



# the blue book



a hands-on approach  
to advocating for the  
millennium development goals

United Nations Development  
Programme

**“never believe  
that a few  
caring people  
can’t change  
the world.  
for, indeed,  
that’s all who  
ever have.”**

**– Margaret Mead**

...the extreme  
unger • ac  
primary e  
ote gender  
empower  
e child m  
ve materna  
at HIV/AIDS  
ther disease  
nmental su  
velop a gl  
p for deve  
ate extreme  
unger • ac  
primary e  
ote gender  
empower  
e child m  
ve materna  
at HIV/AIDS  
ther disease  
nmental su  
velop a gl  
p for deve  
ate extreme  
unger • ac  
primary e  
ote gender  
empower  
e child m  
ve materna  
at HIV/AIDS  
ther disease  
nmental su  
velop a gl  
p for deve



# the blue book

a hands-on  
approach to  
advocating for  
the millennium  
development  
goals

United Nations Development Programme

Copyright UNDP 2004

**The Blue Book** was produced by the MDGs Unit, Bureau for Resources and Strategic Partnerships. This toolkit benefited from the contributions of colleagues in the Communications Office of the Administrator, Bureau for Resources and Strategic Partnerships, the Bureau for Development Policy, Country Offices, the Learning Resource Centre, the Millennium Campaign, the Millennium Project, the Office of the Administrator, Regional Bureaux, UNIFEM, WHO and BatesNeimand.

Please send requests for information and feedback to [mdgsfeedback@undp.org](mailto:mdgsfeedback@undp.org).

# introduction

UNDP is the UN's global development organization, a network advocating for change and connecting countries to the knowledge, experience and resources to help people build a better life. UNDP is on the ground in 166 countries, working with governments, institutions and citizens on their own solutions to global and national development challenges.

UNDP's mission and history of working in trusted partnership with governments and civil society enables it to be a key agent in advancing social change and helping countries to reach the Millennium Development Goals (MDGs). The MDGs are a blueprint for building a better world for all people, rich and poor, in the 21st Century. The UN Core Strategy on the MDGs guides UNDP's work on the MDGs. See Section 5 for more on the framework and the advocacy leadership of the Millennium Campaign.

## the MDGs are achievable

UNDP's message on the MDGs is quite simple: the MDGs are achievable by the 2015 deadline, but only if rich and poor countries alike follow through on their shared commitments to put in place the necessary policies, institutions and resources. UNDP is well placed to advocate and facilitate sustainable development solutions to achieve the MDGs. Moreover, through its close working relationships with national governments, the UN Country Team, civil society organizations and, increasingly, the private sector, UNDP is well positioned to help organize and speed the social change necessary to achieve the MDGs.

## communicating the solution

"Too often communications is still treated as an add-on or an optional extra. Yet, in today's world it is absolutely indispensable for any organization, and particularly one like ours that is seeking to raise awareness of and catalyze action around the MDGs. We want all our partners—from donors to developing country governments, from civil society to the private sector—to pick up their newspapers or turn on their radios in the morning and see and hear that we matter, that we are part of the development conversation because there is no substitute for that if we want to be recognized as part of the development solution."

— Mark Malloch Brown, Administrator of UNDP



Consider <http://intra.undp.org/mdgs> the indispensable, dynamic partner of this toolkit and your ongoing work on the MDGs.

## communications, advocacy and UNDP

UNDP's work on the MDGs is closely connected with its advisory and assistance activities in support of programme countries. Indeed, UNDP's role in advocacy and mobilization is as important to its work on the MDGs as its more traditional role in technical assistance and policy advice.

UNDP's advocacy role is to mobilize on behalf of the poor and the MDGs. How UNDP advocates is different from how some well-known national and international advocacy groups go about their work. Because we work closely with the government on technical and policy issues, our advocacy and partnership efforts must take into account our existing relationships without, however, compromising the message.



### keep in mind

**Communications is an integral component of our efforts. Much depends on how well we communicate. Use this toolkit as a first step in a powerful learning process that taps other resources and training opportunities. Throughout are links to the UNDP Intranet for additional information, examples, templates, new messages and techniques on the MDGs.**

The MDGs cannot be achieved by working just from the top down or from the ground up. They require creative, coordinated and disciplined work from all directions. Communications, advocacy and strategic planning are crucial to UNDP's work on the MDGs. In order to help launch a successful, self-sustaining MDGs campaign, everyone in UNDP—from the Resident Representative to the driver, from the Communications Officer to the Finance Officer—must be mobilized, on message and on target. With effective communications and advocacy, UNDP can leverage the resources it brings to nations into a force that creates change.





## how you can use this book

**The Blue Book** is not just for communications officers. Everyone at UNDP is a communications agent, if not in title then in deed. **The Blue Book** provides a basic understanding of communications and advocacy, and the tools to help you to educate, advocate, facilitate dialogue and create partnerships and coalitions.

Just as UNDP is committed to the principle that countries must take the lead in creating and carrying out their own solutions, Country Offices must take a leading role in advancing local solutions to the MDGs. Communications and advocacy will take on as many different forms as there are Country Offices, projects, partners and coalitions. No one strategy fits all, but the fundamentals of effective communications and advocacy are universal and essential to UNDP's success as an organization.

Rather than providing hard and fast rules or outlining specific actions, **The Blue Book** simply helps you develop effective communications and advocacy strategies on the MDGs. It takes into account the differences among countries, political situations and resources by offering examples of real strategies and techniques employed in both developing and developed countries. Use **The Blue Book** to spark your creativity, empower your ideas and speed your solutions for achieving the MDGs.

**Throughout this toolkit, you'll see four icons that highlight useful tips or direct you to additional resources. All "tools" are in Section 6, at the end of this kit.**

	Indicates web and MDGs Intranet links with more information.
	Tools to help you.
	Things to keep in mind about communications and UNDP.
	Ways in which UNDP staff can apply communications.

The MDGs Intranet is an important supplement to this book. Using **The Blue Book** in conjunction with the MDGs Intranet will give you the basic information necessary to advocate for the MDGs, as well as up-to-the-minute information on new techniques and messages.

We welcome your comments and questions. No book is perfect, so tell us how we can improve **The Blue Book** and the MDGs Intranet site. Send your comments to [mdgsfeedback@undp.org](mailto:mdgsfeedback@undp.org). The same e-mail address can be used for queries or for more information.







# 1

## **communications and message development**

- **key terms**
- **fundamentals of communications**
- **the message**

1

**“a journey of a thousand miles begins with a single step.”**

– Chinese Proverb



# section 1: communications and message development

Many claim that communications is a science. For our purposes, it is more useful to see communications less as a science and more as something that comes naturally to people.

Communications is simply the way people educate and/or mobilize others about a need. People do it every day, and they are very effective in communicating personal needs and getting others to meet them. Communications gets harder when it moves from the personal to the communal, where many needs have to be taken into consideration and where there are many voices advocating different needs and solutions. At that point, one voice is powerless unless it is coordinated with other voices educating and advocating for a common goal. What this means for UNDP is that each has to orchestrate their communication with others to get everyone on message in both rhetoric and action. Therefore, think of communications as the process by which people work together to spread information, knowledge, values or goals—and gain the power to achieve them.

## key terms

Throughout this book, you'll see terms such as communications, education, advocacy and campaigning. So let's define them in the context of UNDP's work:

- 1. Communications.** Communications is everything that you do. It is not just talking, sending out a press release or publishing an MDG report. It is not the sole domain and responsibility of Communications Officers. Communications is every action taken by every individual working with UNDP—and it is the responsibility of all. Seen in this light, communications could also be defined as simply showing up at a meeting or event or being responsive to another party. Whether you intend to communicate or not, you always communicate something. The key is to make the most of every opportunity to communicate. There are two kinds of communications that are essential to UNDP's work: education communication and advocacy communication.
  - **Education communication** seeks to spread knowledge and awareness. It is used to create a social context for change. It is effective on its own without an advocacy component, especially in UNDP's work, where part of our mission is to act as a technical resource for governments working towards a specific goal and to provide information, and where we serve as an impartial facilitator. Education communication can help create, shape and motivate attitudes, opinions and actions.
  - **Advocacy communication** is based on persuasion and a specific call to action. It is cause-directed and often not neutral. Advocacy is focused on communicating what is necessary to achieve a particular goal. Effective advocacy demands a solution and recommends a specific plan of action.

If education communication creates a social context, advocacy communication seeks to capitalize on the social context to demand change and action. If education communication changes attitudes that inform opinions and actions, advocacy communication creates specific action by utilizing opinions based on commonly held attitudes. Regardless of whether it is education or advocacy, neither form of communication is effective without repetition and planning.

This brings us to the next definition—campaigning.

**2. Campaigning.** Campaigning is simply a programme with elements of education or advocacy that is planned to have maximum effect toward a specific goal within a defined time frame. It is not one UNDP report, research project, event or lobbying effort, but all of those communications vehicles put together into a planned sequence. Ad hoc communications are largely ineffective, because they do not

build upon each other, and may not send the same message or work toward the same goal. Given the limited amount of resources of Country Offices, it is important for all UNDP and partner communications to fit into an overall plan. There are education communications campaigns, advocacy communications campaigns and campaigns that co-mingle education and advocacy. Remember, all communications need to fit within a coordinated campaign.



## keep in mind

**Education communication doesn't favor a particular position, but gives solid facts. For example, showing disparities across provinces in clean water resources and then overlaying those disparities with primary health and economic data can build the perception that potable water, health and economic welfare are all linked. This approach may produce more understanding and thus create greater incentive at a national level to correct the disparity in access to clean water than advocating immediately and directly for clean water.**

## fundamentals of communications

You have probably deduced that the communications process can be simple or madly complex. There are, however, six fundamental laws of communications that apply to all efforts:

**Law #1: Everything speaks.** Every action taken, letter written, idea floated, word uttered, event attended or meeting held is an opportunity to communicate and an opportunity for others to judge the value and worth of your information, knowledge, values and goals. If you work for UNDP, everything you do and say speaks on behalf of UNDP's mission and its message that the MDGs can be achieved.

**Law #2: Everything must speak the same message.** The only way to raise your group's voice above the cacophony of others is to sing in unison.

**Law #3: Everything must be repeated.** Communications is about persistence and repetition. Your message must be omnipresent and unavoidable. It needs to come from all directions and from a variety of sources to build urgency and attention.

**Law #4: Everything that speaks must speak in turn.** Effective communications depends on effective orchestration. Coordinating and prioritizing messages and messengers brings the power of a symphony to what would otherwise be a collection of people playing different instruments.

**Law #5: The message is everything, everything is the message.** Effective communications depends on an effective message. The message dictates how you communicate and how you orchestrate. The message is the mantra.

**Law #6: Stay on message until the message gains power and influence.** This is especially important for all UNDP staff because UNDP has the ability to communicate messages on a number of different levels and fronts. UNDP staff can give power to its message on the MDGs by speaking repeatedly in one voice.



### cambodia: what you can do

The UN Country Team and the Government of Cambodia decided on a "can-do" communications approach that reinforces the message that the MDGs are achievable. A brochure leads with, "Challenge 2015, Cambodian People United Against Poverty." It poses three "Did You Know?" questions that highlight basic needs in Cambodia about water, education and infant mortality. Instead of describing goals and targets, the brochure asks "What Can You Do to Achieve the MDGs?" and illustrates what individual Cambodians are doing to make a difference. For example, a fifty-three year old woman has galvanized her community to recycle garbage in order to make fertilizer for growing crops. This enables her community to improve its condition through better environmental management.

## the message

UNDP has defined messages on its role and on the MDGs. Should you be concerned about developing your own messages? Yes. To be effective, messages must be adapted to and prioritized to each country to take into account specific needs, goals, resources and coalition partners.

A good message has a life of its own. It starts out small, gains power as it touches people and ultimately changes their perceptions, lives or communities. A good message is simple and direct. Creating a powerful message requires hard work, discipline, empathy, creativity, persistence and a willingness to change one's perceptions and behavior in order to change those of others.

### what is a message?

A message is the overall driving-force behind how you are perceived by an audience. It's akin to your brief response when someone asks you what you do. If you can't communicate a clear, concise and compelling answer in less than one minute, you've lost the other person's attention, interest or support.

- **Sometimes a message is about one thing:** We can eradicate polio by the year 2005.
- **Sometimes a message is a broader statement:** The eradication of infectious diseases like polio offers the world a means to accelerate the pace of development, reverse the spread of major diseases and lift millions of people out of poverty.



### keep in mind

Simple and direct messages have great power to attract attention to your cause. Follow the examples of the Global Polio Eradication Initiative throughout this section to see how messages are developed, modified and adapted.

The message is the overarching theme that holds the entire campaign together. Can something as complex as the MDG of halving extreme poverty and hunger by 2015 be boiled down to one simplistic statement? No. But it needs to be, because overly complex and technical messages do not arrest attention. The message is your opportunity to gain attention to your cause. Once you get attention, you'll have plenty of opportunities to explain it in detail.



You can find the UNDP brand message and UNDP primary and secondary messages on the MDGs on pages 48-49 in the Tools Section.

## primary and secondary messages

A message doesn't stand without any further explanation. A primary message is often supported by secondary messages that assuage fears, meet needs and build passion and confidence in the audience.

Secondary messages often talk about how the objectives of the primary message will be met: how much will it cost, who administers the programme and the methods by which it can succeed. Secondary messages are always used after advancing the primary message and only used if your particular audience needs reinforcement in particular areas.

Secondary messages are most often targeted to the needs, perceptions and preferences of a specific group whose support is crucial to the success of your campaign—such as civic and religious groups, the press, government ministries and political parties. Secondary messages are given more power when delivered by a credible messenger trusted by the target audience.

## how primary and secondary messages work together

Primary and secondary messages work together in subtle ways. The interplay depends on context and varies from campaign to campaign. The Global Polio Eradication Initiative is a very good example. Here we have a strong, compelling primary message: it is possible to eradicate polio. That primary message was largely successful in changing attitudes and creating the opportunity for social change. Now that the polio campaign is in the final stages of eradicating the disease, the primary message is of less importance than the secondary messages of how the goal can be achieved. Why? Because the primary message has “penetrated” to set the goal. The secondary messages come into prominence to strategically educate and advocate to the specific groups and constituencies necessary to achieve the goal. Therefore, the primary message for the polio eradication campaign has evolved from a general call to end the disease to a specific message about interrupting transmission by the end of 2004 in seven remaining endemic countries.



**as a UNDP staff member** remember to advance the primary message as the most universally compelling statement to all audiences. If you know your audience and the secondary messages that appeal to it, you can use the secondary messages when asked for more detailed information. Above and on the next page are Global Polio Eradication Initiative Key Messages. Note the evolution of the primary message. Also note how key secondary messages are directed at specific audiences.



## global polio eradication initiative

The Global Polio Eradication Initiative is the largest public health initiative in the world. More than 20 million individuals worldwide have been involved in the successful immunization of more than 2 billion children. Targeted key messages have been an important factor in maintaining and strengthening financial support, political commitment and community engagement. The targeted key messages support the overriding objective of this initiative—to attain a polio-free world. Key messages, developed jointly by the spearheading partners of the Global Polio Eradication Initiative—the World Health Organization (WHO), Rotary International, the US Centers for Disease Control and Prevention (CDC) and UNICEF—are updated and distributed among the partners on a monthly basis, and are complemented by a weekly epidemiological update.

Note that the campaign was very successful with its original primary message: it is possible to eradicate polio. As the campaign evolved, the original message was updated. In 2003, it focused on taking action in the seven countries where polio remained endemic.

### **primary key messages**

The immediate priority is to interrupt transmission of polio by end-2004 in the seven remaining endemic countries (Afghanistan, Egypt, India, Niger, Nigeria, Pakistan and Somalia).

### **secondary key message for audience: donors and donor governments**

The global funding gap of \$210 million for activities through 2005 remains the single greatest risk to polio eradication.

