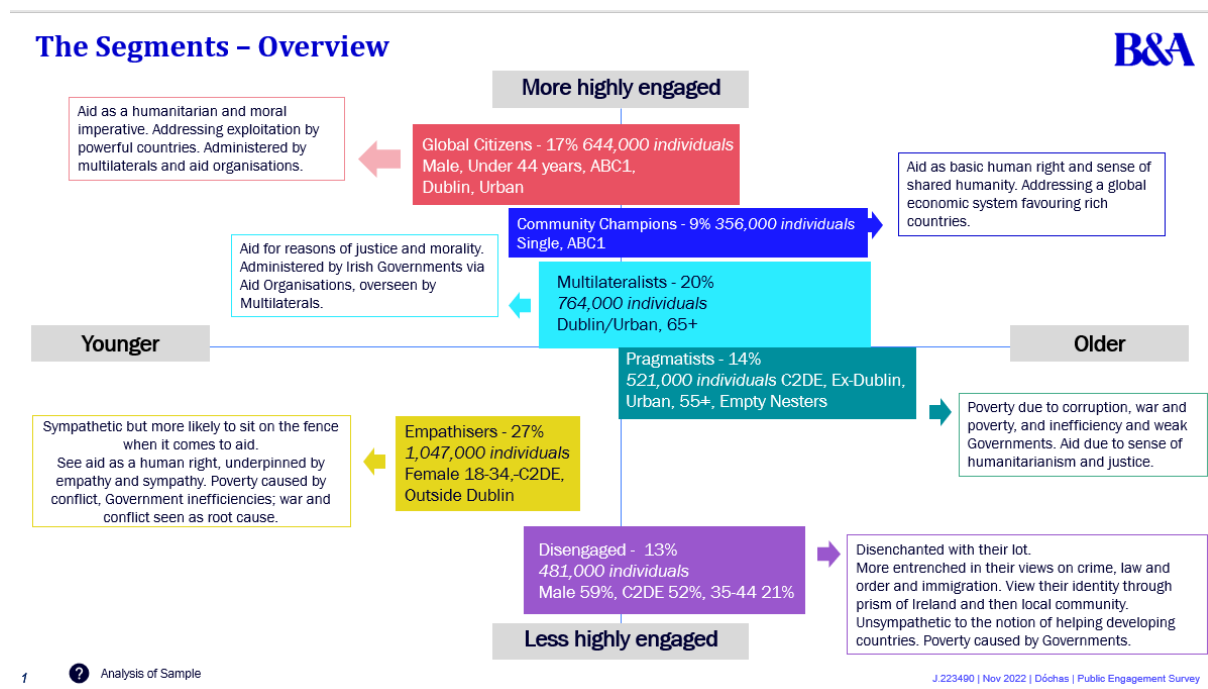


Fig. 1. Worldview Audience Segments

Three years into the project, the review survey responses from steering group members indicate a clear understanding of the main focus of the Worldview project. Moreover, there is consensus that the original Worldview objectives and aims are still relevant today, validating the rationale and impetus for the project (Fig. 2 below).

From your organisation's perspective, are the original Worldview objectives and aim still relevant at this three-year point?
7 responses

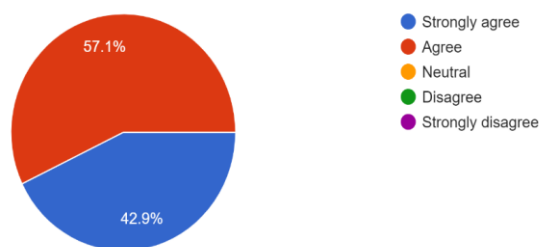


Fig. 2.

There is positive and supportive acknowledgement from members that Worldview provides information, insights, data or research that they otherwise would not have access to which underscores the need for this type of longitudinal research (Fig. 3 below). Much of this is down to the agile and adaptive methodology of the project, informed by member inputs. The nature of the Worldview survey methodology enables new areas to be examined in line with changing environments and member needs. This was illustrated in the 2022 Worldview survey with the targeted focus on how

the war in Ukraine and cost of living crisis in Ireland were potentially affecting perceptions and support for ODA.

From your organisation's perspective, is Worldview providing information, insights, data or research that your organisation otherwise would not have access to?
7 responses

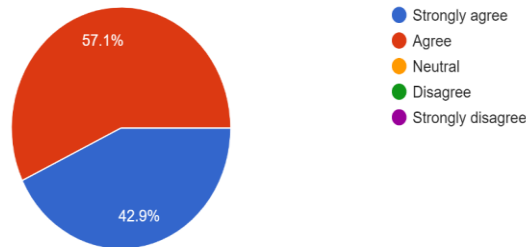


Fig. 3.

