



Strategic Communication and the United Nations Millennium Development Goals



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A study about the elements of strategic communication for creating awareness, advocacy, mobilization and support for the United Nations Millennium Development Goals.

Author: Dionne Madeleine Klaverweide

University of Twente

Faculty of Behavioural Science

Department of Communication Studies

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1st Supervisor: Prof. Dr. Erwin Seydel

2nd Supervisor: Dr. H. Boer

University of Twente

Faculty of Behavioural Science

Department of Communication Studies

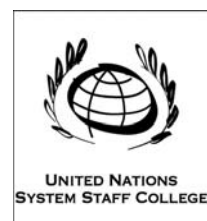
Enschede, The Netherlands

3rd Supervisor: Prof. Dr. Aung Tun Thet

United Nations System Staff College

Director of programs

Turin, Italy



Summary

1. Context

This study has been conducted because the United Nations System Staff College recognized the need for more insight in strategic communication as an important pillar in the global and national strategy to achieve the Millennium Development Goals. In the Millennium Declaration's core strategy 'campaign and mobilization' are central and aim at creating awareness and mobilization of community level understanding and support for the Millennium Development Goals through the civil society and media. Therefore communicators for social change want to generate more action and commitment to increase momentum for these goals, through awareness and advocacy for the Goals.

The study has analyzed communication documents and strategic country reports from 32 countries, to find out how strategic communication can support the work of United Nations organizations and thus support achieving the Millennium Development Goals. The research question is: What is good practice of strategic communication for the Millennium Development Goals?

2. Reports and Communication Documents

From 31 Millennium Development Progress reports and 21 United Nations Development Assistance Framework Reports the context and position of communicational efforts for the Millennium Development Goals were analyzed. It is concluded in the study that the conceptual understanding of what communication has to achieve is more stressed than the form in which this could be done, which also explains the low number of communication documents found.

From 43 communication document cases were derived, these cases identified the use of different communication paradigms or approach in the different phases of strategic communication planning. The first communication paradigm is the mechanistic paradigm and relates to the informative communication approach. The second communication paradigm is the psychological paradigm and relates to the persuasive communication approach. The third communication paradigm is the systems-interaction paradigm and relates to the relational communication approach. The fourth communication paradigm is the interpretative-symbolic paradigm and relates to the discursive communication approach.

The communication paradigms form the building blocks of strategic communication. Strategic communication can be referred to as effectively using communication. An important aspect of strategic communication is that the aim determines the choice of means. The means facilitate the strategic aim or multiple strategic aims, therefore one communication paradigm or approach does not exclude the other. One paradigm or approach can trigger the other, because there are forms of interdependence and cause and effect relationship, as well as simultaneously implemented approaches to facilitate and enforce strategic aims.

3. Good practice of Strategic Communication

The elements of strategic communication are fundamental for good practice of strategic communication for the Millennium Development Goals. All phases of strategic communication planning are equally important, as is regarding the interconnection and interdependency of the different communication paradigms and approaches. All phase of strategic communication are, depending on the strategic focus, based on an instrumental planning approach, a reconstructive planning approach or a practical-critical planning approach. In the analysis phase it is important to understand the values and perceptions of stakeholders and the public, as well as creating a sense of urgency and involving stakeholders by giving stakeholders the opportunity to express their interests and clarify their expressions. In the strategy phase a diffusion based communication process can aim at creating awareness and advocacy. A participation based communication process can aim at creating change in behaviour or generating action by facilitating participation and involvement to empower and build coalitions. Choices made during the mobilization, action and evaluation phase facilitate and are based on the strategic focus of the communication process.

4. Recommendations

There is a need for;

- more research to create insight about the causes of the preference of diffusion based communication processes in the action phase and the preference of participation based communication processes in the strategy and mobilization phase;
- more communication evaluation and research techniques to generate more insight in the effect and impact of the communicational efforts;
- more research about the effectiveness of participative versus non-participative approaches and the use of interconnection and interdependency between paradigms and approaches.

Suggestions made to share more lessons learned and knowledge production about communicational efforts for the Millennium Development Goals are:

- To develop training modules for communication practitioners about strategic communication for the Millennium Development Goals.
- To develop and use checklist and hands-on manuals for strategic communication for the Millennium Goals.
- To hold regional workgroups to share experiences.

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Preface

This study was initiated by the learning arm of the United Nations family, the United Nations System Staff College. There I conducted my research about strategic communication and the Millennium Development Goals. The role of the United Nations System Staff College is to serve as a distinct, system-wide knowledge-management and learning institution. This task is to provide strategic leadership, strengthen inter-agency collaboration, increase operational effectiveness, enhance stakeholder cooperation, and develop a more cohesive management culture. Their task is implemented by consultants in a wide range of themes, such as result-based management, performance management, conflict management, online distance learning and many others.

Throughout this study have I been given the opportunity to understand the work of the United Nations from an internal perspective. I am very thankful to have been given the opportunity by my supervisor, professor Thet, to be involved in the daily work of the United Nations System Staff College. Hopefully my study about strategic communication will be regarded valuable to the work of many communicators, also because it is based on cooperation and knowledge sharing between the department of Behavioural Science of University of Twente and the United Nations System Staff College.

Hereby I would also like to thank prof. Aung Tun Thet, prof. Erwin Seydel and dr. Henk Boer for their advice and inspiration. Their expertise has inspired the work of many and not to mention my motivation and my personal quest for knowledge. I also would like to thank those who supported me during my studies at the department and the United Nations System Staff College, especially my peers from University of Twente, colleagues at the United Nations System Staff College and last but not least my family & friends.

- Dionne

1. Introduction

1.1 Context

When world leaders placed development at the heart of the global agenda by adopting the Millennium Development Goals at the United Nations Millennium Summit in September 2000, the work of many United Nations staff members began to be centred around the Goals that set clear targets for reducing poverty, hunger, illiteracy, disease, discrimination against women and environmental degradation by 2015.

The United Nations Millennium Declaration captured the aspirations of the international community for the new century, it spoke of a world united by common values and striving with renewed determination to achieve peace and decent standards of living for every man, woman and child (Report of the Secretary General, 2004 A/57/270, p.2). The Millennium Development Goals are the following set of 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 and develop a global partnership for development. These goals can be achieved by facilitating an important pillar of the Millennium Development Goals core strategy; campaigning and mobilisation.

“Campaigning and mobilisation - Collaboration with a wide range of partners to foster a self sustaining movement, extending well beyond the United Nations System, which mobilises the commitments and capabilities of broad segments of society to build awareness and galvanise public opinion in support of action on priorities, policies and resource allocations. The United Nations System will support this process by providing some of the main substantive inputs, derived from the findings of monitoring and analysis, as well as mechanisms for networking and partnership building. It will also connect the work on the Millennium Development Goals with existing campaigns and movements led or assisted by United Nations agencies (Fernandes, 2002, p. 2).”

The overall purpose of the pillar ‘campaigning and mobilisation’ is to tackle the obstacles of insufficient public awareness and failure to mobilize community-level understanding and support through civil society organizations and the media. This resulted in the implementation of the Millennium Campaign by the United Nations Development Group, on behalf of the United Nations Development Group and at the request of the Secretary General. The Millennium Campaign is a public information and advocacy campaign that aims to help to create the conditions necessary to the achievement of the Millennium Development Goals. The United Nations established a workforce for the Millennium Campaign project, which gives support to initiatives for communicating the Millennium Development Goals at global, country or regional level.

On national level United Nations Country Teams have put in a lot of effort to increase awareness and action on the Millennium Development Goals, supported by other United Nations Units which often involved the work of the United Nations Development Group. The more expertise and experience is shared, the more change towards achieving the Millennium Development Goals can be facilitated. The United Nations Development Group had taken the lead in the communication strategy of the Millennium Development Goals. Their communication about the Millennium Development Goals is multifaceted and part of the daily work of the Communication Unit, Millennium Development Goals Unit and the Civil Society Unit. On global level the United

Nations Millennium Campaign Unit, lead by Eveline Herfkens, holds expertise in the field of communication and increases action at global scale on all levels. The momentum for achieving the Millennium Development Goals has been increased, but more action and political will is needed.

What lies ahead for Millennium Development Goals communicators is designing more communication strategies and interventions to maintain momentum, generate action and commitment in order to push forward the Millennium Development Goals agenda. The momentum on a global scale has increased mainly because of the political agenda of the G8 (Group of Eight) summit and communication interventions of campaigns such as 'Make Poverty History', as part of the Global Millennium Campaign, responding and creating momentum. The visibility of the need for action on achieving social change on a global level has increased at accelerating speed by the middle of 2005. On the Millennium Campaign website there are many examples described of recent communication interventions all over the world, focusing on a Millennium Development Goal independently or as a whole.

1.2 Aim of the Study

This study has been conducted to be of support to the challenging work of Millennium Development Goals communication practitioners in developing countries. The study has sought to develop a conceptual framework of strategic communication for the Millennium Development Goals at the national and regional level.

The United Nations System Staff College recognized the need for more insight in strategic communication, to facilitate United Nations staff members. The United Nations System Staff College wishes to contribute to the enlargement of the impact of the work of the United Nations by sharing knowledge and expertise. The aim of the study is to gather and share more knowledge in conducting strategic communication for the Millennium Development Goals, in line with the purpose of the 'campaigning and mobilisation' element. The report outlines lessons learned in the process of communication for advocacy and support of the Millennium Development Goals. The findings are based on theory and practice in the field of *strategic communication* and *development communication*.

This study has analyzed strategic United Nations documents (United Nations Development Assistance Framework reports and Millennium Development Goals reports) and other United Nations documents describing communication strategies and/or interventions in order to find out how the elements of strategic communication can support the work of United Nations organizations and thus support achieving the Millennium Development Goals. Throughout this report the following research question will be answered: What is good practice of strategic communication for the Millennium Development Goals?

2. Elements of Strategic Communication

Because it is important to regard communication as a discipline and practice in the context of effective communication for development, it will be outlined what strategic communication is and which theoretical determinants should guide choices made in strategic communication.

2.1 What is Strategic Communication?

In the United Nations reform tool for strategic communication (United Nations System Staff College, n.d.) strategic communication is described as follows:

“Communication is strategic when it supports and promotes a management objective. The ultimate goal of communication is to facilitate a change in behaviour rather than merely to disseminate information. Such change in behaviour among specific client and stakeholder groups is critical to the achievement of management objectives. Strategic communication takes a client-centred approach, it involves the development of programs designed to influence the voluntary behaviour of target audiences [and actors] to achieve management objectives (United Nations System Staff College, n.d., p. 2).”

Strategic communication can be referred to as effectively using communication, aiming at increasing the level of awareness and creating change in behaviour of actors and the relationship amongst and between actors. Seydel (2000, in: Seydel & Klandermans, 2000) described that using communication in a strategic manner implies that using communication means and channels is only useful when the desired effects or impacts are defined. The aims of organizations determine the choice of communication intervention and instruments, because the aims define the communication strategies. The aim is facilitated by the means; therefore the choice of means depends on considerations made during the decision-making process of planning communication strategies and interventions.

Creating advocacy, awareness and support of the Millennium Development Goals, means more than disseminating information. It can be facilitated by approaching communication strategically, because strategic communication is people-centred in order to create meaning and achieve behavioural change. The effectiveness of communication is regarded to be dependent of a strategic use of communication, focusing on the desired aims and measured by its achievements. On the forefront the process of creating meaning focuses on achieving the aim of creating advocacy and awareness, this is followed up - but not exclusively in linear progress - by the process of behavioural change focusing on establishing active support and partnerships in achieving the goals. These different aims form the building blocks towards the overall strategic focus; they require different perspectives on the process of communication, their implications and the level of change needed. For example communication can be used to spread information; it has a clear objective of making sure more people know what the Millennium Development Goals are. The effectiveness in such cases is relatively easy to measure using basic communication research techniques. It becomes somewhat more complicated to set out the desired change and measure achievements for interventions that require a change in attitudes or behaviour, but also these targets are measurable.