### **secondary key message for audience: G8 countries**

France, Germany and Italy must follow the lead of their G8 counterparts and fulfill their financial pledge and commitment to polio eradication.

### **secondary key message for audience: endemic country governments**

Political commitment and ownership at the sub-national level needs to be established or strengthened to mirror the strong existing commitment at the national level. Ongoing polio transmission in the endemic countries will continue to pose a risk to children everywhere until polio is eradicated.

### **secondary key message for audience: recently-endemic, polio-free countries**

There have been nine importations of polio from endemic countries into previously polio-free countries. Importations will remain a risk until polio is eradicated everywhere and should be treated as a public health threat, requiring a full and immediate immunization response.



To read more on this example, visit the MDGs Intranet at <http://intra.undp.org/mdgs>



## developing the message

Message development is the process by which one arrives at the best possible message or set of messages for any given audience. This process is essentially the same for both education and advocacy campaigns. The only difference is in emphasis. Education messages seek to illuminate issues and raise awareness to create a foundation or context for action. Advocacy messages tend to be more persuasive and have a definite objective and call to action.

A good message comes from a creative exchange of ideas among people with the desire to define one approach that works better than all others. When resources and time permit, message development can be a sophisticated process done by communications and advertising professionals. It involves paid research, statistical analysis, testing and re-testing. Few Country Offices have this luxury. You can develop effective messages by following a few simple guidelines:

**1. Define your goal.** For example, our goal is to achieve gender equality. Some in your office or coalition may have different ideas as to what that means, how it might be accomplished or if it should be made a priority over another MDG. Without a clear definition of your goal, you cannot develop a clear, concise and compelling message. Part of defining your goal is to understand whether the goal is achievable and what resources might be needed.



### keep in mind

**Qualitative and quantitative information gives you different insights on the same subject. Meet Maria Govea, a woman living in Nicaragua.**

**Quantitative: Maria Govea is a 25 year-old wife and mother of five children under the age of 10. Her annual family income is less than \$2000. Research shows that creating employment opportunities for women in rural communities could increase annual family income by 25 percent. Data shows rural communities disapprove of women working by a margin of 75 to 25.**

**Qualitative: Maria Govea is a young, Catholic mother of five. Although bright and energetic, there is little opportunity for her to supplement the money her husband earns as a farmer. If she had access to employment opportunities, Maria could earn enough money to help lift her family out of poverty. However, Maria's family disapproves of women working outside the home.**

**2. Identify your audiences.** Your goals and how they might be achieved will direct your audiences. For example, a programme to reduce hunger may incorporate national and local governments, civil society, national and international businesses and special-interest groups organized around a specific issue.

**3. Understand your audience.** All audiences are different. Understand the culture, attitudes and motivations of each one. Start by asking a simple question: what benefit will the MDGs bring them and what attitudes and opinions may hold them back? Chart these benefits from the perspective of the audience to develop messages that appeal to their needs and address their attitudes and concerns. If you have funds and time, public opinion polls and focus groups may be useful to gauge public opinion or to test messages. Alternately, research may reveal that other groups have conducted polls or focus groups and are willing to share the results. Another alternative when resources are limited is to cultivate knowledge and intelligence from UNDP partners who have experience with target audiences.

- It is important to have a basic understanding of qualitative and quantitative frameworks in order to make the best of use of research. Public opinion polls are the most common examples of quantitative research, while focus groups are examples of qualitative research. Quantitative research tells you what people care about (public opinion) through numbers; qualitative research tells you how people care (public perceptions) through language and emotion.
- Empiric research is information gained from informal resources. For example, if you want ideas about when and how you might want to distribute an MDG report, it might be useful to call a variety of civil society groups for a brainstorming session.

Finally, part of understanding your audience is understanding the best way to reach them. Not every audience needs a public communications campaign. For certain audiences, such as government officials, it is sometimes better to educate and advocate through private conversations than through public and potentially embarrassing or alienating communications.

**4. Understand how your goal affects the audience.** Probe both positive and negative effects. What risks do we run by promoting gender equality in a male dominated society? How can we counteract those risks? This helps you reinforce benefits while addressing negative concerns: for example, letting women choose to work helps Country X prosper. We did not say “gender equality” even though it is one of the MDGs because the term may be too complicated to one audience, or because another audience may not be ready to accept gender equality. Allowing more women to work, however, could be a first step toward gender equality—a step many countries have already taken.



## keep in mind

The more you understand how people perceive your issue or organization, the better you will be able to develop tailored messages that resonate. Use The Perception Box (page 14) to help you.

### 5. Chart your strengths and weaknesses.

It is important to chart how you want to be perceived and how others might perceive you. In addition, anticipate how your opponents may attack your position so that you may diffuse or counteract it with a stronger one. Message consultants often use a simple exercise called **The Perception Box**. This exercise forces you to assess honestly your and your opponents’ strengths and

weaknesses. This helps you develop the strongest possible message.

**6. Develop ideas, statements and arguments.** After immersing yourself in the research, you will have an idea as to what the message should be. This is the time to be as broad in your assumptions as possible—to think creatively and beyond your personal pre-conceived notions. Find the message that will move the greatest number of people in the quickest manner possible. Use the knowledge you gained from the research to place yourself mentally in the community and in the mindset of the audience. Those who may decide your fate know nothing about your issue or why they should care about it. You need them more than they need you. Their motivations and perceptions take precedence over yours.

**7. Combine the rational and the emotional.** People who work on policy often think that facts on good policy motivate everyone. Wrong. Community organizers often believe that a few fiery words are all you need to create change. Wrong.



## keep in mind

When developing your messages, you should have stories to tell, data to back up claims and photographs to illustrate.

Your messages need to balance the rational with the emotional—and speak to audiences on their terms and with their terms. Many believe something only after they see proof, so they require facts. Others need to believe in something before they acknowledge the facts. Combining the rational statements with emotional phrasing captures both hearts and minds.

**8. Do not use jargon in your messages.** UNDP, MDG, NEPAD, medium term expenditure framework, UNCT, Property Reduction Strategy Paper: not everyone knows what these mean. Organizational jargon is a language only spoken within an organization. Speak to people in their language, not yours. The MDG may be to eradicate hunger, but the immediate message is having enough food to feed your family.

**9. Determine the primary message.** This is the one message that is clear, concise and compelling and appeals to the broadest audience.

**10. Create secondary messages for each of your audiences.** Some messages will work in sets that address different concerns. For example, government agencies or ministries may be interested in economic-based messages. Civic leaders may be interested in humanitarian-based messages. Prioritize your secondary messages according to the priorities of your target audience.

**11. Write it all down to get everyone on message.** This finalizes the process, ends discussion and sets the stage for action. The process of setting your messages onto paper forces people to commit to a direction and agree to speak in one voice. Distribute messages into talking points that each individual or group can use.

**12. Train all messengers to stay on message.** Everyone can communicate professionally. Talking points are a useful tool to train different messengers, colleagues and partners on the importance of the MDGs, how the message helps accomplish the goal and the ways in which to use the primary and secondary messages.



You can find helpful exercises on describing qualitative vs. quantitative information, and developing messages in the Tools Section, pages 55-57.



## the perception box

Assume a UNDP Country Office is about to embark on a policy advising and technical assistance project that will help to reduce poverty. A number of civil society organizations (CSOs) and non-governmental organizations (NGOs) in the country have a history of working with the poor on income generation and labor rights. While all parties agree on the goal—reduction of poverty—they disagree on how to do it, and some strongly oppose UN involvement. UNDP seeks to work with these organizations as partners and to define a position with the country's government that is agreeable to all. UNDP partnerships with CSOs and NGOs have a strategic intent and value: to create vital public and national ownership of key economic and social goals, and thus strengthen UNDP's advocacy efforts.

Remember, you are charting possible perceptions, not known facts. Perceptions often create "truths" even if they aren't true. Here is what a hypothetical **Perception Box** might look like:

### what UNDP says about UNDP

- Impartial, fair, global, pro-poor
- Committed presence in country
- Facilitator and capacity builder
- Provider of financial and technical support
- Networked nationally and globally
- MDGs: new way of doing business

### what NGO/CSO says about NGO/CSO

- Close to people
- Low cost, fast, effective, honest, unbureaucratic
- Strong local networks
- Innovative and creative
- Responsibility, doing for ourselves, initiative

### what NGO/CSO says about UNDP

- Bureaucratic, slow and costly
- Too many messages
- Limited money to fund projects
- Not willing to take risks
- Not real partnership
- MDGs: top-down "UN speak"
- Convener of diverse actors
- Disseminator of knowledge

### what UNDP says about NGO/CSO

- Good for project implementation
- Policy impact can be limited
- Specific knowledge of issues and regions
- Short-term agendas
- No clear accountability
- Not always sustainable organization
- Effective outreach mobilization

Once you have charted strengths and weaknesses, you use the knowledge to shape your messages. In the previous, we see some patterns.

UNDP's strengths lie in the global reach of its networks, access to national governments and the capacity to work cooperatively. UNDP's perceived liabilities are that it is a slow, bureaucratic organization that dictates action. We also see some assets and liabilities for the NGO/CSO. On the positive side, they often have a long history of working in the country, they are small, fast-moving, innovative and creative. On the downside, the perception is that they lack access and capacity, and have a tendency to divert attention to short term agendas.

How does this impact the message? If you were messaging for UNDP, it becomes important to incorporate statements of innovation, creativity and partnership along with the power to help others accomplish goals. By doing so, you leverage your existing strengths while turning your perceived weaknesses into strengths.



There is a blank version of The Perception Box in the Tools Section on page 54.



**as a UNDP staff member** remember, the message isn't about you; it's about what the MDGs can do for the audience: their needs, wants, frustrations, dreams and desires. Think like them; talk in their language. That

message may or may not be one that you believe is important, relevant or necessarily accurate. But it may be vitally important, relevant and perceptually accurate to your audience.



## italy: no missed opportunities

In northern countries, the Millennium Campaign is a campaign of campaigns, aiming to mobilize key constituencies to hold their governments accountable to commitments made in the Millennium Summit and around Goal 8—increased aid, debt relief and trade. The Campaign chose to focus early efforts on Italy in part because Italy has the lowest levels of overseas development assistance in Europe. The Campaign also had the opportunity to link with an existing civil society network, which chose to launch the Italy MDGs campaign at a bi-annual peace march attended by several hundred thousand people and by hundreds of organizations working on environment, human rights, labor relations, women’s rights and development issues. The Campaign designed a slogan that would tap existing understanding of global poverty and development concerns by this Italian audience, channel their energy to a specific advocacy cause, and motivate them to action: “No excuse 2015: We are the first generation that can eradicate poverty and we refuse to miss this opportunity.”

# 2

## **education and advocacy**

- **education and advocacy  
work together for the MDGs**
- **effective advocacy**
- **advocacy avenues for UNDP's work**
- **advocacy and campaigning  
with national partners**



2

**“in today’s world we depend on each other.”**

– Kofi Annan



## section 2: education and advocacy

The messages you create will be used for two types of communication that are essential to the central mission of UNDP: education and advocacy communications. While education and advocacy often work in conjunction, it is important to know the differences between the two and how they can work together to gain power for the MDGs. Let's review the terms:

- **Education communications** spreads knowledge, information and expertise to its audience. The intent is not to persuade but to educate and help others understand needs.
- **Advocacy communications** persuades, requests and demands solutions, often very specific ones. Advocacy is very focused on one message, one goal and the actualization of that goal. Advocacy communication sets out to change opinions based on attitudes and mobilizes others to action.

### education and advocacy work together for the MDGs

Education and advocacy communications frequently work in sequence but sometimes run simultaneously for different audiences because some audiences are ready for advocacy while others require education. This is especially true in UNDP's work, where leaders and policy makers may understand the problems but lack general support to fix them, or where the general public knows the problem and demands a solution from the government. Remember, education and advocacy are essential to creating support for the MDGs.



### viet nam: educating with color

The UNCT in Viet Nam and its partners in government realized that the engagement of the National Parliament would be necessary to prompt greater action on the MDGs. The question was how to educate them about the MDGs in a way that prompted action?

The UNCT, working with the government, prepared a map of the country with each province color-coded according to its status on the MDGs. This simple visual prompted Parliamentarians to ask how their province was faring compared to the rest of the country. At the same time, the map suggested needs and development priorities, revealing which provinces required assistance on which issues. This simple visual educated Parliament, increased interests and provoked a sense of competition, which together increased attention and action. A similar effect occurred when UNDP and the UNCT took the rankings and color-coded maps to provincial and local government officials.

## effective advocacy

In UNDP's work, advocacy takes many forms. For example, our access to government officials and technical experts allows us to advocate behind the scenes. Our partnerships with civil society organizations allow us to facilitate public advocacy for the MDGs. Our work at the community level lets us link local partners into a larger network and coalition. Providing information that an MDG can be



### keep in mind

Coordinating education and advocacy communications tailors messages based on the needs and awareness of target audiences, intensifies support and speeds solutions to the MDGs.

accomplished through a series of actions can sometimes be enough to create change.

Effective advocacy follows the same basic rules as for effective public education. Advocacy on the MDGs cannot be ignored when it pours out of a number of country institutions: from clergy, citizens' groups, local governments, business leaders, think tanks, parliaments, etc.

## principles of advocacy

Some of the best advocates are people who are personally affected by a problem and have a burning desire to see it fixed. Anyone at UNDP can be an effective advocate for the MDGs by keeping in mind a few fundamental principles of advocacy:

- **Advocacy is simple.** If you do not ask for anything, you will not get anything. So often people don't ask, afraid someone will say no. But they might say yes. Many feel that it is not their place to ask. Yet, not asking means someone else takes your place. Make it a point to ask.
- **You can't mobilize people unless you ask them to do something.** People want solutions once they are educated about problems. Mobilizing them means asking them to be a part of the solution. That creates commitment, whether it is attending an event or using one's personal or political influence. Such commitment builds loyalty and more power for your cause.
- **Ask a lot.** It is easy for someone to say no to you once. After 10 or 20 times, it becomes harder to say no, especially if you have the social and political leverage of an educated and mobilized public or constituency. Once they say "yes" they want you to think the debt has been paid. You need to ask again and remind them of the 10 or 20 times they said no.
- **Take intermediate steps.** While reducing child mortality is one of our goals, establishing effective prenatal care and improving child nutrition in a province are necessary intermediate steps toward accomplishing the MDG. You can use one success to build to others.



## keep in mind

Effective advocacy leverages education into action and accomplishment. In a country with high unemployment and poverty, there may be little demand for gender equality. Public education can introduce the rationale that empowering women as entrepreneurs will strengthen local economies and decrease poverty. A Strategic Communications Plan will monitor the penetration of that message. Once the message takes hold, the country is ready for advocacy communications.

- **Advocacy is strategic.** UNDP supplies information and expertise at nearly every level. In some instances, it may be inappropriate to advocate at the government level, but highly effective to give information about the MDGs or to build capacity among citizen groups, the clergy or the media. Conversely, it may be more feasible to accomplish something via direct advocacy with executives in the government than through civil society. To develop an effective advocacy plan, assess positives and negatives, messages, messengers and target audiences and set your priorities accordingly. A manageable strategy is realistic, measurable and achievable in a reasonable time frame.

- **Play the Good and the Bad, the Reasonable and the Strident.** UNDP's partnership role allows it to apply different tones to its advocacy. In some instances, subtle advocacy works in our interest, especially where we work closely with governments. This does not preclude one of our partners from carrying a very strong advocacy message. The strong messenger gets the attention, opening an opportunity for the subtle messenger to negotiate progress. For example, you could be quietly lobbying government officials to spend money on a national immunization programme using economic and policy arguments. At the same time, one of your partners could be a strong-willed civil organization running a public advocacy campaign showing the human face of 'avoidable' illness and death, the tolls it takes on families and community, and where government could take more action. Another partner, an international non-profit organization, could generate international pressure on the government to take action through policy discussions and requests to initiate programmes. Finally, a pharmaceutical company could come forward with resources in kind to help to fund the government's efforts. As you can see, UNDP is simultaneously acting as a facilitator, moderator and catalyst for change by working strategically.