While the agile element of the Worldview survey helps to respond to changing needs, the static part of the survey helps to track trends across a large range of specific data points, each of which is then also broken down by audience segment. The fact that the Worldview data gathering was initiated during the COVID-19 era also proved a significant time in which to capture baseline data, related to opinions and sentiments around ODA.

Overall, the relevance of the Worldview project to key stakeholders remains strong, while the project's objectives and design respond to member needs, policies, and priorities, and continues to do so as circumstances have changed.

II. COHERENCE: how well does the intervention fit?

A key aim of this review was to explore the levels of knowledge and understanding of Worldview within member organisations in order to identify gaps and potential new stakeholders and audiences to engage. The majority of respondents had a neutral or negative response which validated the assumption that wider understanding or knowledge of the project does not currently exist (Fig. 4 below).

Are staff in your organisation aware of the Worldview project, its overall objectives and its outputs to date?
7 responses

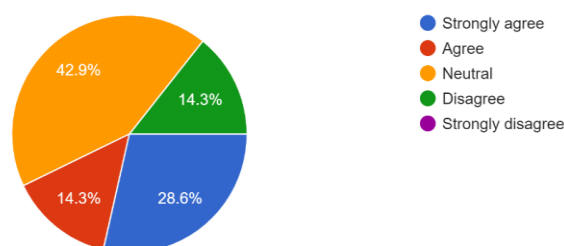


Fig. 4.

When asked specifically for audiences (teams or departments) that should be directly targeted to increase knowledge and support for the Worldview project, the following were provided:

Question: Are there specific audiences/teams in your organisation that need to be directly targeted to increase knowledge and support for the Worldview project? If yes, please provide details/examples.

- Senior Management and CEO
- Communications & Fundraising
- Ireland Division teams
- Fundraising, Marketing and Communications
- Active Citizenship & Fundraising teams

This cross section of audiences provides a crucial roadmap of stakeholder audiences to target in 2023 and 2024. This engagement will require bespoke approaches based on the organisation. After staffing gaps in 2022, it will also rely on the Worldview project manager visiting member offices to provide in-person Worldview workshops to increase a broader understanding.

As such, while coherence and understanding of Worldview against other organisational priorities exists within some member organisations, there is more that can be done to increase this which in turn would help demystify the project overall and illustrate its many practical uses.

III. EFFECTIVENESS: is the intervention achieving its objectives?

While the rollout of Worldview since 2020 has been affected by COVID-19 and operational issues (staff turnover), it has not prevented the establishment of a strong and robust project framework incorporating the following elements:

- An engaged steering group, with representatives from 8 Dóchas members⁶ and two representatives from DFA, is in place and meets regularly to advise and guide the project.
- A robust research methodology is in place that has produced three years of extensive data to test assumptions and track evidence of trends.
- A well-researched breakdown of Irish audiences and how to engage them has been developed.
- Data driven digital experimentation to target specific audiences, particularly the ‘moveable middle’, have been undertaken to stimulate further experimentation by members.
- Development Engagement Lab in the UK are acting as strategic advisors and conduct similar research in the UK, US, Germany and France, which could provide future strategic opportunities for cross learning.
- Behaviour and Attitudes are employed as the quantitative and qualitative research partners and have already delivered a significant amount of knowledge and insight on the segmentation of the Irish public when it comes to attitudes to ODA.

⁶ ActionAid, Concern, Goal, Misesan Cara, Plan International, Self Help Africa, Sightsavers and Trócaire

A key aim of the Worldview project is to increase understanding of public perceptions of ODA within member organisations. The review survey responses tell us that the majority feel that Worldview is achieving this. Those that disagreed with the statement believe that because the research is relatively new, it needs more time to build a fuller picture in order to enhance understanding (Fig. 5 below).

From your organisation's perspective, has Worldview increased the level of understanding within your organisation of Irish public perceptions towards overseas development aid?

7 responses

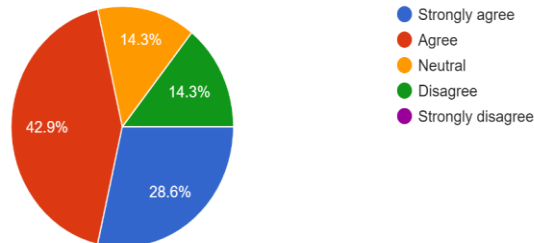


Fig.5.