2.2 Diffusion and Participation

There are two dominant conceptual models used in the field of communication for achieving development goals: the diffusion model and the participation model (Morris, 2003). The *diffusion model* regards behaviour change as the goal of communication campaigns and as the purpose of communication campaigns. To inform and persuade individuals can also aim at changing their behaviour by providing (a vertical, top-down process) them with new ideas and information. The *participation model* holds that development communication is not a vertical progress of information transmission from the knowledgeable to the less knowledgeable, but rather a horizontal process (relational process) of information exchange and interaction.

Thus the diffusion model and participation model differ by vertical or respectively horizontal process of information, the exchange and interaction process. In case of a vertical process, the process is labelled by *announcing the meaning of communicated content* and in case of a horizontal process, the process is labelled by *influencing the meaning of the communicated content*.

The two dominant conceptual models (the diffusion and the participation model) used in the field of communication for achieving development goals lead to different communication paradigms. The starting point for both models is that communication is about changing and or adding to one perception by influencing or announcing a communicated content. The question is how and what change takes place in whose perception.

2.3 Communication Paradigms and Approaches

There are four communication paradigms developed by Van Ruler & Verçic (2002). These are: the mechanistic, the psychological, the systems-interaction and the interpretative-symbolic communication paradigm. The communication paradigms lead to corresponding communication approaches also developed by Van Ruler and Verçic (2002). The approaches are based on the differences in the direction the communication process and the consensus over the meaning of the communicated content.

Exhibit 1. Elements of Strategic Communication

1	one / two sided process	Diffusion (non participative)		Participation	
2	conflict / consensus of meaning	Announcing	Influencing	Announcing	Influencing
3	communication paradigm	Mechanistic	Psychological	Systems-interaction	Interpretative -symbolic
4	communication approach	Informative	Persuasive	Relational	Discursive

In Exhibit 1 the elements of communication theory, such as the communication approaches and paradigms, are visually categorised. On the left the considerations are displayed. The first is whether the process is one or two

sided. The second is about the consensus or conflict of meaning. The third are the communication paradigms and fourth are the communication approaches. In the first column the considerations leading to the informative approach, are discussed. In the second column the considerations leading to the persuasive approach are discussed, the third column considerations leading to a relational approach and in the last column considerations leading to a discursive approach.

The *informative approach* implies a one-way communication process, in which there is no or little chance of a conflict of meaning. This approach is based on a *mechanistic communication paradigm* and is therefore characterized by the use of the *diffusion model* because of a *non-participative* communication process of *announcing*. It is often used in communication programs designed to transfer knowledge (information) from the 'knowledgeable to the unknowledgeable' and emphasizes the phase of transmission. This approach is based on the thought that the process of communication (transfer of information) is described mainly as a chain model which consists of the following elements in sequenced order: the sender of information, the message/information itself, the communication mean or channel, the receiver of information. This thought finds its roots in the mathematical theories of Shannon and is proposed as a theory for human communication by Weaver (Shannon and Weaver, 1949; in: Van Ruler, et al., 2005). The main question in the informative approach is how the public can be reached by 'injecting' information.

The *persuasive approach* implies a one-way communication process, in which there is a chance of a conflict of meaning. Through a persuasive approach a party's perspective is being changed by the advocator through one-way influence. This approach is based on a *psychological communication paradigm* and is therefore characterized by the use of the *diffusion model*, because of a *non-participative* communication process of *influencing*. This approach emphasizes the influence (and effect) communication interventions have on individuals or target groups and the possibilities to direct and control the process leading to the desired effect. The theory of planned behaviour developed by Fishbein and Ajzen (1980, in: Van Ruler, et al., 2005) is a commonly used theory within the persuasive approach. This theory states that behavioural intention of respondents is based on their attitudes towards the desired behaviour and their perception of (significant others) their social norms towards the desired behaviour. According to Van Ruler, this approach is characterized by influencing the individuals their cognitions by creating meaning, selecting information and evaluating the perception of the communicator as an influencer or sender of information. The dominant field in which the persuasive approach is often used is the field of health. The main question in this approach is how to achieve the desired effect, such as change of behaviour, amongst target groups, with an emphasis on how to direct and control conditions leading to the desired effect.

The *relational approach* implies a two-way communication process, in which there is no different (or conflicting) perspective on the communicated content. This approach is based on a *systems-interaction communication paradigm* and is therefore characterized by the use of the *participation model*, because of a *participative* communication process of *announcing* with a focus of expression oneself. This approach emphasizes the behavioural patterns of entities interacting with each other, while adapting to their environment. This approach is dominant in the field of public relations and focuses on the question how to develop and maintain prosperous relations with stakeholders in order to survive in a shared reality based on a consensus of meaning. An important

theory within the relational approach is the theory of co orientation developed by McLeod and Chaffee (1973, in: Van Ruler, et al., 2005).

The *discursive approach* implies a two-way communication process, in which the difference of perspective on the communicated content is being transformed through mutual influence. This approach is based on an *interpretative communication paradigm* and is therefore characterized by the use of the *participation model*, because of an iterative and *participative* process of *influencing* with a focus on the creation of meaning. As in the relational approach, the interpretative approach distances itself from the linear perspective on communication as mentioned in the informative and persuasive approaches. One needs to increase the knowledge level or awareness, in order to involve a party in participation. Participative approaches can thus be dependent of non-participative approaches. The core element of communication in the interpretative approach is to construct meaning, as described in the theory of sense making by Weick (1995). Central in this approach is the enactment of entities by giving ideas and responding to others and their ideas. These typologies of communication approaches and paradigms allow particular process to be placed in one or the other structural functional category. So that the actions of communication practitioners can be described in order to make it possible to construct and maintain structures in planning strategic communication.

2.4 Communication as a Social Process

Many scholars, such as Wilkins & Mody (2001) and Huesca (2001), have studied the aim of changing society (or the development of a society) and emphasize the need for a different perspective of the process of communication (one of enactment) and the need for more knowledge production in the field of communicating for development. In the field of communication research and theory there are two areas of relevance to communicating the Millennium Development Goals:

The field of *Communication for Social Change* has a broad perspective on the process of social change facilitated by communication. *Communication for Social Change* is defined in participatory terms in the Rockefeller Foundation's report on communication for social change (1999, p. 8) as "a process of public and private dialogue through which people define who they are, what they want and how they can get it." Community dialogue and collective action are seen as main clusters of factors to determine and be determined by the change in people's individual lives and the change in their society.

The field of *Development Communication* focuses on communication as the tool to promote social change. 'Development Communication' was defined by Wilkins (2000, p. 197) as "the strategic application of communication technologies and processes to promote social change". Both fields overlap and have in common that they regard strategic communication to be about creation of meaning and reduction of conflict of meaning. The Rockefeller report (1999, p. 5) described the process of reducing conflict as follows:

"When different points of view and beliefs arise (divergence), further communication is required to reduce the level of diversity (convergence) to the point where there is a sufficient level of mutual understanding and agreement to engage in collective action and solve mutual problems (Rockefeller Foundation, 1999, p. 5)."

A conversation or dialogue constitutes a feedback process for each participant, which eventually will lead to the diminishment of mistakes and will create consensus. When conducted effectively the participants gradually converge toward a greater degree of mutual understanding and agreement.

The question arises whether these assumptions indicate superiority of the participation model over the diffusion model. These two models are not polar opposites. One can trigger the other, because there are forms of interdependence and cause and effect relationship, for example mass media can trigger interpersonal communication (Morris, p. 3). Participatory campaigns employ interpersonal communication channels almost exclusively: group meeting, workshops, and sometimes localized 'small media' such as community theatre or interactive posters. Reardon and Rogers stated (1988, p. 295) that "almost every diffusion study finds that peer networks play an essential crucial role in decisions to adopt a new idea". This observation led them to term the academic divide between interpersonal and mass communication a 'false dichotomy'. Substantiating this claim, many studies reviewed here noted the role of media sparking interpersonal communication, which in turn leads to changes in behaviour. Although some campaign planners deliberately sought to encourage interpersonal communication, others were surprised to discover that post campaign evaluations revealed a significant role for interpersonal communication.

Participation implies empowerment; this is a style of professional and social interaction that aims to help people to achieve their own purposes and by building capacity and confidence. In strategic communication the desired result of creating consensus, learning or sharing information determines the strategic approach and may involve the need for participation. The participatory model is to determine the stakeholders' need, by means of involving actors such as the public and or stakeholders. There is a possible need follow up the participation model by the diffusion model and/or the other way around.

In the context of advocating the Millennium Development Goals, advocacy can be regarded as communication that persuades, requests and demands solutions, often very specific ones. Advocacy as described in the Blue Book for advocating the Millennium Development Goals developed by the United Nations Development Group (2004) is much focused on one message, one goal and the actualization of that goal. The United Nations Development Group states in the Blue Book (2004, p. 20) that advocacy communication sets out to change opinions based on attitudes and mobilizes others to action. 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. One of the best advocacy methods for the United Nations Development Group on the Millennium Development Goals is sometimes not taking a position at all, but bringing diverse groups together for debate in a common space.

2.5 Planning Approaches

Planning approaches (Woodward, 2003) can be defined and related to the different communication approaches described above. In Exhibit 2 the characteristics of communication planning are visually represented.

Exhibit 2. *Elements of Communication Planning Approaches*

④	communication approach	Informative	Persuasive	Relational	Discursive
⑤	planning approach	Instrumental	Instrumental	Reconstructive	Practical-critical
⑥	process aim	to inform	to persuade	to facilitate dialogue	to transform

The *instrumental planning approach*, which relates to the *informative and persuasive approaches*, is based on diffusion of information aimed at influencing the recipients. The planning is static of nature and relates to the diffusion model with a communication *aim of informing* and /or *persuading* key publics, target groups and/ or stakeholders. The *reconstructive planning approach*, which relates to the relational approach, is based on participation of stakeholders (reciprocal planning process). The planning is more dynamic, because of the choice of means, which empowers stakeholders to engage in the communication process. The *practical-critical planning approach*, which relates to the discursive approach, is based on participation of stakeholders (iterative planning process). The dynamic of the process is created by empowering stakeholders to be active creators of the communication process. The reconstructive and practical-critical planning approaches relate to the participation model with the communication *aim of facilitating dialogue* amongst or *transforming meaning / opinion* of key publics, target groups and/ or stakeholders.

2.6 Phases of Communication Planning

To develop a model for strategic communication for the Millennium Development Goals, different communication paradigms and their implications to define and plan communication strategies have been discussed in the previous paragraphs. This paragraph will indicate the strategic elements of effective planning and conducting communication interventions to advocate the Millennium Development Goals. Further in the report characteristics of strategic communication paradigms will be set out against appropriate phases of communication planning. This leads to an overview of the elements of strategic communication. First, different planning models will be discussed. There are different planning models for communication practice, for example planning models in the field of Public Relations. A communication planning model is the creation, allocation and/or use of communication resources to achieve socially valued communication goals, in the context of a particular image or images (Middleton, 1985: 21, In; Rebel, 2000, p. 209).

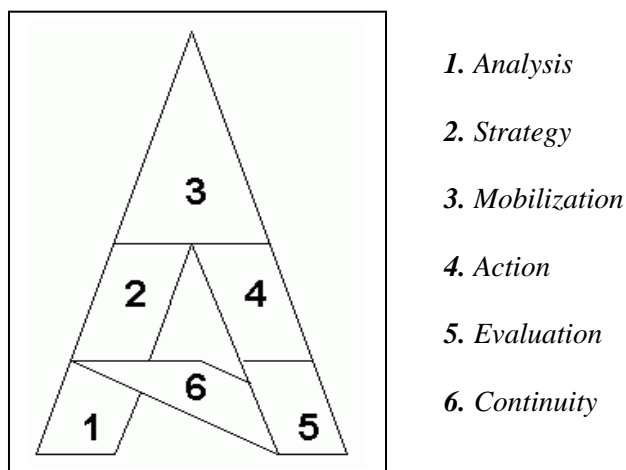
According to Rebel (2000, p. 211) a model for strategic communication planning consists of five stages: analysis, strategy, program, implementation and review, in short ASPIRE. These stages are empirically valid as they are based on experiences with UNESCO campaigns and communication structures (Rebel, 2000, p.208).