- **Realize that advocacy has a beginning, but no end.** Meeting the MDGs requires a tremendous amount of persistence and resources to build constantly on success. Keep advocating.



## DATA: debt, AIDS, trade, africa

One example of strategic advocacy comes from DATA (Debt, AIDS, Trade, Africa), Bono's organization that advocates on behalf of Africa. DATA's education campaigns on debt relief and AIDS have created awareness and elevated Bono's status to something of a head-of-state among the media in the US. President Bush and Members of Congress invited Bono to the US. This presented an opportunity for DATA to advocate that the US fulfill its promise to provide \$3 billion in funding for the Global AIDS Act in 2004. President Bush recently instructed Congress to provide only \$2 billion. While other groups continued to lobby the Bush administration and Congress, Bono met with President Bush to make a direct request for full funding. At the same time, DATA ran advertisements in publications that serve the media and Members of Congress. President Bush rejected Bono's plea for full funding; yet, that setback was strategically turned into another opportunity for advocacy. National and international media flocked to a Washington, D.C. news conference in which Bono claimed that he and President Bush had "a little row." The final result: Congress provided the full \$3 billion funding.

Did DATA think the President would change his mind after speaking to Bono? No. Then why ask? Because it created a long-term strategic opportunity to bring attention to the fact that Africa has the capacity but not the funds to fight AIDS and to make it harder for President Bush to appropriate less money in the future. This will make it easier for smaller groups in the US to advocate for full funding on African AIDS relief. That is strategic advocacy.

### advocacy avenues for UNDP's work

Not all advocacy goals require mass public awareness and mobilization. Some can be reached relatively quickly and effectively by tapping just the right individual or group. The key is to match the desired action or goal with the target audience, and then to consider what kind of pressure will cause that person to act. Sometimes it can be as simple as presenting information and options that the audience did not previously know. More often, as with the MDGs, it takes months of debate, research and convergence of support. One of the best advocacy methods for UNDP on the MDGs is sometimes not taking a position at all, but bringing diverse groups together for debate in a common space. Just remember that advocacy can take many forms:

- **Social mobilization** via grassroots movements, specialized or interest-oriented groups, community organizations, religious associations, unions or job-based groups.
- **Public opinion**, often working to seek broad and highly visible and vocal positions. Elections are often an excellent opportunity.
- **Public attention**, often through press coverage as well as in key forums such as debates and civic meetings with elected leaders.

- **Work with specialized and interest-oriented groups.** These groups are defined by their sharp focus and position on a particular issue. Getting an interest group mobilized—or sometimes just willing not to oppose something—can be instrumental.
- **Work on technical issues with technocrats, trade associations, policy analysts, academics and other groups.** Opportunities for significant change can often be identified and introduced at this level with little opposition once technical partners are in agreement.
- **Quiet, behind-the-scenes advocacy.** Sometimes referred to as lobbying, this type of advocacy is often used with high-level partners and can be very effective when public action could cause embarrassment to one party. Behind the scenes advocacy can take many forms, from informal conversations to private letters to working-level meetings. Because it often relies on existing relationships among institutions and individuals, it lends nicely to UNDP and the UNCT, given our relationships with different sectors of government and society.



## tapping the right shoulder

Some advocacy goals can be reached relatively quickly and effectively by tapping just the right individual or group. Others will take a combination of private efforts and public mobilization.

In 2000, the president of a large African country took advantage of a meeting with the top executive of a major multinational corporation with sizable operations and investments in the country to bring up malaria, an issue high on the president's personal agenda. The president's words caught the executive's interest, and the two spent most of their hour-long meeting talking about malaria. The executive went home charged, determined to take on malaria. He credits the meeting for starting a shift in corporate outreach and philanthropic policy. He has mandated the corporation to become more involved in three ways: 1) to take up public health, especially diseases of poverty, in its philanthropy in Africa; 2) to play a more meaningful role in community development internationally and especially in Africa; and, 3) to advocate on these issues.

## advocacy and campaigning with national partners

An effective campaign will differ from one country to the next. The UNDP role is important here as a catalyst to introduce the MDGs, to raise awareness and to start debate and dialogue. The desired outcome is that other partners take up the campaign, which gains its own momentum and leads to the ultimate goal of progress on the MDGs. This ultimately depends on national ownership, sustained policy and programmatic interventions. Many countries will need to reprioritize actions



### keep in mind

**The Millennium Project, Millennium Campaign and BDP's Poverty Group each offer outputs, models and in some cases, financial and technical support to UN Country Teams on research, campaigning and reporting, respectively and how to combine these elements for maximum impact.**

and realign policy in order to achieve the MDGs. Many will need to find greater financial resources from domestic sources. They will also need help from their development partners through increased access to markets, debt forgiveness and more aid.

In order to be successful, advocacy and campaigning on the MDGs must be based on evidence and communicated with emotion. They will also be more successful if backed up by technical and programmatic support. This is where the UN Core Strategy on the MDGs comes into play. The four parts of the Core Strategy—research, campaigning, operations and

monitoring—fit together to reinforce UNDP's message that the MDGs are achievable, but only if rich and poor countries alike follow through on their shared commitments to put in place the necessary policies, institutions and resources. The research and analysis helps to identify policy priorities and amount of required resources. Campaigning educates the audiences that the MDGs can be achieved through the policies, actions and resources identified by the research, and then mobilizes support and demand for action. The monitoring and reporting shows progress, gaps, inequalities and also how much more needs to be done. Operational activities help to plan in detail and to implement the required actions. Moreover, UNDP's credibility and ability to advocate for pro-poor solutions is enhanced by its country-level operations.



**as a UNDP staff member** remember that your work is not complete unless you are an advocate. You may be a driver, an administrative assistant, a policy analyst, a field worker or even the office manager. You believe in what you do and you are very good at doing it. But your job is incomplete unless you connect your passion, area of expertise and work to UNDP's mission to advocate the MDGs. Everyone at UNDP has a function, an official title and, most importantly, a common title: Agent For Change. That makes you an educator and an advocate for making progress on the world's most pressing problems by achieving the MDGs.

# 3

## getting the message out

- strategic communications plans
- building and managing coalitions
- key opportunities for work with national partners



3

**"will the legacy of our generation be more than a series of broken promises?"**

**-Nelson Mandela**





## section 3: getting the message out

Now that you have a message, you need to get it out. In order for the message to gain power, it has to permeate the lives of the target audiences. The Strategic Communications Plan is how your campaign will get implemented. It assesses your communication resources and determines how the message can and should be distributed. It also sets time and performance goals to check progress,



### keep in mind

**UNDP's advocacy role is to mobilize on behalf of the poor and the MDGs. How UNDP advocates, however, is different from other groups. Our advocacy and partnership efforts need to take into account existing relationships. Because we work closely with governments on technical and policy issues, we wouldn't advocate publicly and aggressively against them.**

keep open lines of communication and make modifications or additions in message and communications strategy as campaign dynamics shift.

In essence, the Plan is a document of discipline: what messages will be carried by what messengers and to whom, as well as the guidelines on how, when and where a message or strategy might change to augment progress. It is essential to keep all partners on message, on budget and on time. It also helps your campaign overcome the inevitable setbacks on the road to progress. People with a Strategic Communications Plan don't scatter at the first signs of danger; they simply go back to their plan of staying focused, staying on message and moving ahead.

### strategic communications plans

Strategic Communications Plans are essential to getting the message out. Remember that everything speaks. Orchestrating your message amplifies the message and makes sure it speaks through everything and everyone connected with the MDGs campaign. You should develop a Strategic Communications Plan any time you educate or advocate for the MDGs.

Every Country Office team could use larger budgets for communications campaigns, but there is a lot you can do to maximize what you have. Each office has a wide array of partners that can lend resources and carry messages in a cost effective manner.



You'll find tips for strategic planning in the Tools Section, page 50.



For funding resources visit <http://intra.undp.org/mdgs/support/funding.shtml>



## albania: effective strategic planning

In Albania, UNDP and the UNCT recognized the need for multiple, concurrent action to raise awareness and trigger action on the MDGs. The team saw that the MDGs could aid Albania's desire to become a member of the European Union (EU)—the country's pre-eminent political goal. Specifically, the MDGs could close the gap between citizens' desire to inform and shape their local development process and their desire to have Albania join the EU. This translated into a need to work at two different levels, national and local, in a country that has suffered a long and painful transition.

In this context, UNDP adopted the over-arching slogan "Doing Development Differently" and worked with the UNCT and government to raise awareness. The team made the MDGs relevant by speaking in different ways to different audiences. Key activities included:

- **adapting MDG targets and indicators to the Albanian context;**
- **applying MDGs to the local level, including the release of the first MDGs Regional Report on status of targets and indicators for different areas within a province;**
- **an extensive campaign with press, radio and television coverage;**
- **advocacy tours within the country and outreach through the media by an MDGs Ambassador, the former President of Albania who signed the Millennium Declaration;**
- **participation of the poverty reduction strategy paper (PRSP) secretariat in MDGs regional advocacy tours; and,**
- **training and capacity building programs for civil servants on monitoring and statistics.**

The MDGs are helping to overcome the challenge that national stabilization and poverty alleviation frameworks did not set clear targets and indicators that the average citizen could understand. Through these and other UNDP initiatives, the MDGs are becoming both a local and national planning framework and accountability mechanism. The Prime Minister has required line ministries to use MDG targets in developing PRSP strategies—a step toward aligning all major policy instruments with a comprehensive policy monitoring system. Parliament passed a resolution in 2003 that encouraged all stakeholders to track progress on the MDGs and initiated several regional level MDG activities.



For more details please see the MDGs Intranet or the Albania CO website.

## building and managing coalitions

The best way to maximize UNDP's financial and human resources is to build a coalition of partners. Broad-based coalitions effectively spread a message or action quickly through all levels of society. But this is not to say that all coalitions have to be broad-based. You build your coalition according to your goals and needs.

Your partners and potential audiences each have different cultures, expectations and needs—meeting all of them could present a professional, personal and logistics nightmare. Why build coalitions when they can be difficult to manage? Here are a few good reasons:

- **A top-down strategy doesn't work.** Working with coalitions places our issues and work on every level to get a variety of people and institutions excited and involved in using the MDGs to help them achieve their goals;
- **Local and national ownership is key.** UNDP is there to assist, but ultimately, the MDGs are a country's responsibility and progress depends on the country;
- **Coalition members spread the message on MDGs to educate and advocate, helping to create change.** UNDP is well-placed to provide the space for open dialogue and debate; and,
- **Coalitions provide credibility, cultural perspective and inroads to communities that can be difficult to reach.**

UNDP builds coalitions in the same way it develops primary and secondary messages. Find the common unifying goal of a majority of potential coalition members, then motivate each potential member according to their interests.

### seek a variety of partners

Reconciling opposites in a coalition setting is often the first step toward reconciling opposition in public. We often hear that social change is bad for the business community, or that business practices suppress social advancement. Non-traditional partners can bring instant credibility to a coalition. If clergy, business and social groups join together, then something about your campaign must be special.

## partnership sources

UNDP works with a wide range of partners to create coalitions for change to support the goals at global, regional and national levels, to benchmark progress towards them, and to help countries to build the institutional capacity, policies and programmes needed to achieve them. Part of UNDP's role is to act as impartial facilitator. Think of UNDP's partnerships as outlets to spread your education and advocacy messages. Here are some potential partners:

- UN System and UN Country Teams
- UN Communications Offices and Information Centers (UNIC)
- The Millennium Campaign and its partner coalitions
- government: ministries and parliament
- local governments: municipalities, regional councils, provincial governors
- civil society: formal organizations, informal groups, non-governmental organizations
- media: municipal and national radio, t.v., newspapers, magazines, internet, editors
- opinion leaders: activists, community leaders, authors
- private sector: national business associations, local businesses, multi-nationals, bureaus of commerce
- faith-based groups
- youth: schools, sports groups
- academic Institutions: schools, vocational centers, research institutes, universities
- entertainment and sports personalities

Some in the list above will be active partners in campaigns. Others will need to be educated and cultivated before they become active partners and true resources. Remember that how you approach these partners must be planned in a strategic manner. You can see good partnerships at work in the Kenya example below.



## kenya: partnerships create progress

In Kenya in July 2003, UNDP brought together civil society and government representatives from 14 African countries in a week-long workshop that highlighted the critical role communities play in achieving the MDGs. The workshop resulted in 40 learning agreements that support the MDGs through the transfer of knowledge from one community to another, often in distant countries. At week's end, the diverse groups presented to the Kenyan Government Assistant Minister of Planning and National Development and the Minister of Environment a community declaration of policy considerations on the MDGs. As a result, the Ministers publicly recognized local communities as key partners in sustainable use of the environment, fighting poverty and in combating HIV/AIDS. This also led to the Ministry of Planning and National Development participating in the official launch of a civil society campaign on the MDGs in Kenya. These steps toward policy change and greater inclusion of communities in development-related decisions by the Government came about, in part, by UNDP bringing together community leaders and government ministers.



For tips on how to be an effective moderator go to page 60 in the Tools Section.

## respect all coalition relationships

UNDP has a responsibility to open discussion and facilitate debate as a way of creating action on the MDGs. Coalition members, however, may not like or trust each other or UNDP. Many coalitions are marriages of convenience, and many coalition members come to the table with hidden agendas. Some in the coalition are well-funded, highly organized and have the ability to do large-scale communications. The smaller groups are usually cash poor, but rich in activists and on-the-ground mobilization forces. Naturally, there is tension between these groups. Respect all and make sure all respect you.

Strong coalitions are essential to move the MDGs forward. Central to success is creating a strong sense of personal ownership of the MDGs among key partners. The example below will give you an idea of how forming a strong coalition moved the MDGs forward in Mauritius.



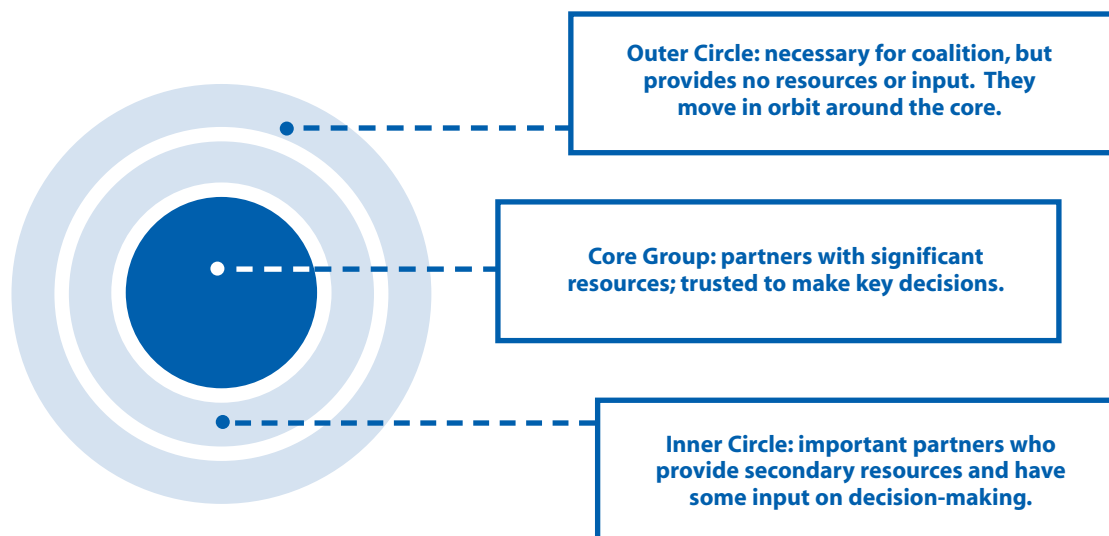
## mauritius: coalitions create consensus

In Mauritius, the UNCT focused one element of its support on building coalitions involving the Government Ministries and the Parliament, civil society, youth, private sector and the general public. The UNCT reached out to each group separately, and then brought them together in a coalition, setting the stage for parallel efforts in the Island of Rodrigues, which recently gained political autonomy within Mauritius and is also the poorest and least developed region of the country.