Worldview has two clear objectives that guide the project and it is important to track results against these year on year:

- 1) To improve Irish public perceptions towards Ireland's overseas aid programme and people living in extreme poverty
- 2) To increase the scale and collective action of public engagement on overseas development aid in Ireland

From your organisation's perspective, is the Worldview project on track to achieve its first stated objective of: 1) To improve Irish public perception...id programme and people living in extreme poverty:

6 responses

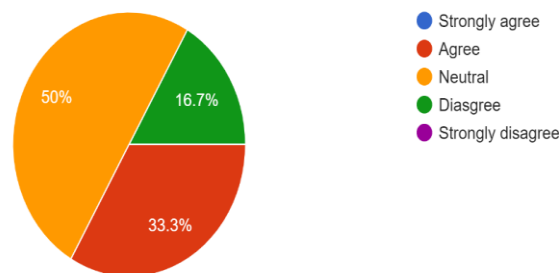


Fig. 6

Perceptions of the first objective elicited a mixed and majority neutral response (Fig. 6 above). While overall levels of support for ODA in Ireland are high, the most recent 2022 Worldview survey data illustrates a softening of positive perceptions on the key metric of 'importance of Irish Government providing overseas aid' which was at 74% in 2022, down from 77% in 2021. This can in part be attributed to several unprecedented factors during the year including the War in Ukraine and a national cost of living crisis. However, it touches on a broader concern that this trend will continue in a downward trend.

From your organisation's perspective, is the Worldview project on track to achieve its second stated objective of: 2) To increase the scale and collecti...ngagement on overseas development aid in Ireland:

7 responses

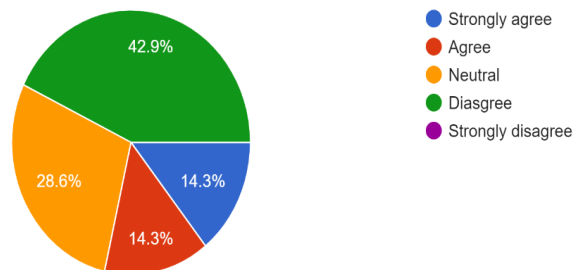


Fig.7

As it relates to the second objective, review survey respondents feel that collective action, specifically drawing on Worldview data and experiments, is currently less on track (Fig. 7 above). Operational issues related to gaps in Worldview project managers, and competing organisational priorities for members have potentially hampered further progress on this objective. The onset of the COVID-19 Pandemic as the project was beginning has also impacted on initial planned direct engagement with members which resulted in adjustments along the way to reflect the prolonged nature of the pandemic. However, positive feedback from members, referenced below, indicates a willingness to contribute to collective action with the aim of increasing public engagement on ODA. If this collective action is to materialise, more strategic discussion and decision-making is required to stimulate the scope of the collective action and a tangible timeline in which to undertake it.

An additional contributing factor is likely the absence of Worldview practitioners workshops to supplement dissemination of Worldview survey results each year⁷. One workshop did take place in 2021 which proved to be a valuable forum to dig deeper into the data, exchange ideas and practical applications of insights, as well as consensus building on collective action. No workshop took place in 2022 due to operational issues resulting from a changeover in project managers. Practitioners workshops will be reinstated in 2023 to once again provide a valuable forum to allow for deeper analysis and insights into the data findings and results. Securing commitments to collective action informed by Worldview insights will be a key objective of the workshop.

Those that disagreed in their response to both of the objective questions underlined the interdependence of the project's objectives when they stated: "the project objectives as articulated in those questions have not yet been realised. It is our opinion that it would require a movement towards a collective action to improve public perception on overseas development." In addition, the ongoing need for the research is also acknowledged by a review survey respondent: "the objectives are difficult to reach in the current climate with increasing uncertainty, though this also makes the research even more important."

On probing into the issue of collective action further, respondents illustrated an openness to explore what this action could look like in 2023/24, couched in caution about capacity, potential budget

⁷ The Wave 1 Worldview survey results can be viewed online [here](#) and Wave 2 survey results can be viewed online [here](#).

constraints and a need for clear expectation setting. An important point was made that senior leadership may need more convincing on the objectives, expected results and benefits of a collective initiative to counter the sense of branding and profiling 'competition' in the sector which is something to consider in the inception and planning phases.