In the context of strategic communication and the Millennium Development Goals suitable planning models contain elements for inspiring, informing and convincing communication as developed by Seydel. These stages are motivation, vision & strategy, designing a change strategy, action and evolution. Seydel's five stages for inspiring, informing and convincing communication are very much inline with the stages used in *the frame for advocacy* developed by the John Hopkins University Centre for Communication Programmes (n.d.).

The frame for advocacy proposed by the John Hopkins University Centre for Communication Programmes (n.d.) is a continuing process as reflected in Exhibit 3. The suitability of the frame for advocacy lies in the slightly different approach that focuses on advocacy and yet is very similar to Rebel's ASPIRE model and Seydel's five stages model. The frame for advocacy defines six phases: analysis, strategy, mobilization, action, evaluation and continuity.

Kotter (1996) has defined the *eight stage process of creating major change*. These stages demand to be used in sequential order. The stages of Kotter (1996) are: to establish a sense of urgency; to create a coalition; to develop a vision & strategy; to communicate the change vision; to empower broader action; to generate short term wins; to consolidate gains & produce more change and to anchor new approaches in the culture. These stages can be regarded as activities in the frame for advocacy.

Exhibit 3. *A frame for advocacy* (John Hopkins School of Public Health, n.d.)



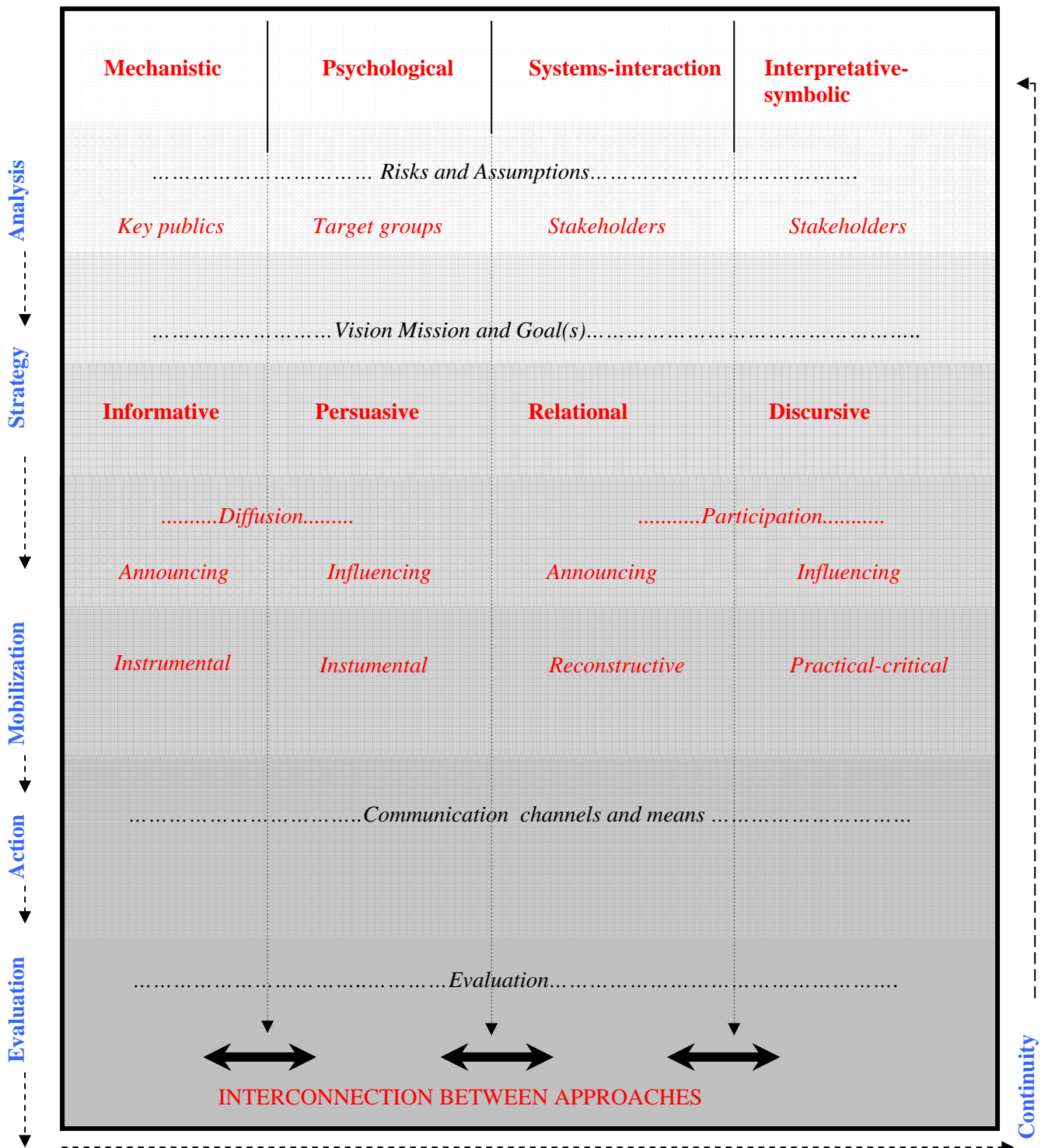
The planning phases according to the John Hopkins University Centre for Communication Programmes (n.d.) are described as follows:

- Analysis - The first step in effective advocacy is to start with accurate information and in-depth understanding of the problem, the people involved, the policies, the implementation or non-implementation of those policies, the organizations, and the channels of access to influential people and decision-makers.
- Strategy - The strategy phase builds on the analysis phase to direct, plan, and focus on specific goals and to position the advocacy effort with clear paths to achieve those goals and objectives.

- Mobilization - Events, activities, messages, and materials must be designed with your objectives, audiences, partnerships and resources clearly in mind.
- Action - Keeping all partners together and persisting in making the case are both essential to carrying out advocacy.
- Evaluation - A team needs to measure regularly and objectively what has been accomplished and what remains to be done.
- Continuity - Articulate long-term goals, keep functional coalitions together and keep data and arguments in tune with changing situations.

The theoretical framework described above has led to a visual representation of the elements of strategic communication in Exhibit 4. The first phase is the analysis phase, second the strategy phase, third the mobilization phase, fourth the action phase, fifth the evaluation phase and sixth the continuity phase. All phases are given content by the considerations made depending on the appropriate communication paradigm or approach represented horizontally in Exhibit 4.

Exhibit 4. Elements of Strategic Communication



2.7 Planning the Analysis Phase

The first step in effective advocacy begins with accurate information and an in-depth understanding of desired aims and potential problems by analyzing the situation using methods such as SWOT-analysis (strengths, weaknesses, opportunities and threats analysis). These methods of analysis are to define the catalyst or problem causing the need for communication intervention and to define the current status, core difficulties or risks and assumptions. Important parts of the analysis phase are: people involved, the policies (the implementation or non-implementation of those policies), stakeholders, and the channels of access to influential people and decision-makers.

An important consideration made during the phase of analysis how to establish a sense of urgency by reducing complacency, the feeling of contentment or self-satisfaction, especially when coupled with an unawareness of danger, trouble, or controversy. Complacency reduces the sense of urgency and under this circumstance it is difficult to put a group together with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision (Kotter, 1996). The sense of urgency is important for creating momentum for change.

Another important consideration made during the phase of analysis is to analyze the level of conflict or differences in the perceived meaning and the level of involvement of actors in the process. Based on these determinations advocates are able to define key publics or conduct stakeholder analysis and create coalitions by involving stakeholders (Kotter, 1996). When defining the actors it is important to regard the identity of the advocator. The identity of the advocator is the way organizations see themselves, no one ever acts as a single sense maker because individuals perceive lot of identities depending on their backgrounds and interests.

Based on considerations made in the analysis phase, choices can be made regarding the diffusion model and participation model. The starting point for both models is that communication is about changing and or adding to one perception by influencing or announcing a communicated content. The question is how and what change takes place in whose perception. In the analysis phase the mechanistic approach is characterized by analyzing the situation, problem and/or catalyst from one's own perception without involving stakeholders' perceptions in the process. This approach defines the key publics, but does not necessarily conduct a stakeholder-analysis. The psychological approach is characterized by defining the target group's perceptions and uses this as an input for analyzing the situation, problem and/or catalyst to influence the target groups. The systems-interaction approach is characterized by involving stakeholders in the analysis of the situation, problem and/or catalyst by letting stakeholders express their interests and clarify their expressions. The interpretative-symbolic is characterized by involving key actors and empowering them to define the situation, problem and or catalyst. In the last paradigm publics, target groups and stakeholders are regarded as key actors in the role of creators and interpreters of the situation by expression of individual or shared interest, clarification of perception and define the situation.

2.8 Planning the Strategy Phase

The strategy phase builds forward on the analysis phase to direct, plan, and focus on specific goals and to position a possible advocacy effort with clear paths to achieve those goals and objectives. Guiding this phase is again the

level of conflict or differences in the perceived meaning and the level of involvement of actors in the process (top-down or bottom-up).

An important consideration made during the phase of strategy is developing a vision and strategy. According to Kotter (1996) the characteristics of an effective vision are: imaginable, desirable, feasible, focused, flexible and communicable. The vision is the desired future state. Examples are achieving the Millennium Development Goals, creating awareness amongst (specific) target groups and or stakeholders. The vision is the Millennium Declaration itself and the strategy is to diagnose, plan and implement the goals in each country with proper focus and actions. The practical investment strategies and approaches to finance them, the report 'Investing in development: practical plan to achieve the Millennium Development Goals' presents an operational framework to achieve the Millennium Development Goals by 2015. The mission is the overriding purpose. An example is to increase public awareness of the Millennium Development Goals and public pressure on Governments to deliver on their commitments. The strategic goal(s) and/or objective(s) are to be specific, measurable, achievable, realistic and time-bound (SMART).

Regarding strategic approaches choices can be made based on desired strategic aims. In the strategy phase the mechanistic paradigm is characterized by setting out strategy according to the desired vision, mission and goals without knowing stakeholders' values and expectations. The first, the informative approach, implies a one-way communication process in which there is no or little chance of a conflict of meaning. This approach based on the mechanistic communication paradigm and is therefore characterized by the use of the diffusion model and a horizontal communication process of announcing. The psychological paradigm is characterized by setting out strategy according to influence target groups' values and expectations. This paradigm leads to the persuasive approach and thus implies a one-way communication process in which there is a chance of a conflict of meaning and thus emphasizes the fact which there is a difference between perspectives of the parties in the communication process. Through the persuasive approach a party's perspective is being changed by the advocator through one-way influence. This approach based on the psychological communication paradigm and is therefore characterized by the use of the diffusion model and a vertical communication process influencing. The systems-interaction paradigm is characterized by a strategy which is in line with the values and expectations of stakeholders. This paradigm leads to the relational approach and thus implies a two-way communication process and in which there is again no different (or conflicting) perspective on the communicated content. The interpretative-symbolic paradigm is characterized by the input, which is created by and thus in line with the values and expectations of stakeholders. It uses the participation model and a vertical communication process of influencing. This paradigm leads to the discursive approach and implies a two-way communication process in which the difference of perspective on the communicated content is being transformed through mutual influence.

The considerations mentioned in this paragraph are visually presented in Exhibit 5. It presents building blocks of strategic communication, which are structured on the four choices of communication approaches in vertical direction, these are the informative, persuasive, relational and discursive approaches and the level of analysis (discussed in the previous paragraph). In practice there is no strict separation between the approaches, because different approaches can be used simultaneously and/or one approach can support the other.

Exhibit 5. Building Blocks of Strategic Communication Approach

<i>Level of analysis</i>	Public	Target Group	Stakeholders	Key Actors
<i>Communication Approach</i>				
Informative	A mechanistic paradigm of announcing in non-participative involvement of the public, because of communication aim to inform the public. An instrumental approach to planning, which is static of nature.			
Persuasive		A Psychological paradigm influencing target groups in a non-participative manner, because of the communication aim to persuade. The public is regarded as target group, stakeholder or key actors. An instrumental approach to planning, which is static of nature.		
Relational			A System-Interaction approach of announcing one another to facilitate dialogue, this implies participation. The public and/or target groups are regarded as stakeholders. A reconstructive approach to planning, which is focused on the effects of the advocator on the stakeholder.	
Interpretive				An Interpretative-Symbolic approach of constructing meaning in participative manner by influencing key actors and the advocator. The public, target groups and stakeholders are regarded as key actors. To transform one another the planning approach is practical-critical which is characterized by an iterative process.