In Rodrigues, UNDP worked with local leaders to organize a parliamentarian and civil society forum in mid-2003. The forum brought together national Parliamentarians who are also members of the Regional Assembly, opposition members, trade union representatives, youth, media, government officials and UN system representatives. The involvement of key constituents in government and civil society proved essential in fostering a strong sense of ownership around the MDGs. Participants reached a consensus on the key issues that needed to be addressed for the achievement of the MDGs in Rodrigues. This consensus and ownership will be key in holding the coalition together to implement the required actions.

## manage in circles

People often organize coalitions into a series of concentric rings. The core is comprised of the most trusted partners—such as an MDG task force comprised of the UNCT office, the government and a key CSO. The closer a coalition partner is to the core, the more power it has and the more information, attention, resources and credit it gets. This structure allows control, an exchange of ideas and information, a way to organize resources and, most importantly, a way to stay on message. The groups that are least effective or trustworthy should be farthest away from the core.



## give credit where credit is due, and sometimes where it isn't

Sometimes managing coalitions is all about ego. UNDP wants to establish its role on the MDGs within countries and promote its effectiveness within the UN. This doesn't mean, however, that UNDP can and should take all the credit for things done right and goals accomplished. Letting a small, local coalition member take the spotlight is often a great long-term strategy. Letting another agency share credit for work facilitated by UNDP may help that agency understand the power of future partnerships with UNDP.

## key opportunities for work with national partners

There are many opportunities to work with national and civil society partners, business leaders and the Government, including:

- launch of UN and/or government programmes
- formulation of national MDG reports
- elections and change of governments outside electoral processes
- local/national days, holidays or celebrations
- in the press through discussion of local current events such as new business ventures, human interest stories and/or economic issues
- global current events: summits, G-8 meetings, trade meetings of the World Trade Organization and ministers, and regional meetings including ASEAN and NEPAD
- technical processes: poverty reduction strategies, national budgets, passage of laws, parliamentary debates, UN development assistance frameworks (UNDAFs)
- VIP visits: politicians, and also artists, athletes, business leaders, social activists
- global days such as UN day (24 October), HIV/AIDS awareness day (1 December), poverty eradication day (26 October) and international women's day (8 March)
- UN summits and meetings
- appointment of, visits by and events with MDGs and goodwill ambassadors



The Mapping Key Actors tool on page 52 in the Tools Section is particularly helpful in identifying and prioritizing partners into an efficient coalition.

## MDG reports

The key MDG campaigning tool available to the UN Country Team is the MDG report, a user-friendly, brief presentation of the current status and trend toward each nationally defined target. It is primarily a tool for awareness raising and education. Some things to keep in mind about advocating around the MDG reports:

- **They are very effective as a means to spark discussion and debate.** To do so, reports should be written in local languages, highly visual, low in text density and with clear, simple messages.



### keep in mind

By facilitating the production of the first generation of more than 60 MDG reports, UNCTs around the world introduced countries to key MDG issues including national status on goals, relevance of local contexts, and adequacy of data. This helped governments to understand the utility of MDGs as a measure of progress, while discussion among society illustrated their benefit as a tool for dialogue and debate. This first generation of reports helped to introduce the MDGs to the national agenda and helped gain government interest in monitoring progress over time.

- **UNDP can advocate for MDGs by promoting broad consultation with diverse parts of society in the preparation of the reports.** This is a good way to increase awareness, ownership and quality of the reports.
- **Wide distribution, discussion and follow-up after the report is released is essential.**
- **Many people and groups can use the reports,** including UNDP programme staff and communications officers, civic and government leaders, community development associations and more.
- **The reports are good tools for press events, community forums and as input in local community and governance programmes.**

- **In a discussion with the general public, explanation and translation without any jargon is needed.** Highlight the issues that may be of most concern to the particular audience.

The UNDG Guidance Note on MDG reports provides common approaches and useful suggestions on preparation. The 2003 UNDP assessment of 24 early MDG reports provides helpful insights and good practices.



For suggestions on preparation and assessment of MDG reports visit the MDGs Intranet at <http://intra.undp.org/mdgs/implementation/countrymr.shtml>



For tips on how to use the MDG reports as advocacy instruments, and how to build a communications plan around them, go to page 58 in the Tools Section.



## the poverty reduction strategy paper (PRSP)

Another important opportunity for advocacy for UNDP is the Poverty Reduction Strategy Paper (PRSP). This key policy document, or national equivalent, is the national 3 to 5 year action plan for reaching longer-term MDG targets, and the key document for raising international support. It can embody policy reforms and propel sector specific programmes. To be effective, it must be closely tied to actual budget allocations, be nationally-owned, and have nationally-agreed MDG targets as its central objectives.

The MDGs represent the overarching framework for the PRSP and the way to monitor whether it is performing as advertised. Some things to keep in mind about advocating around the PRSP:

- **PRSP is a technical document.** Technical preparation work offers numerous opportunities for dialogue and for building links with the MDGs.
- **Take advantage of the opportunity to facilitate dialogue and participation in PRSP preparation.** One focus could be national consensus on priority actions and sequencing of interventions to reduce poverty and to achieve other MDGs.
- **When talking about the PRSP to non-technocrats, relate simple concepts.** One approach is to talk about how much of the national budget is going to be spent on health, education or public services. Another is to talk about impact on individuals.
- **Interest groups, academics, press and civil society organizations with a certain knowledge of the subject may be the most engaged audiences.**

UNDP's evaluation of its role in the PRSP process and an updated UNDG Guidance Note provide key information on the MDGs and the PRSPs, and good practices. The outputs of the Millennium Project can be very helpful in identifying the key issues around which messages, especially on what needs to be done, can be developed.



This evaluation, the guidance note and additional materials are available on the MDGs Intranet at <http://intra.undp.org/mdgs/implementation/prsp.shtml>



The Millennium Project outputs, such as needs assessment methodology, are at <http://www.unmilleniumproject.org>

## the national human development report (NHDR)

The NHDR, a UNDP publication, is primarily a tool for policy advocacy with the principal objective of stimulating public debate and triggering policy action for human development. Its conceptual framework is human development. The NHDR is intended to send a message to and be a resource for experts and specialists in government, civil society organizations, educational institutions, officials in donor and international agencies and others. The process of preparation and launch of the annual NHDR is often used to generate press coverage and get attention.

Both the NHDR, with its policy content, and the MDG report, with its public focus, are meant to trigger debate and stimulate action. The timing for launch, messages and promotion of each needs to be considered carefully. In some cases, joint campaigns may be effective. In others, it may be best to have two opportunities to draw attention to human development and the MDGs. Whichever path is chosen, the experience gained by UNDP in launching and advocating for human development through NHDRs has built networks of individuals and institutions deeply committed to the process of enlarging human choices. See the discussion of Bosnia and Herzegovina below for a good example of the strategic use of the NHDR report.



Visit <http://intra.undp.org/mdgs/implementation/countrymr.shtml> for more details on monitoring and reporting including links to the helpful NHDR toolkit.



## bosnia & herzegovina: NHDR report

To launch its 2003 National Human Development Report, the UNDP CO in Bosnia and Herzegovina (BiH) gave a distinct brand to this annual UNDP publication, which it had linked closely to the MDGs, and prepared materials and outreach efforts accordingly. The NHDR focused on a set of policy suggestions that could help the country move towards the full achievement of locally-relevant MDGs and their 18 specific BiH targets. The UNDP CO adopted the slogan "Where will I be in 2015?" feeling that as BiH embarks on the process of European integration, nothing should guide the citizens more in assessing the performance of the Government than the answer to this question. This question sets up the substantive data, analysis and policy recommendations of the Report.

The CO used a distinctive and simple design for the cover and repeated in other printed materials such as life-size posters placed at bus-stops. The slogan provoked so much response, that the CO prepared a 5 minute video of people talking about where they expected to be in 2015. The brief film was shown at the NHDR 2003 public launch, and many television stations showed clips during prime-time, gaining great visibility for the MDGs and the issues raised in the NHDR.

# 4

## **working with the media**

- the art of media relations
- developing media stories



4

**“when spiders unite, they can tie down a lion.”**

-Ethiopian Proverb



## section 4: working with the media

Working with the media is critical to successful education and social mobilization. Press, television and radio coverage carries your message to more people than you could afford to reach through paid media. It also confers credibility to your message. The media is seen as an impartial source in many countries, as well as a trusted source of information for partisans in countries with biased media. Is it bad for an issue or event to be covered by a media source with a known bias? Not necessarily. Often,



### keep in mind

The key to working with the media is to understand it. Every country will have a different media infrastructure, culture and personality.

this source has the widest coverage and viewership, and everyone knows the bias.

While the exposure of a story in the press or on television does not cost in dollars, it costs in time and resources to cultivate press relationships, develop story angles and lobby for coverage. Here are some general rules to help you work effectively with the media:

- **The Media is always biased.** Many newspapers, magazines and television stations in developed countries take great pains to report stories from both sides and be as objective as possible. But each one of them has a point of view that is necessary to gain the loyalty of their readers. That perspective skews how stories are written, edited and published. Understanding media biases helps you create stories and hold events that are tailored to specific media interests.
- **All media is under-funded.** No media outlet has enough time and resources to thoroughly investigate all the news it needs to cover. Reporters are harried, harassed and under pressure to perform. They rely on trusted sources to give them stories and information. Even the best reporters get facts wrong. Follow up!
- **Trust and relationships are crucial to working with the media.** Know the media outlets you can trust and those you can't. Build personal relationships with as many media outlets as you can. Work quickly to give them good information and to lead them to other sources. Favors such as these are returned quickly. Be sure to build relationships with those who have different views, because those can be useful, too.
- **Your message will always be diluted.** The press needs to translate complex social issues into simple terms, but often dilutes the issues in the process. Your reporter may be diligent, but his editor may be rushed, hostile, less well-informed or just short of space. Your story must be simple and conveyed in terms that matter to the media's audience. This helps to minimize risk of distortion in your message. In addition, you cannot expect the press to carry your message in total; therefore, it cannot be your sole means of persuasion or advocacy. The media is only one tool for education and advocacy and must be supplemented by other activities.

- **The media looks for conflict.** The dramatic and the controversial are often what the media considers newsworthy. Think about reporting as writing a story. The catalyst for every story is an event or conflict. While the media will report on successes and “human interest” stories, they would rather write hard-hitting stories for readers looking for the day’s latest train wreck. While many at UNDP are accustomed to solving long-term problems, the media is inclined to disregard yesterday’s news and focus on the short-term. Overcome this by creating a good story that has drama. A good drama incorporates and resolves conflict by the end of the story.
- **Where there’s no news, there’s an opportunity for good news.** Additionally, small or developing country contexts sometimes offer less competition for coverage of your story. Often press conferences and what the president or ministers did will get detailed coverage. This is a good opportunity to create news.
- **Never fight the media.** The media has more ink, more paper and more broadcast power than you will ever have. Work with the media outlets you can and have a strategy to avoid those that will never work with you.

## the art of media relations

Public relations professionals spend their careers perfecting the art of media relations. They pride themselves on the long list of reporters, editors and publishers they know on a first-name basis and their ability to “spin” stories to the advantage of their clients. You don’t have to be a seasoned public relations expert to deal with the press—just be cautious and follow a few simple principles.

- **Don’t hide from the media.** If the media calls, you must provide an answer. If you don’t provide an answer, the media will provide one for you. Therefore, it is better to have a message and media strategy that anticipates calls from the media and has a plan for dealing with them.
- **Be responsive.** There is no such thing as “no comment.” The reporter’s deadline dictates how quickly you must respond. This does not mean, however, that you have to comment immediately. A common practice is to collect information from the reporter, ask about their deadline, and promise that someone from your organization will call back in plenty of time for the reporter to meet deadline. This allows you to get an idea of where the reporter is headed with the story. It gives you time to refer to your Strategic Communications Plan for the right message. And, it gives you time to select the right spokesperson, either from your organization or from a coalition partner.
- **Stay on message.** Any chance to speak to the media is a chance to get your message out. Answer every question by going back to the message outlined in the Strategic Communications Plan. You must answer questions, but you do not necessarily have to provide the answer they want. Politicians do this all the time. They answer a question with only a marginally related answer. Why? Because the question was irrelevant to the message they wanted to convey. If a reporter greets you with, “Good day.” Respond with, “It will be a better day when all the kids in this country are in school.”

- **Follow up on your media coverage.** If the reporting was inaccurate, respectfully call the reporter and correct the information. If you received favorable coverage, keep in touch with the reporter and supply the reporter with progress reports and other ideas for stories. Although difficult, try to maintain relationships with reporters and editors that are hostile.
- **Despite your best efforts, you may have media backlash.** The media may see your partnership efforts as one in which you are seeking publicity instead of involvement. Be clear about this. If you are seeking exposure, state it up front. If you are seeking partnership, then involve the media in early discussions.

## developing media stories

A great part of our job is communicating our passion, progress and solutions. UNDP's advocacy needs the favorable social context built by UNDP's effective public education. Developing media stories is an art, but it is not exclusive to professionals.

- **Tell stories.** UNDP's work is analytical, complex and policy driven. It may be interesting to UNDP staff, but it has to be made interesting to the specific audience to which it is told. For a general public audience, be sure to translate numbers into something that is understandable. What is the human story behind UNDP projects and how does UNDP's analysis, research and approach back it up? Remember: all messages must contain an emotional connection.
- **Provide information people can understand.** UNDP reports, key research findings and UN studies are useful information, provided they are translated for public consumption. Reporters might not understand official jargon, abbreviations or complex bureaucracies. Their readers understand even less. Write as if you were explaining a UNDP report to your mother.

For example, experts often talk about budget figures in millions and billions to the point where ordinary people are overwhelmed with perceived monetary demands. Below is an example of how one commentator explained how the billions necessary to fight HIV/AIDS in Africa was achievable through a small, individual contribution.



### african AIDS funding and popcorn

How do you get the public to understand that a \$9 billion government outlay to fight AIDS in Africa is a worthwhile and relatively painless investment for a developed country? Economist Jeffrey Sachs did just that in his commentary, **The Best Possible Investment in Africa** (New York Times, 2 October 2001). Instead of lots of numbers and technical terms, he presented the overall cost just once and then in terms of what it would cost each American. "A likely American government share—say, \$3 billion or so annually in the next few years—would represent about \$10 a year for each of us—the cost of a movie ticket with popcorn." For most Americans, that all of a sudden seems very affordable and very doable.

- **Keep it simple.** Remember that the media and its audience are not as sophisticated or technical as you may be. Give the primary message and the relevant secondary messages. Give only the information necessary to back them up.



## keep in mind

A reporter tells you that he must quickly interview a family whose sons are all in school, but whose daughters are not. Do you know that family? Do you have a coalition partner who can talk about this in the context of MDGs? This is where Strategic Planning works to your advantage: anticipate, organize and develop materials and resources so you're always ready to educate and mobilize. Always have a strategy for responding to the press. Many organizations forbid staff from responding to the media immediately. Others designate one person to coordinate all media inquiries. Set procedures for speaking to the media and follow them when working in coalition settings.

- **Target the message. Stay on message.**

Develop unique stories that fit your message to a media outlet that would be interested in that message. Do one thing and promote one project at a time. Many feel they will only have one or two opportunities for press exposure, so they throw every object and message into a press release, story or event. Resist the temptation. Patience, persistence and focus are rewarded with good media coverage.