In terms of overall effectiveness, Worldview results and outputs thus far are generally in line with expectations given this mid-term mark and a great deal has been achieved to date. It is also clear however that lost ground will need to be made up in 2023 and 2024 in order to ensure achievement of the overall objectives in the longer term.

IV. IMPACT: what difference does the intervention make?

Research is only as good as its application and it is acknowledged that some barriers exist around ease of application of Worldview insights including: resource bandwidth within member organisations; the significant amount of data to absorb; understanding how best to extract and utilise relevant data and insights; or not understanding how its application could inform decision making and planning within organisations. Each of these areas warrants further exploration by the Worldview project manager in 2023.

However, from informal discussions we know that Worldview has been used in a myriad of ways by some members and DFA to inform past activity. This review allowed us to capture this usage in a more formal way which included:

Question: Has your organisation used Worldview insights, data and research to inform past planning or decision making within Ireland? If yes, please provide examples.

- "Insights and data from Worldview have been used to set audience parameters for digital and social media advertising and have also helped us in crafting tone and content for our new website in 2021/22. I consult it frequently when considering how various messaging or content might be perceived by our target audience segments. It's very useful!"
- "Yes, Worldview is one the key inputs along with other category studies and our own research and insight development to inform our strategic planning."
- "Yes, but not in a structured way."
- "Yes, the Global Citizenship programme has used Worldview insights to inform our 2021 public engagement strategy. Worldview audience segmentation was also used to inform our audience targeting for [a recent funding proposal]."
- "We have referenced some of the Worldview data and insights in our organisational concept note to Irish Aid and in our planning for our GCE work."
- "Yes, the Worldview research was part of our GCE funding application to Irish Aid and we are currently developing a campaign to use the research this spring."
- "Not to any significant extent - hoping to build on that this year."

In terms of future usage, there is a positive commitment and willingness from members and DFA to utilise Worldview in a number of varied ways including:

Question: Will your organisation use Worldview insights, data or research to inform future planning or decision making within Ireland? If yes, please provide examples.

- “As we step up our media engagement in 2023 we will certainly be using Worldview insights to inform story development and pitch development for the audiences of various publications and outlets. We'll also use Worldview data to help us understand the potential interest and viability of public event ideas, and will continue to be very useful and important for our written communications.”
- “Yes, we plan to - to inform comms messaging, and possibly the theme/scope of fundraising campaigns.”
- “Yes, as above we would continue to use Worldview research as one of the key inputs along with other category studies and our own research and insight development to inform our strategic planning.”
- “Yes, Worldview audience segmentation will feature in our communications strategy currently being developed.”
- “We will be using Worldview insights and data to inform our new multi-year public engagement campaign strategy in development this year.”
- “Yes, we will reference the findings and insights as evidence of a trend in public attitudes or behaviours on global development issues in our GCE and Communications work.”
- “Yes, the research will also be used within our new whole organisation communications strategy. And we will annually develop products to use to target the audiences as part of our GCE work.”

There is an onus on the project manager to capture how Worldview is practically utilised by members and DFA both to catalogue the uses and to inspire replication based on lessons learned. The practitioners workshops are also a valuable outlet to share and exchange insights and uses and the absence of this in 2022 has led to a gap in exchanges.

Documenting these usages is also a useful endeavour for donor reporting purposes. Given new funding cycles for some members, there is shared interest in identifying how Worldview might be reflected and referenced in Irish Aid reporting. Some interesting points were raised in this regard in review survey responses:

Question: How does your organisation intend to reference Worldview data (findings and audience segments) in future reporting to Irish Aid?

- “It is our intention under the new GCE Program to utilise Worldview data to inform our targeting approaches and strategies with our identified target audiences in the Irish public. On that basis, we will reference Worldview data as appropriate in our annual Irish Aid reporting.”
- “We do not intend on reporting directly on Worldview results e.g. increase ODA support levels etc as was previously done with Kantar Millward Brown survey as difficult to attribute this to our activities. It would however be useful to reference when it comes to any changes or justifications needed for programme design etc.”
- “I'm not exactly sure, but as our primary funder, Irish Aid is a key audience for our Annual Report and we will give thought to this.”
- “Not sure how to apply - would be useful to have some guidance here.”
- “In the narrative reporting...referencing issues respondents are personally most concerned about, the reasons to help those in developing countries, being active in causes and greatest influence on opinions.”

- “We have a specific target around this that we will use.”