2.9 Planning the Mobilization Phase

The phase of mobilization builds forward on the efforts put in creating a coalition for leading to change and profits from mobilizing the coalition. When informative or persuasive strategies are applied, the communication aim of informing and /or persuading key publics, target groups and/ or stakeholders relates to the diffusion model of the communication process. Because an emphasis on the diffusion of information both strategies are characterized by the planning of communicative process in a static manner. The distinction between the strategies is characterized by the differences in perception in case of the persuasive strategy. Since focusing on diffusing the communicated content there is no clear distinction between the phase of mobilization and the phase of action.

In case of the relational or discursive strategies, the communication aim is to facilitate dialogue amongst or transforming meaning / opinion of key publics, target groups and / or stakeholders. This relates to the participation model of the communication process. In defining the planning approach communication action such as events, activities, messages, and materials must be designed with objectives, audiences, partnerships and resources clearly in mind. The development of specific messages for each key audience (specific communication strategies) includes the level of involvement of stakeholders in the planning process as an indicator of the preferred approach. In different approaches implies an increasing amount of specification, knowledge and

involvement of key audiences and stakeholders. This influences the choice of means, the amount of fixed or flexible planning.

For a relational strategy the reconstructive planning approach is used, based on participation of stakeholders (reciprocal planning process). The input of stakeholders is important for the 'interactive' choices made in the action phase. For this approach there is a clear distinction between the mobilization and action phase. The planning is more dynamic because of the choice of means and because it empowers stakeholders to engage in the communication process. In a discursive strategy the practical-critical planning approach is used, based on participation of stakeholders (iterative planning process). Also in this approach there is clear distinction between the mobilization and the action phase. The direction and scope of practical choices are based on the previous phases and will be designed to have insight in the dynamics of the action phase. The dynamics of the process are due to the empowerment of stakeholders as creators of the communication process.

2.10 Planning the Action Phase

In the action phase specific tactics and tools are developed to support each strategy for each specific public or actor. The chosen paradigm underlines the current strategy and needs to be supported with a number of tactics designed to convey the message to that public or actor, through the channel appropriate to the strategy.

Exhibit 6 gives a visual representation of the *communication conformation table* developed by Wilson (n.d., in: Heath, 2001, p. 218). This table can be useful tool for categorizing tactics and means of communication. The different approaches imply differences in the amount of specification, knowledge and involvement of key audiences and stakeholders as determined in the analysis, strategy and mobilization phases. The communication conformation table is a practical tool for defining the self interests (attitude and behaviour), influential(s), goals (outputs), tactics or tools (inputs), messages and budget & calendar divided according to key public or actor. The input for the table is mainly constructed throughout the considerations made in the previous phases that lead to the different communication strategies. In the informative approach, planning is mainly outlined in the previous phase of mobilization. There is no involvement of stakeholders in the process and communication channels are chosen according to the defined target groups. This results in a static action plan. In the persuasive approach, the planning is static of nature. Once the tactics are outlined, the program will be run in order to create a change of in attitude or behaviour. The effect of the communication program determines the adjustment of tactics. In the relational approach, planning is more dynamic because of the choice of means that empower stakeholders to engage in the communication process. In the discursive approach the dynamics of the process are again driven by the stakeholders and as actors and creators of the communication process.

Exhibit 6. Communication confirmation table (Adapted from Wilson, in: Heath, 2001, p. 218).

	Public/ Target Group/ Stakeholder/ Actor
Self interests (cognitions, attitude and behaviour)	
Influential factors	
Goals	
Tactics/tools	
Messages	
Budget and calendar	

2.11 Planning the Evaluation Phase

This phase takes place at the end of the process, but has to be considered throughout the whole process. Evaluation practice identifies obstacles and lessons learned from the communication process. By using basic communication research methods the effectiveness of communication interventions can be measured. Again the level of involvement of stakeholders is of importance in this phase. In the informative approach a linear perspective of evaluating means whether or not the communicated content is received by the key public. In the persuasive strategy the change in attitudes and behaviour is of importance in the effectiveness of the communication process. In the relational and discursive strategies the level of involvement of stakeholders leads to participation of stakeholders in defining evaluation standards.

The evaluation phase contains generating short term wins, measuring the achieved effects using positive change to generate more change. Similar to the stage of consolidating gains and producing more change as developed by Kotter (1996).

2.12 Planning the Continuity Phase

The continuity phase illustrates the cyclical process of communication. One approach can evoke the other and exist in sequence or parallel to each other. For example education [informative] and advocacy [persuasive] communications frequently work in sequence, but sometimes are simultaneously for different audiences because some audiences are ready for advocacy while others require education (United Nations Development Group, 2004). The continuity phase also contains absorbing lessons learned and anchoring new approaches in the culture (Kotter, 1996). The process of communication is ongoing. Therefore advocating the Millennium Development Goals is not a one-time occasion, it is a continuous process to facilitate social change.

3. Communication Documents

3.1 Countries

32 Countries out of 229 member countries of the United Nations were included in the study. In Appendix 4 the complete list of United Nations member countries is presented. The countries included in the study are:

Albania, Armenia, Bangladesh, Burkina Faso, Cambodia, Egypt, Ethiopia, Fiji, Ghana, India, Indonesia, Kenya, Malaysia, Morocco, Moldova, Mongolia, Mozambique, Namibia, Nepal, Nigeria, Pakistan, Philippines, Samoa, Serbia Montenegro, Sierra Leone, Tanzania, Thailand, Tunisia, Uganda, Uzbekistan, Viet Nam and Zambia.

3.2 Research Method

Applied research is the primary focus of the study, because the study aims at defining lessons learned related to creating advocacy, awareness and broad-based action for the Millennium Development Goals. The study is based on desk-research. This research method gives the opportunity to gather a wide range of data made available within the United Nations in a relatively short timeframe. There is a large availability of all kind of reports about the work of the United Nations Country Teams and other United Nations workgroups in the context of the MDG.

Communication interventions were implemented since the acceptance of the Millennium Declaration in the year 2000, when the Millennium Development Goals came to force on global, regional and country level. These communication documents describe campaign strategies, activities and other communication interventions developed by United Nations Country Teams or other United Nations groups working on the achievement of the Millennium Development Goals. There is a broad range of country specific situations and contextual information, because every country is unique.

3.3 Document Selection

The documents collected will be referred to as communication documents. The communication documents were collected from the United Nations Development Program website, the Millennium Development Goals email network and the Millennium Global Campaign website. The search did not include communicational efforts in donor countries, because the focus is on creating a framework for strategic communication for developing countries. The communication documents, describing communication strategies and interventions, were found from the selected 32 countries mentioned above.

The study has used a maximum variation and criteria sampling method, collecting documents and other written materials describing communicational efforts for the Millennium Development Goals. A maximum variation sampling method collects 'documents unique or divers that have emerged in adapting to different conditions identify important common patterns that cut across variation' (Patton, 1990, p. 182). Criteria sampling picks all cases that meet the criteria. Given the maximum variation sampling method identifies common patterns in the use of communication for the Millennium Development Goals. There is no need to generalize specific

contextual information. The aim is to find different lessons learned and make their considerations applicable in different situations even though every situation contains unique contextual information.

The United Nations Development Assistance Framework and Millennium Development Goals (Progress) reports from the selected 32 countries mentioned above were collected. The United Nations Development Assistance Framework is the common strategic planning framework for the operational development and cooperation activities of the United Nations System at the country level. It provides a collective, coherent and integrated response to national priorities and needs. The report represents current and planned programmes in the national context. The United Nations Country Team prepares the United Nations Development Assistance Framework together with the government. The Millennium Development Goals (Progress) report is a user-friendly presentation of the current status and trend towards each nationally defined target. Its audience is the general public, parliamentarians, the media, CSO representatives, professional associations and school teachers.

There were no Millennium Development Goals reports found from Ethiopia, India, Samoa and Uzbekistan. There were no United Nations Development Assistance Framework reports found of Bangladesh, Cambodia, Ethiopia, Fiji, Indonesia, Malaysia, Moldova, Mongolia, Mozambique and Viet Nam, ten of the 32 countries. There were no Albanian United Nations Development Assistance and Millennium Development Goals (Progress) reports collected, because of the extensive documentation about communication strategies and interventions for the Millennium Development Goals in Albania.

The communication documents, these include communication strategy papers, terms of references and other documents describing communication activities, campaigns or strategies, were collected from the website of the United Nations Development Group, the website of the Millennium Campaign, the MDGnet and other related web-based applications. The MDGnet is the online network of the United Nations that facilitates information and knowledge sharing between Millennium Development Goals practitioners, by making documents available and informing through email to link people and knowledge. The list of references and the exact location of the materials can be found in Appendix 12.

In Table 1 an overview of selected countries and their documents are presented.

Table 1. Overview of selected countries and documents

<i>MDG Strategy Documents</i>			<i>Communication documents</i>		
	Millennium Development Goals (Progress) Report	United Nations Development Assistance Framework Reports	Campaign report	MDGnet Replies	Other sorts of documentation
1. Albania			5 campaign reports		1 TV spot, 2 Policy papers
2. Armenia	MDG report 2001 MDG report 2005	UNDAF report 2005			Posters
3. Bangladesh	MDG report 2005				www.millenniumcampaign.org
4. Burkina Faso	MDG report 2004	UNDAF report 2001-2005			www.millenniumcampaign.org
5. Cambodia	MDG report 2001		1 campaign report		
6. Egypt	MDG report 2005	UNDAF report 2002-2006			1 Civil society workshop, 1 Concept note, 3 Media programmes, 1 Project plan
7. Ethiopia					www.millenniumcampaign.org
8. Fiji	MDG report 2004				News bulletin
9. Ghana	MDG report 2003	UNDAF report 2006-2010			www.millenniumcampaign.org
10. India		UNDAF 2000			www.millenniumcampaign.org
11. Indonesia	MDG report 2004				www.millenniumcampaign.org
12. Kenya	MDG report 2003 MDG report 2005	UNDAF report 2004-2008			1 Situation Analysis, 1 MDG needs assessment report 2005 www.millenniumcampaign.org
13. Malaysia	MDG report 2005			MDGnet	
14. Morocco	MDG report 2003	UNDAF report 2002-2006			1 Workshop report www.millenniumcampaign.org
15. Moldova	MDG report 2005		1 Campaign report		
16. Mongolia	MDG report 2004				News bulletin
17. Mozambique	MDG report 2005			MDGnet	
18. Namibia	MDG report 2004	UNDAF 2001-2005			www.millenniumcampaign.org
19. Nepal	MDG report 2005	UNDAF 2002-2006			News bulletin
20. Nigeria	MDG report 2004	UNDAF 2002-2006		MDGnet	www.millenniumcampaign.org
21. Pakistan	MDG report 2004	UNDAF 2004-2008			www.millenniumcampaign.org
22. Philippines	MDG report 2003	UNDAF 2005-2009			www.millenniumcampaign.org
23. Samoa		UNDAF 2003-2007			1 Policy paper
24. Serbia Montenegro	2 MDG report 2004	UNDAF 2005-2009		MDGnet	
25. Sierra Leone	MDG report 2005	UNDAF 2004-2007		MDGnet	
26. Tanzania	MDG report 2001	UNDAF 2002-2006			1 Workshop report www.millenniumcampaign.org
27. Thailand	MDG report 2004	UNDAF 2002-2006	1 Campaign policy		
28. Tunisia	MDG report 2004	UNDAF 2002-2006	1 Campaign report		
29. Uganda	MDG report 2003	UNDAF 2006-2010		MDGnet	News bulletin
30. Uzbekistan		UNDAF 2005-2009	1 Campaign policy	MDGnet	
31. Viet Nam	MDG report 2005 MDG report 2003				1 Leaflet News bulletin www.millenniumcampaign.org
32. Zambia	MDG report 2004	UNDAF 2002-2006	1 Campaign report		www.millenniumcampaign.org
Total number	31	21	11	7	35

3.4 Document Analysis

The United Nations Development Assistance Framework and Millennium Development Goals reports were read to determine what was understood to be communicational efforts for the Millennium Development Goals. This resulted in defining four keywords that described communication strategies and interventions. These keywords are: 'advocacy', 'awareness', 'communication' and 'campaign' (respectively in French documents; 'plaidoyer', 'sensibilisation', 'communication', 'campagne'). To determine the importance of strategic communication in the selected countries, the reports were electronically scanned to find these keywords and their context. When more

cases of strategic communication in the context of one Millennium Development Goal were found, only one was selected.