- **Combine pictures with words.** Print and television rely on pictures. You need to think about appealing photo opportunities and the kinds of visuals that support your message and create empathy. Be able to supply pictures if asked, and/or to arrange photo-ops. Unless requested or applicable, do not use photos that overtly promote UNDP. Your photos should address the core message of need and the ways in which the need is being met.



## the press release

The press release, never more than two pages, briefly summarizes your newsworthy event. It is written from the top down, with the most important information in the first paragraph. Contact numbers are always given for reporters to call for more information. Press releases are used for breaking news and to publicize events. The press release is most often sent to the media, but it has great utility when also sent to government agencies and other partners even without the expectation that it will generate a story in the press. It is an easy, cost effective and professional way to spread information, to maintain relationships and to publicize a noteworthy activity, such as the addition of a new staff member, or the recent launch of a project to a network of people or the government. The press release should be followed by a call to the media outlet's assignment editor, who gets hundreds of releases. Following up on releases is the best way—and sometimes the only way—to gain attention.

## the press kit

The press kit is a tool frequently used to brief the press on more complex issues and to initiate public information and/or advocacy campaigns. In addition, press kits are also used to impart general information about a project, especially during coalition-building activities. It is usually some form of pocket folder that contains a press release, carefully selected background materials, reports, links to other information and, sometimes, photos or videos. Many organizations use press kits as a way to brand campaigns. The kits are treated as persuasion brochures, with photography, covers and insides used to push primary and secondary messages. Photos and typography are carefully treated to create intensity, urgency and emotional connections.



What should you include in your press release or your press kit? Go to pages 66-69 in the Tools Section.



Visit <http://intra.undp.org/branding/toolkit> for UNDP guidelines on media alerts and press releases, along with templates.

## media alerts

Media alerts are short and compelling enough to convince the media that there is news out there. Many people confuse media alerts with press releases. Media alerts tell editors and news reporters about future events, such as press conferences, speeches or photo-ops. Press releases report on events that already took place. For example,

- **A media alert will say:** President X will announce today his new initiative to increase women's access to better health care.
- **A press release will say:** Today, President X announced his new initiative to increase women's access to better health care during a press conference in the President's mansion.



## jordan: effective media partnerships

UNDP Jordan is working in cooperation with the Government of Jordan and the UNCT to develop a methodology for benchmarking progress toward the MDGs. In 2003, UNDP realized that awareness was insufficient to support the desired level and pace of efforts.

UNDP devised a communications strategy to raise awareness among Jordanian constituencies, target beneficiaries, international donors and other partners. The aim was to mobilize a consensus on specific actions to achieve the MDGs and also to enhance UNDP's ability to serve as a facilitator of networks and as a source of advice. UNDP contracted a private firm to implement a public information campaign relying heavily on the development of media partnerships. The campaign targeted many audiences: civil society organizations, the general public, UN agencies, donors, policy makers in the government, partners in the pro MDGs coalition, academia and think tanks, and the media.

All communication initiatives built on one another and included:

- establishment of a website on the MDGs in Arabic and English. The site includes a discussion forum to foster wider debate within civil society;
- eight commissioned articles, each addressing the status of one goal in Jordan, which were published in Jordanian newspapers;
- preparation of fact sheets;
- use of materials by the UNDP CO and Donor-Lender sub-group on development;
- interviews on Jordanian television and UN Arabic radio, using fact sheets;
- local launch of the HDR 2003, linked to the website and other materials;
- a detailed action plan addressing what Jordan needs to do to reach each target. This plan will be the basis for awareness raising discussions; and,
- a workshop for government representatives, civil society organizations, academia and think tanks, and UN agencies to raise awareness.

## media events and press conferences

Press events and media events require a great deal of careful construction. Press conferences go beyond simply sending out press releases. A press conference is an attempt to gain more attention and momentum for your cause. In addition to being newsworthy, the conference has to be interesting and compelling in some way. It is often better to have a press event outside of a conference room or capital, even if it may take some hard work to get VIPs and the press to travel. Outside settings give you more of an opportunity to illustrate your problem and add emotion to your facts. Media events are most often used to give the media a broader background on a problem or the development of a solution. Media events don't seek news coverage; they seek to shape if and how the news will be communicated in the future. Media events are often to introduce the media to coalition partners and project goals.



**as a UNDP staff member** remember that a media event at the opening of an AIDS clinic gives media a visual hook to their story that informs the public of the availability of needed services. An event at an economic cooperative can illustrate that giving women access to commerce has produced a new level of prosperity in a village or town. In addition, media events are good ways to motivate your public, the coalition and the press. So much of what UNDP does can seem abstract—events make it real. All events, however, must be carefully scripted. Choose the setting wisely and keep camera angles in mind. If one side of a village is newly prosperous while the other side languishes in a shanty, the media will feature the shanty. Don't give them the option. Feature individuals and coalition members most likely to stay on message. Train partners on message before the press arrives. And, keep in mind that organizing events is often expensive. There are people to transport, mouths to feed and days of preparation. Set a budget, calculate expenses and make sure it fits into your Strategic Communications Plan. And, by all means, follow up to keep your story in the news and at the top of people's awareness.



For tips on how to plan successful media events and press conferences, go to pages 74-75 in the Tools Section.

## media training

Media training often takes the form of a seminar to inform the media of a particular problem, goal or solution. These events often bring together experts in the field to lay an informational foundation for future media stories. Training can also help explain technical issues, new research or theories to media with particular interests. Such training also helps to incorporate the media as a partner in the MDGs.

## goodwill ambassadors

Goodwill ambassadors and MDG advocates are particularly effective. Their function is to spread the message on the MDGs and get people excited about working on them. These ambassadors and advocates are often unencumbered by political baggage and the day-to-day particulars of achieving the goal. Their role is to be inspirational and to catalyze energy and change.

## video and digital photography

Video and digital photography is a good way to illustrate a problem or tell a story and select what is pictured without having an event. The advent of high-resolution digital video and desktop computer editing software enables many organizations to create a "B-roll," a technical term for supplied video spliced into media coverage or run underneath narration. Digital photography is a very economical way to distribute images, saving media outlets the time and expense of sending out photographers.

## websites

Websites are effective for communicating position papers, background information and changing dynamics. Many organizations use websites to appeal specifically to reporters by featuring small stories of interest and identifying breaking news or controversies. Like anything you create, the website must be used strategically, must stay on message and must be compelling and easy to use. Many organizations are tempted to include all messages, information and agendas. Resist the temptation. Anyone with a website is a broadcaster. Any information on the site is broadcast to anyone. Communicate strategically. Keep websites current.



For tips on taking good pictures and creating a photo library, go to page 72 in the Tools Section.

## **“go and see” trips**

“Go and see” trips are different from press events in that they are less staged, and often more intimate. These can be traveling “junkets” in which key actors and members of the media tour various sites and programs over a period of time. A “go and see” trip gives a comprehensive view of needs and possible solutions, involves the audience and builds stronger relationships and partnerships. “Go and see” trips are also an effective and inexpensive way to expose a few members of the press to a topic, and to get one or two pieces of press coverage when a full press conference may not be needed.



## **viet nam: seeing is believing**

The UN Country Team in Viet Nam wanted to raise awareness and understanding in the general public of the MDGs as a complement to similar efforts with government policy makers. One way to do that was to put a human face on the MDGs through the media. The UNCT undertook a two-pronged strategy. First, in partnership with national press and government information organizations, it organized a six-month media contest specific to human interest stories on the MDGs. Second, the UNCT organized field trips so journalists could see what this was all about in more remote parts of the country. It gave the media a chance to uncover stories about individuals and their hardships, and to see the areas in which the UN worked. The combined result? Excellent press coverage and increased public awareness of the MDGs, and a stronger and larger media partnership network for continued efforts. All this assisted the UNCT in its design and implementation of future support and programming in which the media is expected to play an important role in covering the MDGs because many are much more interested and engaged.



# 5

## the framework

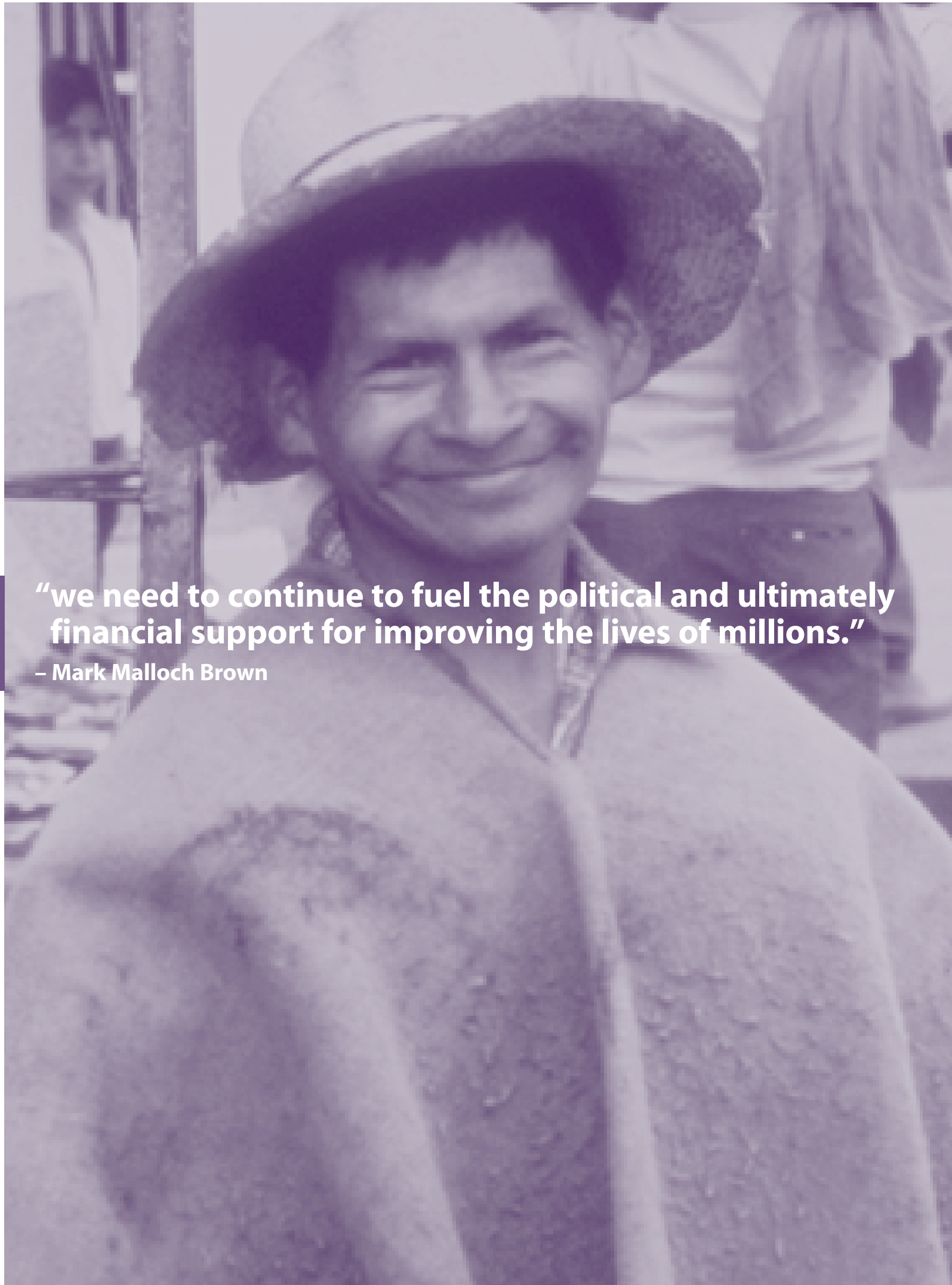
- the millennium declaration
- the MDGs
- the role of UNDP
- key factors that define UNDP's mandate and goal
- key MDG actors
- common UNDP partners



**5**

**“we need to continue to fuel the political and ultimately financial support for improving the lives of millions.”**

**– Mark Malloch Brown**





## section 5: the framework

### the millennium declaration

The Millennium Declaration, adopted by all member states of the UN in September 2000, outlines a vision for the new century based on fundamental values of freedom, equality, solidarity, tolerance, respect for nature and shared responsibility. The Declaration identifies key objectives necessary to achieve the vision, including: peace and security, development and poverty eradication, environmental protection, human rights, good governance and protection of the vulnerable. The MDGs are derived from these values and objectives.

### the millennium development goals

The MDGs represent several firsts in development. They are time-bound—to be achieved by 2015—and have measurable targets. They bring together many of the commitments made at global summits and conferences of the 1990s, and recognize the interdependence between growth, poverty reduction and sustainable development. Moreover, the MDGs, in Goal 8, bring together the responsibilities of developing and developed countries.

The political framework for achieving the MDGs was elaborated further by the new global deal on financing for development endorsed at Monterrey, Mexico in 2002. In Monterrey, nations pledged to remove trade barriers and provide more aid and meaningful debt relief to developing countries that undertake tough political and economic reforms.

In developing countries, the MDGs are bringing together decision-makers, government officials, parliamentarians, non-governmental organizations, religious groups and other sectors of society in support of a common development agenda. For example, government leaders in Africa, Asia and Latin America are making the MDGs a focus of political debate. Finance ministers are using them to give priority to development issues. Regional initiatives, such as the New Partnership for Africa's Development (NEPAD), have also embraced the MDGs and are starting to do their own reporting on progress.

### the role of UNDP

Clearly, the MDGs are changing the terms of the global debate. UNDP's role is to facilitate this debate, to catalyze national campaigns in favor of the MDGs, to advocate solutions and to speed the realization of the MDGs through its actions with its many partners. This makes it essential for everyone at UNDP to know about the MDGs, to understand the roles played by UNDP and its partners, to have access to key information on the topics and to contribute to a team effort.

## key factors that define UNDP's mandate and role

- **UNDP's work is an integral part of a UN system-wide effort**, guided by the UN Core Strategy, which was adopted by the UN Development Group (UNDG) on 1 July 2002;
- upon request from the Secretary-General, **the UNDP Administrator is the coordinator for the MDGs in the UN system**, acting as Chair of the UMDG; and,
- as coordinator for the MDGs, **the Administrator has tasked UNDP to assist in the implementation of all four pillars of the UN Core Strategy**: research, campaigning, monitoring and reporting, and country-level operations.



For additional information on the UN Core Strategy, please visit the MDGs Intranet site at <http://intra.undp.org/mdgs>

## key MDG actors

All UNDP bureaux and units are engaged with the MDGs following guidance set forth by the Strategic Management Team, which the Administrator leads. At the next level, the Administrator chairs a Working Group on the MDGs that discusses implementation of key initiatives and obtains guidance on needed actions. The Bureau for Resources and Strategic Partnerships (BRSP) coordinates the MDGs at Headquarters and facilitates the functions of the MDGs Working Group. In this capacity, BRSP prepares the annual Work Plan on the MDGs, manages the Millennium Trust Fund, and provides management support. The spokes of the operation at Headquarters include three critical groups that work closely with each other and BRSP:

- **the Millennium Project**, led by Professor Jeffrey Sachs, spearheads analytical work on the policies, institutions and investments needed to achieve the MDGs;
- **the Millennium Campaign**, led by Eveline Herfkens, leads awareness-raising, advocacy and mobilization both globally and on specific countries; and,
- **the Poverty Group in the Bureau for Development Policy (BDP)**, coordinates and supports country monitoring through MDG reports and capacity-building and policy advocacy, for example, around the Poverty Reduction Strategy Papers (PRSPs).

Both the Millennium Project and the Millennium Campaign are supported by and collaborate closely with the UN system, but are independent. In addition, the Regional Bureaux play a key role in encouraging action and in promoting strong response to national MDG priorities through regional institutions and UNDP COs.



Current institutional arrangements to coordinate efforts, assign responsibility and contact information is available in the "Who Does What" section of the MDGs Intranet.