Ongoing discussions between DFA and partners will provide clarification on how Worldview usage and application can be integrated into longer term reporting around public engagement and GCE and how its insights can be consulted and sighted as a source of evidence to inform and guide decision making.

In identifying gaps in knowledge or understanding, from their own perspective as a steering group member, review survey respondents were asked what resources or activity would help to demonstrate the usefulness of Worldview internally to colleagues? Some suggestions included:

Question: From your perspective as a steering group member, what resources or activity would help you to demonstrate the usefulness of Worldview internally to colleagues?

- “Perhaps a few pre-packaged PPT slides that pare down the research findings for presentation to colleagues.”
- “Planned presentation from Worldview project manager will be very helpful as a starting point.”
- “Worldview Project Manager to deliver a session to an appropriate forum. Access to relevant contributors to help in the development of action plans and tactics using Worldview data.”
- “Clear evidence of Worldview informing comms strategies across the sector.”
- “It would be useful for Dóchas to provide internal presentations to staff. For example, [we] are holding a series of webinars this year and would like to include an overview of Worldview research as part of this. More socialisation and familiarisation of the project across different departments and senior leadership. For example, I hear these colleagues referencing the ICEM frequently as a touchstone of public perceptions. It would be great if Worldview became that touchstone!”
- “For GCE purposes we would like a deeper dive into ‘Gen Z’ attitudes and behaviours on Global Citizenship issues and impact of GCE has had on career choices, as consumers, party affiliation etc.”
- “The current web resources and anything more in-depth there are brilliant.”

The project manager has built these activities into the 2023 Worldview workplan and will ensure they are implemented to address identified gaps.

Overall, it is clear that Worldview’s impact has been positive since its launch while noting that there are several areas where this could be enhanced to increase the overall impact. These areas will be revisited in the recommendations below.

V. SUSTAINABILITY: will the benefits last?

In terms of longer-term sustainability, it has already been established that as a longitudinal research project, Worldview has and will continue to amass an extensive repository of data and insights. Continuation of the project of course depends on financial support which up until now has solely come from Irish Aid.

When asked if their organisations would consider financial support for the future sustainability of the project, respondents to the review survey answered 100% positively, once again underlining the

perceived value of the project (Fig. 8 below). This is an important point and one that will be revisited in ongoing discussions both with Irish Aid and members.

Given the longitudinal and specialised nature of the Worldview project would your organisation consider financially contributing to the project in future?
7 responses

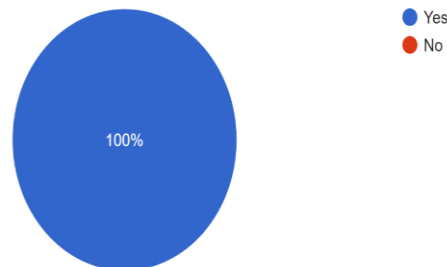


Fig. 8.

In terms of identifying additional remaining areas for improvement that might be impeding the success of Worldview, review survey respondents had several varied suggestions including:

Question: Are there ways in which the Worldview project could be improved to ensure its longer-term sustainability?

- “Perhaps engage a university-based consultant or team to evaluate it and endorse it, for third party credibility?”
- “The initial scope of the project to develop insight into public perception of overseas development has been well established. We are now at a stage where we need to review how we move forward to achieve the stated objective to improve public perception. The project should now move to determining and implementing a collective action component.”
- “Increased evidence of it being used to inform strategies across the sector.”
- “Although the project is still within its first 5-year research phase, I believe if we start actioning the research through collective campaigns, the results/impact of this will contribute to greater support and sustainability of the project.”
- “The language of the ‘mosaic profiling’ is really difficult and hard to remember...”

These suggestions will again be integrated into the Worldview workplan and revisited during steering group discussions and at the next practitioners workshop.

Overall, the wealth of data and insights collected by Worldview will remain a useful resource going forward, as will the audience segment framework. This review has identified several areas of great potential that if acted upon, would enhance the positive benefits of Worldview. This can only be achieved by continued support of the project through engagement, usage and ultimately, funding.