The communication documents described characteristics of the elements of strategic communication. They were reviewed according to the elements of strategic communication, by selecting text from the document that specifically described elements of strategic communication in a specific communication paradigm or approach. The text sample was categorized according to the planning phase as defined in chapter one. For example from a document describing the communication strategy for the Millennium Development Goals in Tunisia, cases of every phase in the framework of elements of strategic communication was sought and labelled with the corresponding communication paradigm or approach. The information was categorized according to the country, the planning phase, the strategic communication element and the source of the communication document. The list of cases in the different planning phases is presented in Appendixes 5 to 9.

4. Results

4.1 Strategic Position of Communication

An overview of the cases about communicational efforts mentioned in the United Nations Development Assistance Framework and Millennium Development Goals reports is presented in Table 2. The queries are listed vertically. They were used to find text describing how communication is related to the Millennium Development Goals. The Millennium Development Goals are listed horizontally. In some cases it was not literally written to which Millennium Development Goal the communication action related, but the context always corresponded to specifically one Millennium Development Goals or the Goals as a whole. Each query corresponding to one Millennium Goal was marked only once, when the same query was mentioned more times in the same context only one case was included in the analysis.

Table 2. Results UNDAF and MDG Reports importance of (strategic) communication

Query Millennium Development Goals	Advocacy	Awareness	Communication (for except telecommunication)	Campaign	Total number of queries
1. Eradicate extreme poverty and hunger	2 COUNTRIES: Philippines (MDG Report 2003, p. 21) Uganda (UNDAF 2006-2010, p. iv)	2 COUNTRIES: Sierra Leone (MDG Report 2005, p. ix) Tanzania (MDG Report 2001, p. 9)	No cases found	No cases found	4
2. Achieve universal primary education	No cases found	2 COUNTRIES: Serbia Montenegro (UNDAF 2005-2009, p. 8) Thailand (MDG Report 2004, p. 40)	No cases found	2 COUNTRIES: Egypt (MDG Report 2004, p. 21) Thailand (MDG Report 2004, p. 40)	4
3. Promote gender equality and empower women	2 COUNTRIES: Fiji (MDG Report, p. 38) Uzbekistan (UNDAF 2005-2009, p. 30)	5 COUNTRIES: Mongolia (MDG Report 2004, p. 25) Nepal (UNDAF 2002-2006, p. 55) Pakistan (UNDAF 2004-2008, p. 36) Thailand (UNDAF 2002-2006, p. 132) Uganda (MDG Report 2003, p. 12)	No cases found	2 COUNTRIES: Bangladesh (MDG Report 2005, p. 21) Morocco (UNDAF 2002-2006, p.19)	9
4. Reduce child mortality	No cases found	1 COUNTRY: Samoa (UNDAF 2003-2007, p.20)	No cases found	2 COUNTRIES: Bangladesh (MDG Report, p. 36) Egypt (MDG Report 2004, p. 27)	3
5. Improve maternal health	No cases found	5 COUNTRIES: Mongolia (MDG Report 2004, p. 35) Philippines (MDG Report 2003, p. 35) Serbia Montenegro (UNDAF 2005-2009, p. 9) Sierra Leone (MDG Report 2005, p.15) Tunisia (MDG Report	1 COUNTRY: Philippines (MDG Report 2003, p. 35)	2 COUNTRIES: Mozambique (MDG Report 2005, p. 26) Philippines (MDG Report 2003, p. 21)	8

		2004, p. 21)			
6. Combat HIV/AIDS, malaria and other diseases	2 COUNTRIES: Malaysia (MDG Report 2005, p.25) Tanzania (MDG Report 2001, p. 7)	16 COUNTRIES: Armenia (MDG Report 2005, p. 14) Egypt (MDG Report 2004, p. 39) Fiji (MDG Report, p.49) Indonesia (MDG Report 2004, p. 18) Mongolia (MDG Report 2004, p. 37) Mozambique (MDG Report 2005, p.36) Namibia (MDG Report 2004, p. 27) Nepal (UNDAF 2002-2006, p.58) Nigeria (UNDAF 2002-2006, p.30) Pakistan (UNDAF 2004-2008, p. 19) Philippines (MDG Report 2003, p. 35) Samoa (UNDAF 2003-2007, p.20) Sierra Leone (MDG Report 2005, p. viiji) Tanzania (MDG Report 2001, p. 13) Thailand (MDG Report 2004, p. 35) Uganda (MDG Report 2003, p. 18)	6 COUNTRIES: Egypt (MDG Report 2004, p. 40) Mozambique (MDG Report 2005, p.36) Nigeria (UNDAF 2002-2006, p.42) Philippines (MDG Report 2003, p. 35) Tunisia (MDG Report 2004, p. 29) Uganda (MDG Report 2003, p. 18)	10 COUNTRIES: Burkina Faso (UNDAF 2001-2005, p. 30) Ghana (MDG Report, p. 25) Indonesia (MDG Report 2004, p. 64) Namibia (MDG Report 2004, p. 28) Nigeria (UNDAF 2002-2006, p.30) Pakistan (MDG Report 2004, p. 31) Sierra Leone (MDG Report 2005, p. 40) Thailand (MDG Report 2004, p. 35) Tunisia (MDG Report 2004, p. 29) Uganda (MDG Report 2003, p. 18)	34
7. Ensure environmental sustainability	No cases found	2 COUNTRIES: Pakistan (UNDAF 2004-2008, p. 32) Thailand (UNDAF 2002-2006, p. 139)	No cases found	1 COUNTRY: Philippines (MDG Report 2003, p. 22)	3
8. Develop a global partnership for development	3 COUNTRIES: Bangladesh (MDG Report 2005, p. 2) Nigeria (UNDAF 2002-2006, p.33) Uzbekistan (UNDAF 2005-2009, p. 15)	2 COUNTRIES: Tanzania (UNDAF 2002-2006, p. 30) Thailand (UNDAF 2002-2006, p. 98)	No cases found	1 COUNTRY: Tanzania (UNDAF 2002-2006, p. 30)	6
The Millennium Development Goals in general	8 COUNTRIES: Bangladesh (MDG report 2005, p. 1) Cambodia (MDG Report 2001, p. x) Egypt (UNDAF 2002-2006, p.35) Samoa (UNDAF 2003-2007, p. 13) Thailand (UNDAF 2002-2006, p. 27) Tunisia (UNDAF 2002-2006, p. 34) Uzbekistan (UNDAF 2005-2009, p. 24) Zambia (UNDAF 2002-2006, p. 3)	10 COUNTRIES: Armenia (MDG Report 2005, p.18) Armenia (UNDAF 2005-2009, p.3) Egypt (UNDAF 2002-2006, p.35) Kenya (MDG Report 2003, p.6) Nepal (UNDAF 2002-2006, p. 60) Nigeria (UNDAF 2002-2006, p.30) Pakistan (UNDAF 2004-2008, p. 5) Tanzania (MDG Report 2001, p. 7) Uzbekistan (UNDAF 2005-2009, p. 24) Viet Nam (MDG Report 2003, p. 9)	4 COUNTRIES: Thailand (UNDAF 2002-2006, p. 27) Tunisia (UNDAF 2002-2006, p. 34) Zambia (UNDAF 2002-2006, p. 3) Viet Nam (MDG Report 2003, p. 32)	10 COUNTRIES: Burkina Faso (UNDAF 2001-2005, p. 22) Egypt (UNDAF 2002-2006, p.35) India (UNDAF 2000, p. 10) Indonesia (MDG Report 2004, p. 85) Morocco (MDG Report 2003, p. 19) Nigeria (UNDAF 2002-2006, p.300) Samoa (UNDAF 2003-2007, p. 20) Sierra Leone (UNDAF 2004-2007, p. 11) Zambia (UNDAF 2002-2006, p. 3) Viet Nam (MDG Report 2003, p. 16)	32
<i>Total</i>	17	45	11	30	

Sometimes one case in the same context contained a combination of queries, for example 'communication and awareness' or 'awareness campaign', these were counted separately. For the query 'advocacy' in total 17 cases were found, for the query 'awareness' in total 45 cases, for the query 'communication' in total 11 cases and for the query 'campaign' a number of 30 cases were found. The lowest numbers of cases were found for the query 'communication' and the highest numbers were found for the query 'awareness'. The highest number of cases was found for the query 'awareness' about communication strategies or actions against HIV/Aids, or other communicable diseases, a number of 16 cases. Seven cases described specifically how to achieve advocacy and awareness in the specific context of improving gender equality.

Four cases were found for the first Millennium Development Goal 'eradicate extreme hunger and poverty'. For the second goal 'achieve universal primary education' also four cases were found. Eight cases were found for the third goal 'promote gender equality and empower women'. Three cases were found for the fourth goal 'reduce child mortality'. Eight cases were found for the fifth goal 'improve maternal health'. 34 Cases were found for the sixth goal 'combat HIV/AIDS, malaria and other diseases'. Three cases were found for the seventh goal 'ensure environmental sustainability'. Six cases were found for the eighth goal 'develop a global partnership for development' and 32 cases were found in the context of the Millennium development Goals as a whole.

Examples of countries that specifically described the content of strategic communication more in depth or advocacy and awareness as an important element in achieving the goals, were: Albania, Egypt, Kenya, Pakistan, Philippines, Samoa, Thailand, Tunisia and Zambia. No examples were found in the following country reports: Viet Nam MDG Report 2005, Morocco MDG report 2005, Philippines UNDAF, Serbia Montenegro MDG Report Serbia & MDG Report Montenegro and Moldova MDG report 2005.

4.2 Analysis Phase

Out of the 32 countries analyzed, only seven countries describe cases which are part of the analysis phase. These countries are: Albania, Sierra Leone, Thailand, Uzbekistan, Egypt, Serbia Montenegro and Ethiopia. The complete list of cases gathered from the communication documents from the analysis phase is listed in Appendix 4. In Table 3 presents the number of cases found representing the analysis phase. One case may include multiple communication approaches. 12 Cases from the seven countries described considerations made during the analysis phase. The number of cases per communication paradigm was more or less equal, two to four cases per communication paradigm.

Table 3. Cases in the analysis phase

	Analysis
Mechanistic communication paradigm	3
Psychological communication paradigm	2
System-Interaction communication paradigm	4
Interpretative-Symbolic/ Discursive communication paradigm	3
<i>Total Cases</i>	<i>12</i>

An example of a mechanistic communication paradigm in the analysis phase is described below. In this paragraph the exhibits correspond to the examples and highlight the corresponding communication paradigm.

Exhibit 7. An example of a mechanistic communication paradigm

Diffusion		Participation	
Announcing	Influencing	Announcing	Influencing
Mechanistic	Psychological	Systems-interaction	Interpretative-
Informative	Persuasive	Relational	Discursive

The example description:

*In Albania the Millennium Development Goals 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** (United Nations Development Group, 2004).*

There were no cases found that described differences in meaning by the different actors. Again there were no cases found of stakeholder/actor analysis in this stage of communicative planning.

An example of the psychological paradigm during the analysis phase is the following:

Exhibit 8. An example of a psychological communication paradigm

Diffusion		Participation	
Announcing	Influencing	Announcing	Influencing
Mechanistic	Psychological	Systems-interaction	Interpretative-
Informative	Persuasive	Relational	Discursive

The example description:

*In Sierra Leone the Millennium Development Goals Campaigning is best suited in well organized groups in **civil society that already have an interest and stake in development efforts and wish to have potential to influence***

decision making at the local and national levels Millennium Development Goals News update (Taking the Millennium Development Goals to the people Sierra Leone, April 25, 2003).