## common UNDP partners

UNDP works with a wide range of partners to help to create coalitions for change to support the goals at global, regional and national levels, to benchmark progress towards them, and to help countries to build the institutional capacity, policies and programmes needed to achieve them. UNDP's ability to advocate for and to advance the MDGs begins internally, inside our offices and then in close collaboration among UNDP, UNCTs and the UN globally. Equally important are UNDP's partnerships with national governments and other partners within each country. Using partners' strengths to advance causes, to maximize resources and to bring additional partners are all crucial to achieve the MDGs.

So why should organizations want to partner with UNDP? Because UNDP is impartial and plays a key role in facilitating dialogue. It helps to speed solutions by working with local and national governments and other groups that would not otherwise come to the table. Beyond the UN systems, UNDP partners on the MDGs include:

- heads of state;
- political parties;
- national, state and local governments, agencies and ministries;
- civil society organizations (CSOs) with varied independent missions: economic development, health care, environment, human rights, etc.;
- business and religious leaders;
- citizen groups;
- media of all kinds: local, national, independent, government-sponsored, and more.



### keep in mind

**How can UNDP work with diverse and potentially opposing groups, particularly given our historical relationship with the government? UNDP can help to identify common interests among these groups and focus dialogue on those interests.**

This list shows the potential power and pitfalls of UNDP's broad access within countries. These groups may share common interests, but may not agree on goals or, in the case of the MDGs, on approaches to achieving those goals.

UNDP's challenge is to respect all parties and to work fairly with all to find practical solutions that advance the MDGs. UNDP is an advocate of pro-poor policies and the MDGs, not of any one group. One of UNDP's most effective roles in the MDGs is as a mobilizer of action networks. Complementary strategies include

calling on other partners for assistance. Having an NGO trusted by both parties implement the programme could take the politics out of the equation. In other instances, a partner in industry could shift the debate away from politics and onto economics. Involving national, local and even international press can raise the profile of an issue and encourage all parties to speed a solution. Last but not least, the resources and expertise of other UN agencies can be utilized to draw on the strengths of a unified UN team and to speak with one voice.



**as a UNDP staff member** you can reach these partners and build networks. UNDP's daily work—technical support, capacity building and research—is an essential conduit. Partners need to understand how the MDGs can

help them achieve their mission and mandates. Let partners know what UNDP and the UN system are doing, and our new actions, and share information on the MDGs, including research and monitoring. Achieving the MDGs depends on careful communications and creatively orchestrated advocacy. That is something everyone at UNDP can do with the help of this toolkit.

# 6

## tools

- undp brand message
- undp messages on the MDGs
- key elements of strategic communications plans
- mapping key actors
- the perception box
- understanding qualitative vs. quantitative information
- developing effective messages around the MDGs
- using MDG reports as advocacy instruments
- how to be an effective moderator
- MDGs quiz
- advantages and disadvantages of different media
- press releases
- media alerts
- op/eds and letters to the editor
- press kits
- visual communications
- photography
- event planning
- press conference planning



6

**"to do good work, one must first have good tools."**

– Chinese Proverb





## section 6: tools

This section offers tools for communication, outreach and advocacy use. Some of the tools offer suggestions for building resources, such as a photo library. Others give advice on how to maximize current resources or activities to further the MDGs, such as using UNDP reports for education and advocacy. Adapt these to purposes specific to your country and project. Tools included:

- **UNDP brand message**
- **UNDP messages on the MDGs**
- **key elements of strategic communications plans**
- **mapping key actors**
- **the perception box**
- **understanding qualitative vs. quantitative information**
- **developing effective messages around the MDGs**
- **using MDG reports as advocacy instruments**
- **how to be an effective moderator**
- **MDGs quiz**
- **advantages and disadvantages of different media**
- **press releases**
- **media alerts**
- **op/eds and letters to the editor**
- **press kit**
- **visual communications**
- **photography**
- **event planning**
- **press conference planning**



# UNDP brand message

## core concept

“UNDP is the UN’s global development network.”

## long sentence version

“UNDP is the UN’s global development organization, a network advocating for change and connecting countries to knowledge, experience and resources to help people build a better life.”

## paragraph version

“UNDP is the UN’s global development organization, a network advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.”

## long paragraph version

“UNDP is the UN’s global development organization, a network advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

World leaders have pledged to achieve the Millennium Development Goals, including the overarching goal of cutting poverty in half by 2015. UNDP’s network links and coordinates global and national efforts to reach these goals. Our focus is helping countries build and share solutions to essential development challenges:

- Democratic Governance
- Crisis Prevention and Recovery
- HIV/AIDS
- Poverty Reduction
- Energy and Environment

UNDP helps developing countries attract and use aid effectively and supports the coordination of development activities for the United Nations system as a whole. In all our activities, we encourage the protection of human rights and the empowerment of women.”





## UNDP messages on the MDGs

The Millennium Development Goals are a blueprint for building a better world for all people, rich and poor, in the 21st Century.

### **UNDP's primary message on the MDGs**

"The Millennium Development Goals are achievable by the 2015 deadline, but only if rich and poor countries alike follow through on their shared commitments to put in place the necessary policies, institutions and resources."

### **secondary message: on being a valuable partner in the effort to achieve the MDGs**

"UNDP is working with a wide range of partners to help to create coalitions for change to support the goals at global, regional and national levels, to benchmark progress towards them, and to help countries to build the institutional capacity, policies and programmes needed to achieve them."

### **secondary message: about the MDGs**

"At the Millennium Summit in 2000, all member states of the UN pledged to pursue an ambitious global agenda for peace, human rights and development, an agenda embodied in eight time-bound and measurable MDGs, most of them to be achieved by 2015. Achieving these goals will lead to halving of extreme poverty and hunger; primary education for all girls and boys; progress towards gender equality; sharply reduced rates of death for children and mothers; a halt and reversal of the spread of HIV/AIDS, malaria and tuberculosis; more sustainable use of natural resources; and, stronger partnerships between rich and poor countries on issues of aid, trade, debt and technology."



## key elements of a strategic communications plan

The main purpose of a Strategic Communications Plan (page 23) is to affect change through education, advocacy and campaigning. But in order to achieve change, it is critical to develop a clear plan. Here are some key issues to keep in mind when developing a Strategic Communications Plan:

- 1. What are the most current issues that face the MDGs in your country?** It is important to assess the status, strengths and weaknesses of the Country Office and UN Country Team in each country, as well as social, political or economic trends that might influence progress toward the MDGs.
- 2. What should the specific goals and outcomes of your communications plan be?** Remember that we are including long-term outcomes (such as the achievement of an MDG) and short-term outcomes (such as gaining political commitment or enacting a national law requiring all children to attend school until a certain age). A clear understanding of outcomes is critical. It is also important to determine a time frame for completion of the plan.
- 3. Who is your audience?** Who you are talking to determines how, when and through what vehicles you talk to them. Learn what motivates them, what they know, how they are affected by your issue, who makes decisions, who they are influenced by and most importantly, who they can influence. Don't forget our previous discussion on primary and secondary audiences.
- 4. What is your message?** This is the key element of your communications plan that will help you change attitudes and behavior. Your message is a clear, concise and compelling statement of your objective that will motivate your audience or many audiences.
- 5. How do you reach your audience?** There is a successful channel for each one of your audiences. For example, regular media such as print, television and radio often reaches a broad public, but perhaps not at the critical time or perhaps not a specific audience. A private meeting might work better with a businessman. Ask yourself how your target audiences get their information, when they are more receptive to new information, and what sources they consider credible, then choose a vehicle appropriate to that audience. Common vehicles include press releases, media events, opinions/editorials, posters, letters to the editor, promotional items, brochures, MDG reports, the internet, technical discussions, formal meetings, informal conversation, letters, publications and more.
- 6. Can you afford it?** Budgeting does not affect just media selection, but every aspect of the campaign. Think about what internal resources you already have, and what new financial and human resources you will need.

**7. Is it in sync with other efforts?** All activities in your plan should build on all other efforts the UNDP office is undertaking. Make sure they reinforce each other by avoiding competing messages. Some of your efforts might require significant human resources at the same time other bigger activities are taking place. A good way to check this is to map out your general objectives, activities and events for the full time period of the plan. Be sure to note in the calendar other events that may have an impact, such as local elections, annual budget processes and concurrent work by UNDP and the UNCT.

**8. Who else can help?** The same way UNDP works in partnership with local and national governments, you can develop and nourish partnerships that can help you complete your plan. Spokespeople, local corporations and local interest groups that share your values and media are some of the many possibilities. Every encounter presents an opportunity for new partnerships.

**9. How can you measure success?** A Strategic Communications Plan should have ways to measure results and impacts of advocacy efforts.

## how country offices can develop a strategic communications plan

- 1. Goals are prioritized according to the self-determined needs of the country.** For example, the government in Lesotho has made HIV/AIDS its number one goal and is looking at all of the other goals in light of that, because the severity of the HIV/AIDS crises in Lesotho undermines all of the other goals and development gains.
- 2. A task force is formed.** It is important to have a group comprised of technical staff, national staff and a communications officer as well as other key partners and coalition members such as civil society organizations.
- 3. The campaign task force determines the communications goal(s) and brainstorms with partners for research and information about key audiences.**
- 4. The task force embarks on a message development session.** They position the campaign, determine positive and negative attributes and anticipate opposition arguments and roadblocks.
- 5. The task force determines the primary and secondary messages and determines the key audiences necessary to accomplish the communications goal.**
- 6. A Strategic Communications Plan is written.** This plan defines the primary and secondary messages, as well as messengers, goals and activities, and time frame.
- 7. The task force develops talking points for each potential audience.**
- 8. The task force reviews the work with the executive staff.** Upon approval, COs embark on internal message training.
- 9. After internal message training, COs embark on external message training, distributing talking points to key partners and coalition members.**



## mapping key actors

From the heads of government to UN agencies to academic institutions to the private sector and more, UNDP works with a wide variety of partners to educate and advocate the advancement of the MDGs.

It is critical to know who your supporters and opponents are. Mapping the field of actors is an important first step in planning any strategic effort. Doing so will give you a clear picture on how to prioritize coalition building; maximize the resource of each partner; turn negatives into positives and prevent positives from becoming negatives; and, most importantly, help you see the partners and tools at hand and how they might work together for change. The following grid for key actors is a particularly useful way to do this. This map can also be used to understand the attributes and detriments of a partner in a particular effort, and also to rank their effectiveness. This is particularly useful for building and managing coalitions, discussed on pages 25-29.

	positive	negative
active	<b>quadrant a</b> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.	<b>quadrant b</b> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.
passive	<b>quadrant c</b> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.	<b>quadrant d</b> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.

## how to use the map

This exercise is often best done with a group and in an informal, brainstorming manner. Try not to come with pre-conceived notions in order to allow yourself to think objectively. Don't get overwhelmed! You are not mapping the universe, only those actors (most) relevant to your objective.

### 1. Write down the names of potential actors (organizations/individuals) in the appropriate quadrant:

**Quadrant A:** actors who support one or all MDGs, and who are active in demonstrating and/or implementing their support.

**Quadrant B:** actors who are negative and actively express their opinions about the MDGs, how to achieve a particular MDG and the appropriate role of the Government and/or of the UN.

**Quadrant C:** actors who are generally positive about the MDGs, but who do not take much action or express much support.

**Quadrant D:** actors who generally have negative opinions about the MDGs or how to achieve them, but are passive and do not often express their opinion or support.

### 2. Consider the following actors:

- UNDP and UN agencies, as well as international financial institutions.
- Civil society coalitions and individual organizations.
- National and local governments as well as Members of Parliament.
- Different sector ministries.
- Press, political parties, opinion leaders, students, youth and donors.
- Academic institutions, think tanks and research foundations
- Private sector companies and faith-based organizations
- Regional Actors (such as NEPAD and ASEAN)

### 3. After listing all actors, order them with 1 being the most important and 10 (or 20!) being the least important. If in doubt, talk to other partners.

### 4. Use the map for strategic planning, for tailoring messages or deciding where to target limited resources. For example, for your given objective, does it make sense to target public outreach messages to those actors who are already 'active positive'? Probably not, but don't forget to keep them informed and engaged. Is there someone in a quadrant who carries great influence? Your strongest opponents are the 'active negatives', of course, but if you can get them on board, there's potential for change in the campaign. For your particular objective, it may be most important to neutralize the 'active negative' actors (i.e., make them 'passive negative'). Or it might be most cost-effective to energize the 'passive positives' to action.



## the perception box

There is a discussion and example on how to use this **Perception Box** for message development on page 14. Using the box below, chart how you perceive your issue; how your opponents see your issue; what you say about your opponents and what they say about you. Follow these steps:

- 1. Choose an issue and visualize it as if you were a supporter.**
- 2. In the top left square, write down what you have to say in favor of your issue.**
- 3. Now put yourself in the mindset of someone who opposes the issue. What do they say about their position? Write that in the top right box.**
- 4. Go to the bottom left box. Write down what your opponent has to say about your issue and position.**
- 5. Go to the bottom right box and write down what you have to say about your opponent's issue and position.**

<b>what you say about yourself/issue</b>	<b>what they say about themselves/issue</b>
<b>what they say about you/issue</b>	<b>what you say about them/issue</b>



## understanding qualitative vs. quantitative information

This exercise can help you understand the difference between quantitative and qualitative information. Knowing the difference will help you craft more effective messages for your MDGs Strategic Communications Plan. Please refer to the example presented under the “Keep in Mind” icon on page 11.

You can also use this exercise working with rational and emotional information. Please refer to page 13 for the discussion.

### **1. In the space below, describe an MDG in quantitative terms.**

### **2. Now, describe an MDG in qualitative terms.**

### **3. How can you use quantitative and qualitative information to develop a good message? Take your above quantitative and qualitative statements about an MDG and combine them into a clear, concise and compelling statement.**



## developing effective messages around the MDGs

UNDP's overall message on the MDGs is simple: they are achievable by 2015, but only if rich and poor countries alike follow through on their shared commitments to put in place the necessary policies, institutions and resources. This is a broad and compelling statement that needs to be tailored to specific countries, goals and projects. Below are some helpful guidelines to follow while adapting the MDG messages for your projects.

- 1. The MDGs are not business as usual.** They are time-bound and measurable targets accompanied by indicators for monitoring progress. They bring together many of the most important commitments made at UN summits in the 1990s. And they bring together the responsibilities of developing and developed countries.
- 2. Don't always talk about the MDGs as Goal 1, Goal 2, Goal 3... a long list can be off-putting by suggesting that someone has to do 8 different things.** Or seem very technical. Talk instead about the larger meaning of these goals—to improve daily lives for millions of people.
- 3. Revert back to the Millennium Declaration.** It outlines six values for the 21st Century and areas for priority action that cut across all the goals, and are the foundation on which they can be achieved. The Millennium Declaration is a powerful signal of global solidarity that assures people that they are not alone.
- 4. Phrase in a positive way.** For example, highlight what progress has been made, or contributions by individuals. Highlight choices at hand that could make a difference. Breaking a goal down into achievable steps is also very useful.
- 5. Make it relevant.** Relate the message to your audience as an individual (for example, "Where Will You Be in 2015?") and put a human face on the stories.
- 6. It's about them, not the UN or the MDGs.** When building a coalition, consider how the MDGs can be useful to an organization or individual to advance its existing mandate and work, instead of asking what an individual or organization is going to do for the MDGs.
- 7. Keep it local.** As inspiring as the Millennium Declaration is, a meeting of heads of state in New York just won't resonate for lots of people. What is happening in their communities, in their countries? How have the goals been adapted?



**8. Use locally produced visual mediums to get attention and to foster community spirit and provide relief, entertainment and joy.** This holds especially true for populations with low literacy, or if there are multiple languages spoken. Ideas include:

- colorful posters/banners heavy on graphics and light on words;
- community events that give people a reason to come together in a common, neutral, safe place for drama, story telling, film, skits, etc; and,
- use of radio, video and film.