4) Forward Looking Plans and Recommendations

This review set out to explore four distinct areas of which clear findings and recommendations have emerged which will guide future Worldview project activity:

1. Reflect on the strengths and weaknesses of the project at this year 3 stage and how it has proceeded up to this point

Finding: The review has illustrated the value and necessity of Worldview as a longitudinal research project producing data, insights and resources that members and DFA otherwise would not have access to. As we pass this midway point, and despite operational setbacks, Worldview is making progress against its original objectives, while the research design and methodology continues to respond to member needs, policies, and priorities. However, collective outputs in narrative or action have not emerged as intended to date and there is recognition that this will be addressed as a key priority focus area in 2023 and 2024. Similarly, application of data insights was identified as a weakness and will be addressed by tailoring data and insights for multiple member audiences.

Recommendations:

- Following publication of this review, convene a practitioners workshop with key stakeholders to, among other issues, demonstrate how the recommendations from this review are built into Worldview activity plans
- The practitioners workshop will also be an opportunity to re-emphasise and re-energise the focus on collective narrative and action that acts as a key component of this project
 - Clear objectives, expected results and benefits of a collective initiative will be worked through sufficiently with stakeholders to allay potential fears at member management level related to branding and profiling "competition" in the sector
- Tailor survey data and insights to suit different needs of members or department to enable them to apply this data to their communications and public engagement, including:
 - Create a pared down research findings presentation that illustrates an overview of key findings
 - Translate data findings for specific teams and departments within Dóchas members to draw out relevance to specific work areas. Examples include:
 - Senior Management and CEOs
 - Communications
 - Marketing
 - Active Citizenship
 - Global Citizen Education
 - Fundraising
 - Advocacy
 - Campaigns

2. Gauge the level of knowledge, understanding and application of Worldview within Dóchas member organisations

Finding: The level of Worldview knowledge within members is variable and key audiences to engage have been identified with the aim of increasing this (see above). Application of data and insights by members has also been inconsistent and requires increased engagement to encourage experimentation and lesson sharing.

Recommendations:

- Market Worldview to increase visibility and member application of data insights:
 - Showcase practical examples of how members can apply specific data to their communications and public engagement work, to inform more effective engagement with the Irish public
 - Deliver bespoke presentations to member organisations to engage more directly with wider staff outside of public engagement, global citizenship education and communications
- Work with members and key stakeholders to embed Worldview data insights in communications, public engagement and global citizenship education strategies as a source of evidence and data to ensure strategies are more effective
 - Continue to engage with Dóchas Development Education and Public Engagement working groups in constructive ways to ensure Worldview is embedded in strategy development and implementation
- Host practitioners workshops of communications, public engagement and global citizenship education staff to translate insights into action. Focus areas to include:
 - Examine trends in more detail and determining collective responses and actions
 - Establish consensus on collective narrative approaches
- Increase visibility and understanding amongst wider stakeholders including Department of Foreign Affairs and other Government departments that contribute to ODA:
 - Given the cross-departmental relevance of ODA, convene events within DFA to build wider knowledge and understanding of Worldview as a resource across the department (Political Division, Global Ireland etc.)

3. Explore options for how the project will evolve

Finding: The review has indicated that Worldview's success is dependent on engagement with key stakeholders to ensure the research continues to respond to member needs, policies, and priorities. As we enter the fourth year (of five) of the project, it will be crucial to facilitate discussions with key stakeholders to elicit guidance and inputs to determine the focus areas for Wave 4 and Wave 5. Given the project's finite timeline, it will also be necessary to plan for the next iteration of Worldview, based on feedback from review survey respondents indicating that their organisations would consider financially contributing to Worldview in the future.

Recommendations:

- Facilitate consultation with stakeholders to identify areas of focus for 2023 Wave 4 research which will be undertaken in Q3 and Q4 of 2023
- Identify and connect with similar research projects underway and experts in other countries in order to exchange learnings and build on best practice
- Facilitate scenario planning for new Worldview funding models for 2025 onwards, with input from all key stakeholders

4. Establish what resource and strategies are required for the remainder of the project

Finding: Operational issues due to staff turnover have somewhat hampered progress to date however this lost ground will be made up with a full time project manager now in place. The above recommendations set out a clear roadmap for activity in 2023 and 2024, identifying gaps that will be addressed to ensure achievement of the project's objectives.

Recommendations:

- Consideration will be given to expansion of the Worldview Steering Group with the aim of engaging new stakeholders in project decision-making and increasing visibility
- Producing additional resources on the audience segments would help to translate their value and usability to an extended audience
 - For example, translating audience segments into practical supporter profiles to further increase application of data insights
- Data driven digital experimentation to target specific audiences, particularly the 'moveable middle', will continue to be undertaken to stimulate further experimentation by members and to increase engagement with these key and influential audience segments