Because creating a guiding coalition is essential to leading change it is useful to define the level of involvement of actors and possible partners of the guiding coalition. These observations can be the result of a stakeholder or actor analysis. An example of a systems-interaction paradigm during the analysis phase is the following:

Exhibit 9. An example of a system-interaction communication paradigm

Diffusion		Participation	
Announcing	Influencing	Announcing	Influencing
Mechanistic	Psychological	Systems-interaction	Interpretative-
Informative	Persuasive	Relational	Discursive

The example description:

The UNCT Thailand recognizes linkages between other countries Millennium Development Goals campaign and the global Millennium Development Goals campaign. **The identity of the advocator(s) is part of the combined efforts of different actors (within the civil society) active in advocating the Millennium Development Goals** (Terms of Reference: Millennium Development Goals: Campaigning & Advocacy for Thailand).

An interpretative-symbolic communication paradigm is based on the creating of consensus over meaning, a form of participation by the actors. In defining the analysis phase an example of the interpretative-symbolic approach is the following:

Exhibit 10. An example of an interpretative-symbolic communication paradigm

Diffusion		Participation	
Announcing	Influencing	Announcing	Influencing
Mechanistic	Psychological	Systems-interaction	Interpretative-
Informative	Persuasive	Relational	Discursive

The example description:

In Albania, specifically the Millennium Development Goals 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. (United Nations Development Group, 2004).

4.3 Strategy Phase

The number of countries which defined the strategy phase is higher than the number of countries found that described the analysis phase. Out of 32 countries 27 countries described strategic aims, whereas only seven countries defined the analysis phase. The complete list of cases gathered from the communication documents from the strategy phase is listed in Appendix 5. The numbers of cases found describing participative communication paradigms (the systems-interaction and interpretative symbolic paradigm) were higher than the number of cases found for the non-participative paradigms (the mechanistic and psychological paradigms). There were 5 cases found that described a mechanistic communication paradigm, 17 cases were found that described a psychological communication paradigm, 27 cases were found that cases found that described a systems-interaction communication paradigm and 32 cases were found that described an interpretative–symbolic communication paradigm. Table 4 presents an overview of the cases found in the strategy phase.

Table 4. *Cases in the strategy phase*

	Strategy
Mechanistic communication paradigm	5
Psychological communication paradigm	17
System-Interaction communication paradigm	27
Interpretative-Symbolic/ Discursive communication paradigm	32
<i>Total Cases</i>	<i>81</i>

The informative strategy is based on a mechanistic communication paradigm and set out strategy according to the desired vision, mission and goals without knowing or involving stakeholders' values and expectations. Examples are described below. The exhibits correspond to the example and highlight the corresponding communication paradigm.

Exhibit 11. *Examples of a mechanistic communication paradigm*

Diffusion		Participation	
Announcing	Influencing	Announcing	Influencing
Mechanistic	Psychological	Systems-interaction	Interpretative-
Informative	Persuasive	Relational	Discursive

The example description:

*In Albania, the main objectives of the Millennium Development Goals Regional Advocacy Tour are: **Inform relevant actors** in the regional and local level about the Millennium Development Goals process in the international and national context. **Inform all the regional and local stakeholders** on the current stage of development and future*

actions to be undertaken under the framework of Millennium Development Goals (Terms of Reference: MDG regional tour).

The example description:

*In Sierra Leone the aim was to **sensitize the voluntary sector by ensuring CSOs are informed** about the content and purpose of the Millennium Development Goals (Taking the Millennium Development Goals to the people Sierra Leone, April 25, 2003).*

The persuasive strategy is based on a psychological communication paradigm and set out a strategy to influence target groups' values and expectations. Examples are:

Exhibit 12. Examples of a psychological communication paradigm

Diffusion		Participation	
Announcing	Influencing	Announcing	Influencing
Mechanistic	Psychological	Systems-interaction	Interpretative-
Informative	Persuasive	Relational	Discursive

The example description:

*In the Philippines, led by Social Watch Philippines, the civil society campaign is in full swing in the country. It's committed to **pursue the government to realize** the Millennium Development Goals (Millennium Development Goals). It has already come up with a strategy paper, which reflects the broad consensus among the country's civil society organizations on the road map to achieve the goals, the requirements and the risks. It has also submitted to the government the critique on the draft of the second Millennium Development Goals Report (www.millenniumcampaign.org).*

The example description:

*In Albania, the Regional Advocacy Tour, which aims at visiting the 12 prefectures of Albania and organizing round table discussions with local authorities and local non-governmental organisations in order to: Bring the Millennium Development Goals to the local level by **raising awareness among local authorities** and local non-governmental organisations. **Promote Millennium Development Goals Report as a valuable tool to inform and influence priority setting** both in national planning and budgeting and international assistance (Terms of Reference: MDG regional tour).*

The relational strategy is based on a systems-interaction communication paradigm and set out a strategy that is in line with the values and expectations of stakeholders. Examples are the following:

Exhibit 13. Examples of a system-interaction communication paradigm

Diffusion		Participation	
Announcing	Influencing	Announcing	Influencing
Mechanistic	Psychological	Systems-interaction	Interpretative-
Informative	Persuasive	Relational	Discursive

The example description:

In Kenya, in July 2003, United Nations Development Group **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 Millennium Development Goals (United Nations Development Group, 2004).

The example description:

In Zambia the overall theme for the advocacy campaign is ‘poverty reduction in Zambia: the millennium development goals, A gateway to a better life for all mankind’, **reflecting the integral relationship between the Governance’s priority of poverty reduction and the Millennium Development Goals**, while also placing people at the centre (Poverty eradication awareness week: advocacy on the Millennium Development Goals (Zambia) second draft okt. 2002).

The discursive strategy is based on an interpretative-symbolic communication paradigm and set out strategy that uses input created by, thus inline with, the values and expectations of stakeholders. Examples are the following:

Exhibit 14. Examples of a interpretative symbolic communication paradigm

Diffusion		Participation	
Announcing	Influencing	Announcing	Influencing
Mechanistic	Psychological	Systems-interaction	Interpretative-
Informative	Persuasive	Relational	Discursive

The example description:

In Albania the main objectives of the Millennium Development Goals Regional Advocacy Tour are: **to discuss and raise the debate** on the role and contribution of the local actors in ongoing efforts for the improvement of the performance in issues linked with Millennium Development Goals such as education, health, environment, gender, and other related to poverty (Terms of Reference: MDG regional tour).

The example description:

In Sierra Leone the Millennium Development Goals can only become **relevant to poor people through a facilitating empowerment process** in which they **analyze problems and identify solutions which they can address through collective action, individually and through partnership** with governments and other stakeholders (Taking the Millennium Development Goals to the people of Sierra Leone, April 25, 2003).

4.4 Mobilization Phase

The cases found in the communication documents representing the mobilization phase, were those in which the communication process profits from mobilizing the coalition of partners in the communication process. There were 11 countries describing examples of the mobilization phase; this resulted in 42 cases. These countries are: Albania, Kenya, Malaysia, Moldova, Sierra Leone, Thailand, Egypt, Ethiopia, Bangladesh, Serbia Montenegro and Samoa. The complete list of cases gathered from the communication documents form the mobilization phase is listed in Appendix 6.

The number of cases found describing participative communication paradigms (the systems-interaction and interpretative symbolic paradigm) is higher than the number of cases found for the non-participative paradigms (the mechanistic and psychological paradigms). There were two cases found that described the informative approach and there were seven cases found that describe the persuasive approach. There were 18 cases that described the relational approach, there were 15 cases found that described the discursive approach. Table 5 presents an overview of the cases found representing the mobilization phase.

Table 5. *Mobilization phase*

	Mobilization
Informative approach	2
Persuasive approach	7
Relational approach	18
Discursive approach	15
<i>Total Cases</i>	42

The informative approach in the mobilization phase implies a one way direction of communication to build knowledge of the Millennium Development Goals. An example of an informative approach during the mobilization phase is described below. The exhibits correspond to the example and highlight the corresponding communication approach.

Exhibit 15. *An example of the informative approach*

Informative	Persuasive	Relational	Discursive
Instrumental to inform	Instrumental to persuade	Reconstructive to facilitate dialogue	Practical-critical to transform

The example description:

*In Albania the **publication and distribution of informative materials** on MDGs: In order to be able to communicate the concept of the MDGs and its relevance to the Albanian context, information materials for special target groups are being produced and widely distributed (United Nations Development Group, 2004).*

In the mobilization phase there is less emphasis on the considerations about the conflict of meaning, because mobilization requires a consensus of meaning. The following examples outline a situation in which the designers of the communication interventions have used an informative approach to support a persuasive approach, since mobilization implies co-operation. The example is as follows:

Exhibit 16. *An example of the informative and persuasive approaches*

Informative	Persuasive	Relational	Discursive
Instrumental to inform	Instrumental to persuade	Reconstructive to facilitate dialogue	Practical-critical to transform

The example description:

In Albania media have been used in an extensive and creative way to send out our messages and provide visibility for role in addressing the MDGs, while advocating for their relevance to the Albanian context (Albania MDG Public Awareness campaign, 2002).

Building on existing relations gives the opportunity to focus on a relational approach in the mobilization phase. An example is as follows:

Exhibit 17. *An example of the relational approach*

Informative	Persuasive	Relational	Discursive
Instrumental to inform	Instrumental to persuade	Reconstructive to facilitate dialogue	Practical-critical to transform

The example description:

In Egypt the core principles of the Millennium Development Goals Coalition architecture at both the national and sub-national level will be: Acting as a mutual support network which can provide coalition members with assistance in their respective Millennium Development Goals related activities (UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note).

For the creation of meaning in building a guiding coalition the discursive approach in the mobilization phase facilitates a platform for creating meaning and consensus. An example is as follows:

Exhibit 18. *An example of the discursive approach*

Informative	Persuasive	Relational	Discursive
Instrumental to inform	Instrumental to persuade	Reconstructive to facilitate dialogue	Practical-critical to transform

The example description:

*In Kenya a workshop resulted in 40 **learning agreements** that support the Millennium Development Goals through **the transfer of knowledge** from one community to another. **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 Millennium Development Goals. 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 Millennium Development Goals in Kenya (United Nations Development Group, 2004.)*

An example of the interconnection between communication approaches is found in the following case.

Exhibit 15. *An example of the informative and discursive approaches*

Informative	Persuasive	Relational	Discursive
Instrumental to inform	Instrumental to persuade	Reconstructive to facilitate dialogue	Practical-critical to transform

The example description:

*In Albania, the report emphasizes the importance of establishing **a true partnership** with the Non-Governmental Sector. For this, it is necessary that the local non-governmental organisations, academic people or professors in the universities, other professionals and media people **must be informed** about the Millennium Development Goals, targets and indicators and the Millennium Development Goals process as a whole (Terms of Reference: MDG regional tour.*

4.5 Action Phase

24 Countries described specific communicative actions in the communication documents. Their communication actions and interventions involved or targeted the media and press, educational segments of society, national goodwill ambassadors. Communication instruments chosen were for example: Millennium Development Goals Caravans, theatre, poster campaigns, workshops, sport events and awards & competition. Some communication documents described the use of communication efforts in great detail, without describing considerations made in the analysis and/or strategy phase. The complete list of cases gathered from the communication documents from the action phase is listed in Appendix 7.

The number of cases found corresponding to non-participative communication approaches (the informative and the persuasive communication approaches) is higher than the number of cases found describing participative communication approaches (the relational and the discursive approaches). There were 25 cases found for the informative approach, 33 cases were found for the persuasive approach, 21 cases were found for the relation approach and 7 cases were found for the discursive approach. Actions described in the report often contained more communication approaches for one action. Each case corresponding to a communication approach is represented separately in Table 6.

Table 6. *Cases in the action phase*

	Action
Informative approach	25
Persuasive approach	33
Relational approach	21
Discursive approach	7
<i>Total Cases</i>	86

The first example in this paragraph reflects a combination of the informative and relational approach. This is the following example of an informative and relational approach. The exhibits correspond to the example and highlight the corresponding communication paradigm.