**9. Consider a phased communications strategy.** In crisis and post-conflict situations, where citizens are preoccupied with basic needs like shelter and food, a phased communications strategy may be more effective. The first, primary messages are simple, then the secondary ones introduce specifics goals, targets and indicators. It may also be useful to:

- discuss relevant themes in the Millennium Declaration such as human rights, good governance and peace and security;
- encourage adaptation of the MDGs to focus on establishment of a minimum threshold for survival and well-being;
- discuss the MDGs in terms that resonate with day-to-day conditions, such as making sure your family/neighbors have enough to eat and children are in school;
- speak to the strength and dignity of the people and country in a way that encourages them to take responsibility and leadership for pulling themselves up, but that recognizes that partnerships and support are necessary to these processes; and,
- let people know that they are not alone.



## using MDG reports as advocacy instruments

MDG reports are a platform available to UNDP and the UNCT for building and reinforcing a national campaign. The reports have two main purposes: public information and social mobilization. MDG reports are meant to communicate vital information that sparks change. MDG reports have to become known, understood and discussed to be useful campaigning tools for public advocacy. There are three stages in the elaboration of an MDG report: preparation, distribution and follow-up or monitoring. For more on MDG reports, go to page 30.

### preparation

The UN Development Group Guidance Note on the MDG reports gives helpful suggestions for preparing content, especially in light of lessons learned from the first reports issued. Remember, the MDG report needs data presented in short, well-laid out text and graphics. Do not use technical language or policy-heavy formats. A process where diverse groups are consulted on what goals to prioritize and how best to achieve them is an opportunity to educate people, to raise debate, to build coalitions and to foster ownership. Participatory opportunities include:

- **internal workshops with the UN System and civil society groups;**
- **discussions with academics and think tanks on research, pro-poor interventions, local conditions;**
- **consultation with local governments on development priorities, collection and analysis of data; and,**
- **training and “go and see” visits for the media.**

### distribution

Distributing MDG reports is strategic, not simply a matter of publishing the report and sending it out. For example, in a previous chapter we spoke about how MDG reports can be more effective when working in conjunction with NHDR reports (pg. 32). Strategic distribution can stimulate debate and produce action. Here are some questions to consider before distributing the report:

- **How should you deliver the report?** Do you miss an opportunity to make a powerful personal presentation by sending the report via mail or e-mail? Who needs a personal presentation and who doesn't? Who can best present the report to the audience?
- **Should the report be distributed to key partners before public publication?**
- **Who should receive the report and why?** How will the information motivate them and how does that further your goal?
- **What media sources need the report?**
- **What is the best timing?** Should you release it before an election, after an election or before or after national budgeting?

## follow up

Information itself doesn't create change. The real catalyst is to follow up on the publication of the report. Make sure that its findings remain a story in the public and a priority among opinion leaders. Follow up the report with press or media events, round table discussions and technical briefings that highlight some or all of the points in the report. If progress is made on one aspect, make sure the appropriate audiences know about it. Knowledge of progress gives people hope that a goal can be achieved; it creates the contagious enthusiasm necessary to achieve the MDGs.



For more information on monitoring, see the MDGs Intranet and the UNDG Guidance Note on MDGRs.

## building a communications plan around the MDG reports

The MDG reports are a key element in any Strategic Communications Plan. When developing a plan, keep in mind that each country has specific issues to contend with: the moment, the environment, the culture, the traditions, the resources and finally, the way things are done in that country. A Strategic Communications Plan around the MDG reports should fulfill some of the following objectives:

- **Inform and disseminate.** People must learn about the MDGs and why governments have made a commitment to achieve them.
- **Motivate.** The MDG reports need to represent the reality of the country in a simple and direct way. The MDGs have to be understood as possibilities and opportunities and not as abstract figures and numbers. Local Goodwill Ambassadors can be excellent partners in motivating understanding of the MDGs.
- **Promote and advocate.** People must understand the urgency and the need for action in order to achieve the MDGs. They will have meaning if there is a political will behind them that can be measured in the number of public policies implemented to achieve the goals.
- **Generate debate and discussion.** People must feel a part of the process and have something to say about it.
- **Mobilize and lead to action.** Studies show that strengthening of social action among the poor and excluded is possible, and that social mobilization in participatory processes leads to permanent changes.



## how to be an effective moderator

UNDP is an impartial facilitator and that is one of the key roles that differentiates UNDP from other groups. This is discussed on page 26. The list below comes from UNIFEM's useful toolkit, **Making a Difference: Strategic Communications to End Violence Against Women** (2003) and was adapted from information prepared by Thoko Rodzile for a workshop.

An effective moderator is:

- **a fast learner that can absorb and understand quickly;**
- **a “friendly leader” who develops a rapport but remains an “authority figure” at the same time;**
- **knowledgeable but not all-knowing:** if members think of him/her as an expert, the point of the group discussion is lost, and they may merely turn to him/her for advice;
- **a good listener able to engage even the quietest participant;**
- **a facilitator, not a performer:** the moderator can be light and funny, but should avoid the use of too much humor as it can divert attention away from the main purpose;
- **able to go with the ebb and flow of the discussion and deviate from the plan if necessary;**
- **aware of others’ nervousness and inhibitions; and,**
- **a good writer, able to make clear and concise notes and summaries.**



## MDGs quiz

The MDGs quiz is a good way to get people thinking about the MDGs and the role that UNDP plays. One use is to have everyone in the Country Office take the quiz to get them energized on the MDGs. This quiz is based on the one developed by the Azerbaijan country office. Adapt it to your country and local issues.

1. How many MDGs are there?
  - a. 6
  - b. 8
  - c. 20
  - d. 18
2. MDGs in Azeri is
  - a. MIM
  - b. MOM
  - c. MUM
  - d. MMM
3. What proportion of Azerbaijan's population lives below the poverty line according to the national poverty reduction strategy paper)?
  - a. 79%
  - b. 50%
  - c. 17%
  - d. 49%
4. The Millennium Declaration, adopted in 2000 by all member nations of the United Nations, contains a vision for:
  - a. the new millennium
  - b. the next 15 years (until 2015)
  - c. an undefined period
  - d. the 21st Century
5. When are the most MDGs to be achieved by?
  - a. 2005
  - b. 2050
  - c. 2015
  - d. 2010
6. An MDG Indicator is:
  - a. the overall objective of the MDGs
  - b. poverty related data for a specific country
  - c. a global database with statistical information
  - d. a defined data series that, often in combination with other indicators, is the agreed means to measure progress toward a quantifiable target for one of the 8 MDGs.
7. How many MDG targets are there?
  - a. 18
  - b. 28
  - c. 88
  - d. 48
8. What is the first MDG target?
  - a. achieve universal primary education
  - b. halve the proportion of people whose income is less than one dollar a day
  - c. reduce by two thirds the mortality rate among children under 5
  - d. develop decent and productive work for youth

9. Match the names with the proper titles:

Eveline Herfkens	Secretary-General of the UN
Marco Borsotti	Administrator of UNDP
Kofi Annan	Millennium Project Director
Mark Malloch Brown	Executive Coordinator of MDG Campaign
Jeffrey Sachs	UN Azerbaijan RC

10. What is special about MDG Goal 8?

- a. it relates to poverty reduction
- b. it is the only MDG that is the specific responsibility of developing countries
- c. it the only MDG that relates to Azerbaijan
- d. it is the only MDG that is the specific responsibility of developed countries

11. Which year is the baseline for MDG implementation?

- a. 2000
- b. 1999
- c. 1995
- d. 1990

12. What is the target of MDG 6 related to HIV/AIDS, malaria, and other diseases?

- a. to eliminate these diseases
- b. to halt and begin to reverse their spread
- c. to find out the number of victims of these diseases
- d. to help the victims of these diseases

13. By how much should the maternal mortality ratio be reduced according to MDG 5?

- a. by half
- b. by three quarters
- c. by one quarter
- d. must be totally eliminated

14. Which is one of the ways the MDGs propose to promote gender equality and empower women?

- a. eliminate gender disparities in primary and secondary education
- b. ensure working opportunities for women
- c. eliminate schools for men
- d. ensure women's rights in the constitution

15. What does SPPRED stand for in Azerbaijan?

- a. Azerbaijan State Project on Poverty Reduction and Economic Development
- b. Azerbaijan State Programme on Poverty Reduction and Economic Development
- c. Azerbaijan State Programme on Poverty Reduction and Economic Decrease
- d. Azerbaijan State Proposal on Poverty Reduction and Economic Development

16. Which one of the following is not an MDG target?

- a. address special needs of developed countries
- b. halve the proportion of people who suffer from hunger
- c. ensure that all boys and girls complete a full course of primary schooling
- d. address special needs of landlocked and small island developing countries

17. Who is the Azerbaijan Government's MDG focal point?
- a. Vilayat Guliyev, Minister of Foreign Affairs
  - b. Farkhad Aliyev, Minister of Economic Development
  - c. Sattar Safarov, Chairman of M/M Commission on Economic Policy
  - d. Mehman Abbasov, PRSP Secretary

18. Who is the UN Azerbaijan MDG focal point?
- a. Narmina Guliyeva
  - b. Fargan Abbaszadeh
  - c. Adil Khalilov
  - d. Shahin Panahov

### Questions for Discussion

19. What are the fundamental values stated in the Millennium Declaration as essential to international relations in the 21st Century?
20. What MDG target is to be achieved before the rest? In what year? Why?
21. What are the seven priority areas for action according to the Millennium Declaration?
22. What events and series of consultations do the MDGs build upon?
23. The MDGs are not business as usual. What makes the MDGs 'new' in development?

#### Answers

- 1-b
- 2-a
- 3-d
- 4-d
- 5-c
- 6-d
- 7-a
- 8-b

9-Eveline Herfkens: Executive Coordinator of MDG Campaign, Marco Borsotti: UN Azerbaijan RC, Kofi Annan: UN Secretary General, Mark Malloch Brown: UNDP Administrator, Jeffrey Sachs: Millennium Project Director.

- 10-d
- 11-d
- 12-b
- 13-b
- 14-a
- 15-b
- 16-a
- 17-b
- 18-d

19-freedom, equality, solidarity, tolerance, respect for nature, shared responsibility.

20-Indicator 9, the ratio of boys to girls in primary and secondary education. This is preferred to be achieved by 2005, in part because of the positive synergies between educating girls and improved health, maternal mortality, income and other targets. (Indicator 9 also measures the ratio in tertiary school.)

21-peace, security and disarmament, development and poverty eradication, protecting our common environment, human rights, democracy and good government, protecting the vulnerable, meeting the special needs of Africa, strengthening the UN.

22-Many of the most important commitments made separately at the UN international conferences and summits of the 1990s, beginning with the World Summit for Children in 1990 at the United Nations, and including the Earth Summit in 1992 in Rio and Women's Conference in Beijing in 1995.

23-For the answer, go to: <http://intra.undp.org/mdgs/about/index.shtml>



# advantages and disadvantages of different media

This chart comes from UNIFEM's useful toolkit, **Making a Difference: Strategic Communications to End Violence Against Women** (2003). Notice how events that are not typically referred to as "media" are part of the discussion. Those include theatre, puppet shows, role play, story telling, t-shirts, caps and many others.

## Print Media/display: posters, calendars and wall charts

### Advantages

- popular, visual
- longevity, public relations potential

### Disadvantages

- limited space for information
- audience must be able to read and understand the language

## Print Media/reading: newsletters, pamphlets, brochures, booklets, comic books

### Advantages

- control of message
- can communicate a more detailed, complicated story

### Disadvantages

- language and literacy
- require a lot of effort to produce
- become outdated quickly
- might be viewed as propaganda

## Print Media/group use: flip charts and flash cards

### Advantages

- educational, potential to communicate across languages and classes

### Disadvantages

- limited reach
- labor-intensive to use

## Mass Media/newspapers and magazines: features or news stories, ads or columns

### Advantages

- reach large audiences, powerful
- permanent, can explain issues in depth

### Disadvantages

- language and literacy, price (might be too expensive to produce)
- may reach only a limited number of people who have access

## Mass Media/radio: spots, announcements and shows

### Advantages

- reach large audience
- accessible (especially at grass-roots level)
- can be participatory and elicit immediate response (i.e., call in programmes)

### Disadvantages

- require production skills, price
- message may be transient, not sure of audience number
- can send mixed messages (i.e., station may promote different messages)

## Mass Media/television: spots, announcements, shows or soap operas

### Advantages

- potential to reach large audiences
- dramatic and emotive
- can be participatory and elicit immediate response (i.e., call in programmes)

### Disadvantages

- require production skills, price
- message may be transient, not sure of audience number
- can send mixed messages (i.e., station may promote different messages)



## **Folk Media/drama and poetry: theatre, puppet shows, role play and story telling**

### **Advantages**

- emotive (feels good)
- engaging/powerful
- potentially interactive

### **Disadvantages**

- need skills, effort intensive
- time bound
- limited audience

## **Folk Media/song and dance: stories, testimonials, eyewitness accounts**

### **Advantages**

- entertaining, emotive, participatory
- potential to reach across classes
- repetition in lyrics/movements can concretize messages

### **Disadvantages**

- need skills
- messages may get lost without follow-up actions

## **Folk Media/oral testimonies: theatre, puppet shows, role play and story telling**

### **Advantages**

- engaging/powerful
- bring a human face to the issue
- can be used in many arenas including mock tribunals, video and radio documentaries, theatrical productions

### **Disadvantages**

- danger of putting the story-teller in danger

## **Folk Media/printed messages: t-shirts, caps, etc.**

### **Advantages**

- allows an individual to show support for the cause, long lasting

### **Disadvantages**

- limited reach and space

## **Visual Electronic Media/internet**

### **Advantages**

- global, efficient, interactive
- outreach
- cost effective

### **Disadvantages**

- expensive
- language
- no rules or bottom lines

## **Visual Electronic Media/video, film and slide shows**

### **Advantages**

- participatory
- entertaining
- convey reality

### **Disadvantages**

- need skills
- need equipment
- expensive



## press releases

Press releases are an effective and affordable vehicle to promote your cause. It allows you to control what information is made available and to which groups. Here are ten basic tips on how to write a good press release. For additional information, go to page 37.

- 1. Press release writers must think and write like news reporters and follow basic journalistic guidelines.** Answer these basic questions within the first paragraph: who, what, when, where, why and how.
- 2. The headline is the most critical part of your press release.** Keep it short and exciting. Ten words or less is always a good bet.
- 3. The first paragraph is the most important.** It tells the reader why this story matters to them. The following paragraphs provide additional details, data, quotes and contact information.
- 4. Do not use outlandish or exaggerated language.** Do not make claims that are hard to believe, for example, “the best ever.” It’s all about the facts.
- 5. Editors receive thousands of press releases every week.** Make sure yours is brief, to the point and factual. Remember, not all news is newsworthy.
- 6. Make sure to include the date, and all available contact information, including name, phone and fax numbers, weblinks and e-mail addresses.**
- 7. Remember that the story is more important than the messenger.**
- 8. Make sure you send the press release to the right people; spell their names correctly and have correct titles.** Also, remember that editors who have been supporters in the past are more likely to respond to your release.
- 9. The editor is more likely to pay attention if you care enough to make a follow-up phone call.**
- 10. Be selective and make sure the topic is relevant to the publication and its readers.**



Visit <http://intra.undp.org/branding/toolkit> for UNDP guidelines on media alerts and press releases, along with templates.



## media alerts

Remember that media alerts are short and compelling enough to convince the media that there is news out there. Media alerts tell editors and news reporters about future events, such as press conferences, speeches or photo ops. For additional information go to page 38. Make sure to use UNDP letterhead. Here is a media alert example you can follow:

### Media Alert

**Who** President X and the UNDP CO

**What** will announce today the beginning of a new initiative to increase women's access to better health care.

**Where** The announcement will take place in the Presidential mansion's open garden. There will be access to the President and UNDP CO representatives for a Q/A session after the announcement is made. Photo-ops will take place after announcement and Q/A session. Fax machines will be available.