Exhibit 20. *An example of the informative and relational approaches*

Informative	Persuasive	Relational	Discursive
Instrumental to inform	Instrumental to persuade	Reconstructive to facilitate dialogue	Practical-critical to transform

The example description:

*In Uzbekistan the MDG Poster Design Competition and the MDG Theatre Play have been successful beyond expectations. **They were well covered by the local media and widely publicized.** A bilateral donor government with experience of its own national MDG campaign has expressed an interest in providing **support to the education and communication MDG campaign** together with the Ministry of Public Education (The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDG, n.d.).*

A combination of the informative and persuasive approach is presented in the following example:

Exhibit 21. *An example of the informative and persuasive approaches*

Informative	Persuasive	Relational	Discursive
Instrumental to inform	Instrumental to persuade	Reconstructive to facilitate dialogue	Practical-critical to transform

The example description:

*In Egypt the UNDP and Vodafone will utilize funds to kick off different competitions, which will aim to **engage and educate young people.** The funds will be used to support the set up of the competitions and also to pay for cash prizes. Competitions will include: Arts with the Bolbol magazine Essay/poetry with El Shabab magazine Poster/photography with Helwan University. Writing with the National Radio's youth programmes, Youth & Sports network and Nile FM (UNTC Egypt, n.d.).*

A combination of the relational and discursive approaches is presented in the following example:

Exhibit 22. An example of the relational and discursive approaches

Informative	Persuasive	Relational	Discursive
Instrumental	Instrumental	Reconstructive	Practical-critical
to inform	to persuade	to facilitate dialogue	to transform

The example description:

*In the Philippines the campaign has been **engaged in an ongoing process with the elected officials and the media** to institute the key policies needed to bring the country closer to achieving the MDGs. Campaign **partners** have been regularly organizing awareness raising activities to **stir up debate on the realization** of the MDGs among civil society, academia, elected officials, and the media - both at the national and local levels (millennium campaign website, n.d.).*

An example of a discursive communication approach used for communication interventions is the following example:

Exhibit 23. An example of the discursive approach

Informative	Persuasive	Relational	Discursive
Instrumental	Instrumental	Reconstructive	Practical-critical
to inform	to persuade	to facilitate dialogue	to transform

The example description:

*In Latin America and the Caribbean young people gather tomorrow in south-east Brazil for a **four-day meeting** designed to **find ways** of overcoming poverty and violence and achieving the United Nations Millennium Development Goals, a set of targets to reduce or eliminate a host of socio-economic ills by 2015 (MDG news update, n.d.).*

4.6 Evaluation Phase

Only three countries mentioned efforts relevant in the evaluation phase. These countries are: Ethiopia, Uganda and Serbia Montenegro. Ethiopia reported progress made towards the Millennium Development Goals during United Nation Country Team meetings. This can be placed in the context of generating short term wins as an element within the evaluation phase. Serbia Montenegro also monitored improvements made towards achieving the Millennium Development Goals and linked them to advocacy material. Uganda mentioned that progress of the Millennium Development Goals was monitored by local actors. The complete list of cases gathered from the communication documents from the evaluation phase is listed in Appendix 7.

There were no cases found about basic communication research techniques to evaluate the effectiveness or impact of communicational efforts. In Table 7 the three cases of evaluation are listed per communication approach.

Table 7. *Evaluation phase*

	Evaluation
Number of Cases Mechanistic/ Informative	0
Number of Cases Psychological/ Persuasive	0
Number of Cases System-Interaction/ Relational	2
Number of Cases Interpretative-Symbolic/ Discursive	1
<i>Total Cases</i>	3

4.7 Continuity Phase

There were no cases found in the communication documents about the continuation of the communication process.

4.8 Elements of Strategic Communication

In Table 8 an overview of the cases and planning phases is presented, the phases of strategic communication are listed horizontally and the communication paradigms and approaches are listed vertically. Striking is the high number of cases found based on the system-interaction and the interpretative symbolic communication paradigms applied in the strategy and mobilization phase. In contrast to the relatively low numbers of cases found based on the same paradigm applied in the action phase. The action phase includes high numbers of communication interventions based on mechanistic and psychological communication paradigms. There were relatively low numbers found of cases describing the analysis and evaluation phase.

Table 8. *Phases of strategic communication and communication paradigms or approaches*

	Analysis	Strategy	Mobilization	Action	Evaluation	Continuity	<i>Total</i>
Number of Cases Mechanistic/ Informative	3	5	2	25	0	0	35
Number of Cases Psychological/ Persuasive	2	17	7	33	0	0	59
Number of Cases System-Interaction/ Relational	4	27	18	21	2	0	72
Number of Cases Interpretative-Symbolic/ Discursive	3	32	15	7	1	0	58
<i>Total Cases</i>	12	81	42	86	3	0	

5. Conclusion and Discussion

5.1 The Position of Communication in Strategic Reports

It is found that strategic communication for the Millennium Development Goals is essential. In most Millennium Development Goals and United Nations Development Assistance Framework reports the importance of creating more advocacy, awareness and broad-based action for the Millennium Development Goals as a whole was frequently mentioned. It is concluded that for the Millennium Development Goals there is a strong need for communicational efforts, which again reflects on the fourth pillar of the Millennium Development Goals core strategy 'campaigning and mobilisation'. Mainly in the context of the Millennium Development Goals as a whole, the reports themselves were seen as an important tool for achieving communicational aims for the goals. Regarding each different Millennium Goal separately, there was a significantly fewer number of cases found describing the importance of communication in terms of advocacy, awareness, communication and campaign. Except for the cases found in the context of the Millennium Goal 'combat HIV/AIDS, malaria and other diseases,' where many cases were found especially in the context of awareness and campaign. Clearly there is more experience and know-how for the theme combat HIV/AIDS, malaria and other diseases. This raises the question; why in the context of the other goals there is less specific information about communicational efforts?

The query 'communication' was found only 11 times in the strategy reports. This implies there was low number of cases found that discuss clearly described communicational efforts on a strategic level. In contrast the query 'awareness' was found four times as often as 'communication', which implies that the conceptual understanding of what communication has to achieve is more stressed than the form in which this could be done. There is a need to set up more communication strategies and campaigns and facilitate these initiatives and their guidelines from the strategic perspective, and thus in strategy reports.

5.2 The Goal and the Communication Approach

When the Goals are regarded separately it can be concluded that for goal number one 'eradicate extreme poverty and hunger', there is little to no experience and know-how about how to create awareness and advocacy by developing strategies and interventions. Influencing policy-makers and the empowerment of the community play a vital role. Awareness could be improved by creating more knowledge amongst the community about malnutrition through informative campaign based on a mechanistic communication paradigm. Advocacy could be established through persuasive and relational communication interventions targeted on policy-makers to reduce poverty. By increasing the level of knowledge and the level of involvement, through share consensus broad-based action could be established in action for the goal.

For goal number two 'achieve universal primary education', many so called 'quick wins' have been achieved. Most of the communication efforts could be focused on maintaining the momentum, to produce more social change. Also for this goal there a not many cases found of the importance of advocacy, awareness, communication and campaign. An explanation could be, because through legal reforms much of the social change is already established. Because of the obligated consensus of meaning through legal reforms linear processes of communication are sufficient to maintain momentum, awareness and advocacy for the goal.

For goal number three 'promote gender equality and empower women' slightly more cases were found in the analysis of the reports. Especially for the query 'awareness', that lies at the base of creating advocacy. This goal is very much dependent of the mentality and cultural ideas of the community and of course the legal structures of a country. Awareness campaign as based on a mechanistic and persuasive communication paradigms are a good method to reveal the inequality of women and there is also a need to create advocacy and broad-based action for any empowerment to be established. This social change is one more discursive of nature and implies the participations of actors facilitated by systems-interaction and interpretative symbolic communication paradigms.

For goal number four 'reduce child mortality' very few cases were found, most likely because this goal is strongly related to health care policies, enforced by informative approach of communication. Not much advocacy creation is needed to maintain the momentum of wanting to reduce child mortality, for very logical reasons. Communicational efforts mainly need to invest in the persuasive and discursive communication approaches focused on the coordination of resources needed to achieve the goal.

For goal number five 'improve maternal health' also slightly more cases were found in the context of 'awareness'. Informative and relational communication approaches should be very effective in the context of this goal. Being aware of and understanding methods to improve maternal health should be sufficient to achieve positive change. Through persuasive communication approaches resource should be made available to improve the situation of mother and child.

Goal number six 'combat HIV/AIDS, malaria and other diseases' is a clear example of a strong focus on knowledge increasing communication efforts and persuasive strategies to fight ideas which are not constructive for achieving the goal. This social change is also discursive of nature and implies the participations of actors facilitated by systems-interaction and interpretative symbolic communication paradigms given the cultural context.

Goal number seven 'ensure environmental sustainability' has a broad range of actors, publics and stakeholders. All communication paradigms and approaches can facilitate the social change needed in combined effort. In the analysis of the reports not many cases were found, maybe because there are extremely many distinctions to make and this makes it difficult to narrow the need for communicational efforts down.

For goal number eight 'develop a global partnership for development' some cases were found in the reports. In the strategic reports mainly just mentioning the goal is enough, but furthermore there is not much attention on how to achieve the goals. Because all countries included in the study are developing countries, this goal is regarded a task of the donor community and there is no or little use to create awareness, advocacy and broad-based action within the boundaries of developing countries. It can be discussed that that is not a correct perspective of the goal, than much more communication strategies and interventions of all four approaches and paradigms would be in place.

In short it is concluded that there is a shortage of descriptions explaining how advocacy and awareness is to be increased. The implementation of more Millennium Development Goals campaigns and other communication interventions in strategic manner is regarded to be very important, but is not clear how to approach and implement this need strategically in a structural manner. Therefore it can be concluded that experience has taught social change can be achieved through creating awareness, increasing knowledge,

advocacy, facilitating community dialogue and collective action. Participative forms of empowerment are viewed as main clusters of factors to determine and be determined by the change in people's individual lives and the change in their society. The participative forms of communication are not necessarily superior to non-participative forms of communication. They are dependent of each other in a strategic manner. They are not polar opposites, one can trigger the other. It is important to consider the different communication paradigms and approaches and determine which suits best a specific context. The best choices involve considerations and decisions made according to the strategic aim of the communication process.

5.3 Implications of Designing Strategic Communication

The analysis of communication documents has led to conclusions about the application of possible considerations made in the different phases of communication planning. Although the phases of planning strategic communication are discussed in sequential order, depending on the strategic approach they are more effective in a reciprocal or cyclical progress.

Few countries described considerations made in the analysis phase, the cases of this phase reflected that countries realized there is a shortage of reaching publics and creating understanding amongst citizens and or stakeholders. Thus, the main observation made in the analysis phase is that countries have recognized the need for raising awareness and trigger action on the Millennium Development Goals. Logically, all communicational efforts start with recognizing the need for their implementation, depending on the desired aims.

After recognizing the communication problem or catalyst, the analysis phase contains more than identifying the need for communicational efforts. In this the phase the context of the communication problem or catalyst is to be defined, to select an appropriate communication approach or approaches. Strategic elements of communication are influenced by the key public, stakeholders and actors. By defining the differences of meaning, the level of complacency and the identity of the advocator. These considerations were little or not mentioned in the cases. For example there were no cases found that described differences in meaning by the different actors, most probably because of the sensitivity of the matter. Therefore during the analysis phase more exploration about the values and perceptions of stakeholders and the public is valuable. In some cases it is also valuable to create a sense of urgency or build a guiding coalition, this needs analysis of key publics, stakeholders or actors. In cases aiming at participative forms of communication an important aspect in the analysis phase is involving and empowering stakeholders in the analysis, as well as letting stakeholders express their interests, clarify their expressions and involving their expression in the creation of meaning and consensus building.

There were not a lot of cases found describing elaborate and structural uses of strategic approaches and their interpretation of key elements in the strategy phase, such as the vision, mission and goals. The cause may be a shortage of time and/or an underestimation to do so. This could also be the cause for little or no preparation of retrospective measurements, such as basic communication research techniques.