**When** Friday, August 7th at 10AM. President X will make announcement exactly at 10:30AM. Q/A Session will start at 10:45AM and last until 11:15AM. Photo-ops will last until 12PM.

**Why** President X firmly believes that healthy moms raise healthy families. During his acceptance speech, President X made a personal commitment to the women and children of Country X. After developing a successful partnership, guided in part by UNDP CO, with local public and private leaders, President X secured the needed financial backing to start the initiative, now known as "Healthy Moms, Healthy Country."

**Contact Press office** Your name, your contact information.



Visit <http://intra.undp.org/branding/toolkit> for UNDP guidelines on media alerts and press releases, along with templates.



## opinion editorials and letters to the editor

Opinion Editorials (Op/Eds) and Letters to the Editor provide readers the opportunity to share their views. They are also great outreach and advocacy tools. Both provide excellent media coverage, and increase public awareness and debate with no charge to you. Letters to the Editor help you reach a wide audience. Op/Eds are written with a specific audience in mind, often with the intention of putting public pressure on a specific person or organization. Keep in mind that Op/Eds are mostly read by decision-makers trying to gauge public opinion. Letters to the Editor have a much wider audience.

UNDP has no formal written policy on submission of Op/Eds and Letters to the Editor. All UNDP staff are authorized to speak to the press within their area of competence, though each staff member must abide by the particular procedures of his/her office. The press, however, cannot solicit the Op/Ed. The staff member must offer it. Senior UNDP officials and Resident Representatives regularly send drafts to the Communications Office of the Administrator (COA) to get views and advice before submission. Be aware that anything you send on UNDP letterhead or from an email account to the press will be considered official unless you state clearly that this represents your own views, and not those of the organization. Anyone can write an effective Op/Ed or Letter, but not all get published. Don't get discouraged if yours does not get published. If the editors receive many responses on a particular issue, chances are this issue will gain visibility and editorial value. Here are some basic rules to follow:

- 1. Short pieces are more likely to be published.** A short piece forces you to keep it concise and to the point. OP/Eds are typically between 650 and 850 words. Letters to the editor are much shorter, 150 and 200 words.
- 2. Address one specific issue per piece.** Make the story personal by explaining how this issue affects you and your community. Avoid personal attacks, harsh language or technical terms. Use facts, quotes or figures to support your point but be sure to mention your sources.
- 3. Don't be afraid to let your passion come through but don't rant if you are not offering a solution.**
- 4. If you are responding to a specific story (a Letter to the Editor is a better fit in this case), make sure to cite with date, title and author's name.**
- 5. Have a point.** Why are you writing the letter in the first place? What would you like to see happen as a result of your letter? Make sure you ask for it.
- 6. Having a well-known figure (expert, politician, etc.) co-author the piece will increase credibility and improve your chances of getting published.**
- 7. Stick to current events or find a way to tie your Op/ed or letter to a current event such as an election, a vote or the anniversary of a particular incident.**
- 8. Different papers have preferred rules for submission: fax, mailed letter or e-mail.** Find out which one applies to each publication and follow the rules. Follow up with a phone call.



## press kits

Press kits are a key element of any strategic communications campaign. A press kit is more detailed and includes additional materials and resources about your group or cause. It gives you the chance to establish a long-term relationship with the media and gives reporters and editors a deeper understanding of your cause. The more they know, the more they will ask. The more they ask, the more personal it becomes and the better the chances they will write about it. For more information, please see page 37. Press kits usually include:

- 1. A pitch letter that quickly and clearly explains why the media's audience would be interested in your stories.**
- 2. A press release that is brief, to the point and factual.**
- 3. Clippings of past press coverage on UNDP letterhead increases credibility and offers additional information about UNDP's work.** Chances are that a newspaper will cover issues and groups that are proven to be newsworthy.
- 4. Fact sheets that include a brief history of UNDP's work in that country on behalf of the MDGs, your goals and success stories.** All fact sheets should have UNDP contact information.



A useful fact sheet is "Fast Facts: the MDGs and UNDP's Role" which is available on the "UNDP's Role" section of the MDGs Intranet.

- 5. The contact person's business card.** Editors and news reporters are short on time. If they can't find your number in a matter of seconds, they will call somebody else.
- 6. A cluttered press kit on a reporter's cluttered desk is a lost cause.** Prepare press kits that include easy-to-find information, and follow a clean and user-friendly design.
- 7. Charts and graphs that help visualize factual information and increase credibility.**
- 8. Photographs that a news outlet can reproduce.** The best photographs give the MDGs a human face. If the writer cares, the audience will care. Include caption and copyright information. Specify under which circumstances the image can be reproduced without permission.
- 9. Background/biographical information on speakers.** UNDP's work is achieved through our association with many different partners. Showcasing the variety and expertise of these partners adds valuable credibility.
- 10. Include brochures and catalogues that follow your strategic communications plan.** The MDG reports are a perfect publication to include in a press kit.



## visual communications

There are times when you can't find the right words, or the right words can't evoke a reaction. Other times, the information is too complex for people to understand. People understand and retain information better when it is presented in a visually compelling manner. Visual communication—graphic design, web design, typography, photography, etc.—prioritizes and simplifies information for the audience and is especially helpful when talking about the MDGs. It is the visual and emotional representation of your message. For example, people who aren't able to read an MDG Report can react to a compelling poster (with minimal or no type).

People of all cultural backgrounds are visual in nature. You might not remember someone's name but you remember his/her face. Facial expressions—happiness, sadness, fear, concern—are universal but not all visual symbols are and not all cultures have the same aesthetics. Images and colors that resonate in Bosnia will not necessarily evoke the same response in Thailand. Do your research. Know your audience. Ask questions.

Remember, "everything speaks." All printed materials communicate and define your image to the public. Posters, brochures, fax covers, business cards, press releases, print advertisement, press kits, reports, websites, photographs, etc., consider all of these as valuable as any other partner communicating and advocating on behalf of UNDP and the MDGs. Here are some basic tips you can follow to create effective visual tools.

- 1. Printed materials are more effective when covering a few specific issues or messages.** Define your message and goal before deciding what type of printed material works best. Think of your audience and how they receive and process information. A long report might not work as well as a small brochure. A poster can be purely informational or be a call-to-action.
- 2. Printed materials are not cheap.** Be realistic about your financial resources before deciding on four color vs. one color flyers. Think of paper quality, amount of inks (colors), environmental requirements—recycled papers and environmentally-friendly inks are usually more expensive than non recycled ones—quantities, sizes, timing and longevity of materials. Local printers can become valuable partners and advise you on cost-saving steps.
- 3. Arrange the information according to the most important message you need your audience to walk away with.** If you are announcing an event, time and date are very important. Use color and type sizes to prioritize messages but don't go overboard.



Remember that you must work within UNDP's graphic guidelines. Visit <http://intra.undp.org/branding/grandstande.pdf>

**4. One picture is still worth a 1000 words.** The subject and the composition make an image compelling, not the number of photographs used. One outstanding photograph is better than ten bad ones. If you do not have a good print or high resolution file of your favorite photo, do not use it. A bad print ruins a good image. Single subject photos, simple compositions and close-ups are often more emotional. When photographing a group of businessmen, ask them to talk and interact with each other.

**5. The “Myriad” family of typefaces has been selected as the official typeface for all UNDP communications (stationery, covers, brochures, reports, etc.).** It is available in many weights (regular, bold, condensed, etc.) and works well in both text and headlines. When “Myriad” does not have the characters required for your local language, use either “Arial” or “Helvetica.”



UNDP purchased “Myriad” font licenses for office use. Go to <http://intra.undp.org/bom/helpdesk> for downloading instructions.

**6. A single, powerful image, a compelling headline and the most basic information say more than ten pages full of text.**

**7. White space is your friend.** Do not fill every inch of available space with images or type. It almost always overwhelms the reader. Think of it as being in a crowded elevator. You feel uncomfortable. You need space around you.

**8. Scale is a critical component of good visual composition.** Some elements need to surrender to others. When all elements are the same size, they cancel each other. Mixing larger and smaller elements not only makes the printed piece more interesting but also helps build and define the hierarchy of information.

**9. Choosing color can be a difficult process.** Remember that color carries significant cultural connotations. Red represents different things in Asian countries than it does in Western Europe. Black and white can sometimes be more effective. The quality of available images and your budget will help you determine which way to go.



UNDP’s official branding color is PMS 293 (the color of this box). For official color guidelines and information, please visit <http://intra.undp.org/branding/toolkit>



## photography

Good photography is essential to creating the emotional gateway through which an audience can enter an issue and become involved. This is especially true when educating or mobilizing lay audiences. It is important for Country Offices to develop the photo resources necessary to illustrate their causes. Take advantage of all opportunities to capture events, work in progress and problems that need to be corrected in the field. Here are a few simple, easy and inexpensive ways to build a powerful photography file. Many of these tips apply to video as well.

- 1. Identify your good photographers.** Chances are there is at least one good amateur photographer in every group of people. Make them your eyes. Have them carry small cameras to events and make picture taking one of their priorities.
- 2. Invest in digital photography.** Digital cameras have made leaps and bounds in terms of size and picture quality. Digital photography eliminates the need for scanning equipment and other expensive hardware to convert film images to electronic files (.eps, .tiff, .jpeg) that are inserted into word processing and publishing software programs.
- 3. Shoot in high resolution.** Make sure to set the camera to the highest resolution so that you and others can use the photos for print in publications. You can make lower resolution duplicate files for use on the web.
- 4. Archive and organize your digital photography.** Most computer operating systems come with built-in photo archiving and enhancement programs. Photos can be archived by date, subject or intended purpose. Individual photos can be selected, enhanced and copied onto a CD-ROM for distribution. Be sure to throw out bad or inappropriate photos, as images left in a library are images that can potentially be used. Label each picture (or file name) with date, location, event and photographer for future reference and ease in searching for pictures.
- 5. Share your photos.** Include disks of photos in your press releases, and share photos with coalition members and UNDP headquarters.



## tips for getting great photography

- 1. No grip and grin shots.** These are posed pictures of two people standing together, looking slightly uncomfortable as they stare into the camera with their hands clasped and their lips frozen into a smile. Yes, you will need some of these to show that you have the support of a local dignitary, but they are hardly emotionally compelling images.
- 2. Capture what captures you.** What are the images that haunt you, that capture a particular problem or condition, or that immediately illustrate a country, a people or a culture? What scenes give you hope? Try to capture that with your photography.
- 3. Get close.** As the great photojournalist Robert Capa advised his fellow photographers, "if the pictures aren't good enough, you're not close enough."
- 4. Forget about posing; position yourself to capture the moment.** Some of the best photography happens when something happens. Don't bother to pose people. Instead, look to capture impromptu moments. A young girl stands in a door way waiting to be vaccinated. A boy crawls beneath his mother's loom as she weaves in their small cinder block home. Farmers bring their harvest to market. Anything that makes immediate the problem and the possible solutions. Take pictures that speak to people and the fundamental themes of the MDGs, not only pictures that directly document and/or promote UNDP's sponsorship.
- 5. Shoot everything.** Professional photographers take hundreds of shots of the same subject. Why? Because a photo session rarely results in more than three or four good photographs. Shoot more than you think necessary and you will have what is necessary. This costs nothing if you use a digital camera. Moreover, if you have a digital camera, go back after a few pictures to check how they are coming out, and make adjustments.
- 6. Hire a professional.** Consider engaging a well-known local photographer to take photographs that speak to the MDGs. In exchange for cost of film and developing, you could promise publicity by using the images as a cornerstone of an outreach campaign or in a poster series.



## event planning

Event planning is an often overlooked but critical part of any strategic communications plan. The one thing to keep in mind is that you can never be over prepared. Any work you can do before the event will help guarantee a successful event. Here are a few tips to help you organize a successful event.

- 1. Develop an agenda.** This is a guide to help you organize the event, and it will change as the day of the event approaches. A successful agenda will help you envision the entire event and allow you to troubleshoot in case things don't go according to plan. Make sure to share the agenda with all your partners. Your agenda should also include production notes, logistics, schedules and other information as a means of coordination and planning.
- 2. Set a realistic date.** There are many factors—determining how much staff you will need and what their specific roles might be, sending invitations, determining location, acquiring equipment, promoting the event—to take into consideration. You will need enough time to get them all in place.
- 3. Nearly all events are media-friendly.** Press conferences and media events are not the only events that attract media coverage. Send formal invitations to the media but make sure to follow up with a phone call. Reporters might have specific needs and a phone call will allow you to find out what these are. When might you not want to invite the media? At a private dinner with VIPs, or during an “off the record” meeting to discuss sensitive information.
- 4. Stay on message.** Develop talking points for all event staff. Talking points will include specifics regarding why we are holding this event, but also key messages about the MDGs. Don't forget to share your talking points with any special speaker or outside partner who might address the media.
- 5. Book, confirm and re-confirm the venue, the speakers, the caterer or any outside source.** Arrange for transportation or accommodations if needed. And don't forget to arrange for sitting!
- 6. Make sure that you have printed materials available.** These include press kits, press releases, MDG reports, fact sheets, photos and/or speaker bios. Make sure that all printed materials have UNDP contact information.
- 7. Arrange for a Q/A session with the media.** This is called a briefing and it allows you to share with the invited media the reasons why you are holding this event. You can also hold a briefing with all participating partners to go over talking points and review individual tasks.
- 8. Make sure all guests know who you and your partners are.** When appropriate, give your business card away and get as many back as you can. There might be a lot of people there and remembering everyone's name might not be possible. Nametags might help avoid embarrassing situations. In addition, consider giving out a list of guests and their affiliations.



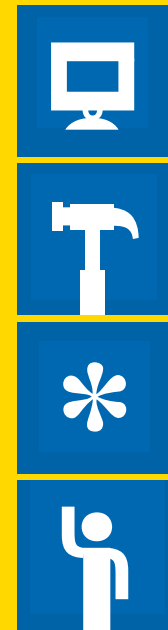
## press conference planning

Press conferences require a great deal of careful construction. They go beyond simply sending out press releases. A press conference is an attempt to gain more attention and momentum for your cause. It has to be interesting and compelling in some way. Here are some that you need to keep in mind:

- 1. Mornings are best (before noon).** Reporters will need enough time to prepare their stories and get them to press or the editing room on time. Monday through Wednesdays are better than the end of the week.
- 2. Make sure to send your media alert at least three days prior to the event.** You can follow the sample included in the Media Alerts section.
- 3. Always start on time.** Chances are yours is not the only event reporters are attending that day. Being on time will gain their trust and increase the chances of reporters attending future events.
- 4. Charts, photographs or any kind of visual aid will increase media coverage.** If you are staging a demonstration, make sure you have enough protesters. Have press releases available.
- 5. Make sure to schedule a Q/A and a photo-op session.**
- 6. Follow up with all media.** Send press releases right after the event even to reporters who attended the event. Always include UNDP contact information.



poverty • achieve uni-  
education •  
r equality •  
women •  
mortality •  
al health •  
S, malaria  
es • ensure  
ustainabili-  
lobal part-  
elopment •  
ne poverty  
chieve uni-  
education •  
r equality •  
women •  
mortality •  
al health •  
S, malaria  
es • ensure  
ustainabili-  
lobal part-  
elopment •  
ne poverty  
chieve uni-  
education •  
r equality •  
women •  
mortality •  
al health •  
S, malaria  
es • ensure  
ustainabili-  
lobal part-  
elopment



## millennium development goals

- eradicate extreme poverty and hunger
- achieve universal primary education
- promote gender equality and empower women
- reduce child mortality
- improve maternal health
- combat HIV/AIDS, malaria and other diseases
- ensure environmental sustainability
- develop a global partnership for development



United Nations Development Programme  
One United Nations Plaza  
New York, NY 10017  
Tel: (212) 906-5000

[www.undp.org](http://www.undp.org)

April 2004