There are multiple methods to define the aims of the communication process. Each aim defined may need a different strategic communication approach or even combined approaches. Guiding to the decision of the approach are whether or not communication models of diffusion or participation are appropriate, and whether or not announcing the communicated content or influencing the publics, stakeholders or actors is appropriate.

Different strategic approaches are combined into building blocks, in line with the different aims defined. It can be concluded that most cases in the strategy phase contain the following or similar content:

- Based on a mechanistic communication paradigm: To educate and inform the general public about the Millennium Development Goals.
- Based on a psychological communication paradigm: To influence and persuade target groups into establishing a popular movement for achieving the Millennium Development Goals.
- Based on a systems-interaction communication paradigm: To facilitate participation and involvement of all stakeholders and key publics, by maintaining dialogue in order to achieve the Millennium Development Goals.
- Based on an interpretative-symbolic communication paradigm: Discuss and raise debate to involvement and empower decision-making amongst all stakeholders, bring together and build coalitions in order to achieve the Millennium Development Goals.

Fewer cases were found for the mobilization phase than the strategy or action phase. The mobilization phase is mainly used for establishing partnerships and coalitions in order to achieve a broad-based movement for the Millennium Development Goals. To mobilize, or not to mobilize, depends again on the strategic aim of the communication process, which is set out during the analysis and strategy phase. Half of the number of cases, that described the strategy phase, was found that described the mobilization phase. For as well the strategy phase as the mobilization phase, the cases emphasized the participation model of communication. In contrast to the action phase, where the most activities implemented implied using communication approaches based on the diffusion model of communication. Because most countries use informative or persuasive approaches to communication, most reports described activities to increase awareness and advocacy as 'stand-alone' activities. There is a shortage in documents and reports clearly underlining the strategic framework of the communication interventions. The aims define the communication strategies and should be facilitated by the means. Therefore the choice of means depends on considerations made during the decision-making process of planning the communication strategy.

An explanation of the preference of the participation model of communication during the strategy and mobilization phase may be because documents describing the participation model as an important element to the communication problem or catalyst are over-represented. The actions found in the communication documents might not relate to the communication documents describing the strategy and mobilization phase, meaning the strategic framework for these actions are just missing. This thought is based in the large number of 'stand-alone' communication efforts found. Another explanation might be the divide between the preference of the ones writing the strategy and the preference of the implementers of the action, for example a divide between policymakers and fieldworkers. There is not enough information about a possible difference in authors and designers of the communication documents to be certain about this possible explanation.

There were not a lot of cases found of evaluation or continuity of the communication strategies, although it is stressed by many Millennium Development Goals communicators that maintaining and increasing the momentum is of importance to achieving the Millennium Development Goals. Most countries monitor their progress made towards the Millennium Development Goals, when data on the matter are available. In the

communication documents there is not a lot of proof found that progress measured is used in communication strategies. This might not be the case; it might be frequently used in practice, but just not mentioned in the documents. Continuation of the communication process is important, because the Millennium Development Goals are still no reality for the poorest countries.

5.4 Good Practice of Strategic Communication

Regarding the elements of strategic communication is fundamental for good practice of strategic communication for the Millennium Development Goals. The communication paradigms and approaches underline the strategic communication planning and decision-making process. Depending on the strategic focus of the communication process the analysis, strategy, mobilization, action, evaluation and continuity phases can be placed in the framework of the elements of strategic communication, thus the four communication paradigms and approaches. All phases of strategic communication planning are equally important, as is regarding the interconnection and interdependency of the different communication paradigms and approaches.

In the analysis phase it is important to understand the values and perceptions of stakeholders and the public, as well as creating a sense of urgency, involving and empowering stakeholders in the analysis of the situation and giving stakeholders the opportunity to express their interests and clarify their expressions.

In the strategy phase a diffusion based communication process can aim at creating awareness, for example by educating and informing the general public, or creating advocacy by influencing and persuading target groups and key actors. A participation based communication process can aim at creating change in behaviour or generating action by facilitating participation and involvement of all stakeholders and key publics, through facilitating dialogue, discussing and raising debate to involve, empower and build coalitions.

The strategic aims developed in the analysis and strategy phases form the base for choices made during the mobilization, action and evaluation phase. All phase of strategic communication are, depending on the strategic focus, based on an instrumental planning approach, a reconstructive planning approach or a practical-critical planning approach.

In conclusion the study suggests that important considerations made, according to the elements of strategic communication, are the following:

1. To define the catalyst or problem.
2. To define the communicating parties involved.
3. To define the level of involvement of the communicating parties involved.
4. To define the level of conflict of meaning of the communicated content.
5. To define the vision and aims of the communication process.
6. To define the communication approach(s) according to the elements of strategic communication.
7. To mobilize broad-based action or guiding coalitions by enactment.
8. To implement the activities, for example according to the Communication Confirmation Table.
9. To conduct evaluation to measure the effects and impacts.
10. To establish continuity by implementing lessons learned and generating new actions.

5.5 Implications of the Study

The study is explorative of nature and has an orientation purpose, within the field of development communication; the study has led to more questions than answers. The theoretical framework is based on theories derived from the field of strategic communication, development communication and communication for social change. Most research done in the field of strategic communication is based on Anglo-Saxon thinking and research settings. For example the Weick's sense making-theory is mostly tested in western-based organizations and research settings. The perception of individuals, their empowerment and their need for participative methods is not also appropriate for individuals who do not have the same level of empowerment. There is a need for more research in the field of participative forms of communication in developing countries. There is also a need for more knowledge production by basic communication research in development context. I hope this study can contribute to more insight in the communication interventions for the Millennium Development Goals, but there is still a lot of work to be done in understanding the implementation of strategic communication for the Millennium Development Goals.

Another implication of the study concerns the research method, which was based on desk-research and has analyzed communication documents. Within the United Nations System there is an organization culture of reports describing the strategic focus of the organization. Reports are also often used to share experiences and knowledge, mostly through the United Nations office for interagency co-ordination, the United Nations Development Group. The research has the ability to regard the research setting through a scope which is as wide as the number of communication strategy papers for advocating the Millennium Development Goal. This number is relatively low, in comparison to the number of countries writing general strategies to achieve the Millennium Development Goals (or poverty reduction strategies). There is a shortage in documents and reports describing the strategic approach of the communication interventions. There might be a lot more work which is done in the field of communication for the Millennium Development Goals, but these efforts might not be reported often. More research is necessary to fill possible knowledge gaps and broaden the scope of the research.

The selection of countries is based on the criteria and maximum sampling methods, this leads to units of analysis that are not at random. Because there is no need to generalize all situations, but the aim of the study was to find appropriate actions and strategies. The documentation reflects more theoretical thinking; this could have resulted in an emphasis on the participative paradigms and approaches. In the action phase a large number of non-participative communication interventions have been implemented, maybe often supporting participative communication interventions.

6. Recommendations

The study has found that more research is necessary to create insight about the causes of the preference of non-participative communication processes in the action phase and the preference of participative communication processes in the strategy and mobilization phase. More research could make clear if the discrepancy might be caused by the divide between the designers and implementers of communicational efforts. Research could also make clear how there could be a better balance of communication paradigms and approaches throughout the strategic design and implementation of the communication process.

Basic communication evaluation and research techniques could give more insight in the effect and impact of the communicational efforts. For example for a mechanistic communication process a basic communication research and evaluation techniques can measure the effects achieved of awareness raising campaign. There are many research techniques, for example based in the theory of planned behaviour developed by Fishbein and Ajzen (1980), to measure change in cognitions or attitudes for psychological communication processes.

The communication process also needs to be supported by more research about the effectiveness of participative versus non-participative approaches and the use and need of interconnection and interdependency between paradigms and approaches.

To support the work of communicators the lessons learned and knowledge production about communicational efforts for the Millennium Development Goals could be shared through regional workgroups. Another possibility is to develop training modules for communication practitioners about strategic communication for the Millennium Development Goals. This could be supported by developing and using checklist and hands-on manuals for strategic communication for the Millennium Goals such as *The Blue Book*; a hands-on approach to advocating for the millennium development goals (United Nations Development Program, 2004). These checklist and manuals could be used for designing communication strategies and interventions and anchoring lessons learned in practice and theory.

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Strategic Communication and the
United Nations Millennium Development Goals
APPENDIXES



Author: Dionne Madeleine Klaverweide

University of Twente

Faculty of Behavioural Science

Department of Communication Studies

Enschede, The Netherlands, May 2006

1st Supervisor: Prof. Dr. Erwin Seydel

2nd Supervisor: Dr. H. Boer

University of Twente

Faculty of Behavioural Science

Department of Communication Studies

Enschede, The Netherlands

3rd Supervisor: Prof. Dr. Aung Tun Thet

United Nations System Staff College

Director of programs

Turin, Italy

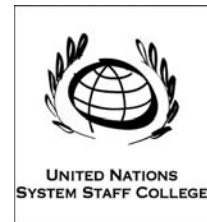


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Appendix 1. The Millennium Development Goals

The Millennium Development Goals (www.un.org/millenniumgoals)

1. Eradicate extreme poverty and hunger

- Reduce by half the proportion of people living on less than a dollar a day.
- Reduce by half the proportion of people who suffer from hunger.

2. Achieve universal primary education

- Ensure that all boys and girls complete a full course of primary schooling.

3. Promote gender equality and empower women

- Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015.

4. Reduce child mortality

- Reduce by two thirds the mortality rate among children under five.

5. Improve maternal health

- Reduce by three quarters the maternal mortality ratio.

6. Combat HIV/AIDS, malaria and other diseases

- Halt and begin to reverse the spread of HIV/AIDS.
- Halt and begin to reverse the incidence of malaria and other major diseases.

7. Ensure environmental sustainability

- Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources.
- Reduce by half the proportion of people without sustainable access to safe drinking water.
- Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020.

8. Develop a global partnership for development

- Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory. Includes a commitment to good governance, development and poverty reduction nationally and internationally.
- Address the least developed countries' special needs. This includes tariff- and quota-free access for their exports; enhanced debt relief for heavily indebted poor countries; cancellation of official bilateral debt; and more generous official development assistance for countries committed to poverty reduction.
- Address the special needs of landlocked and small island developing States.
- Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term.
- In cooperation with the developing countries, develop decent and productive work for youth.
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.
- In cooperation with the private sector, make available the benefits of new technologies—especially information and communication technologies.

Appendix 2. Acronyms

CSOs	Civil Society Organizations
EU	European Union
HDR	Human Development Report
MD	Millennium Declaration
MDGs	Millennium Development Goals
MDGnet	Millennium Development Goals Network
MDGR	Millennium Development Goals Report
MDGRDS	Millennium Development Goals Regional Development Strategy
MDGRR	Millennium Development Goals Regional Report
NGOs	Non Governmental Organizations
OECD	Organization for Economic Cooperation and Development
PRSP	Poverty Reduction Strategy Paper
UN	United Nations
UNCT	United Nation Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Program
UNSSC	United Nations System Staff College

Appendix 3. Legend

CSOs Civil Society Organizations

Civil society is playing an increasingly important role in governance and development around the world. In most countries, however, knowledge about the state and shape of civil society is limited, and there are few opportunities for civil society stakeholders to come together to discuss and reflect on the current state of civil society and the challenges it is facing.

MDG net Millennium Development Goals Network

The Millennium Development Goals Network (MDGNet) supports United Nations Country Teams as well as Government and Civil Society practitioners in their efforts to produce high-quality national MDG Reports (MDGRs). Through the network, participants are invited to exchange creative approaches to MDG advocacy, share good practices and lessons learned, circulate knowledge of MDG related events, and identify expertise to help with the preparation of the MDGRs. MDGNet is managed by UNDP on behalf of the UNDG

UNSSC United Nations System Staff College

The UNSSC is the United Nations institution created by the General Assembly to strengthen the performance of the United Nations System. Through its programmes and service the College can help United Nations organisations and the United Nations staff to develop the skills and competences to fulfil their mandate more effectively.

HDR Human Development Report

UNDP's annual publication ranks countries world-wide by a range of social and economic factors. In 2003, the HDR also presented national data on the Millennium Development Goals and targets. While commissioned by the UNDP, the report is released by an independent team of experts.

MD Millennium Declaration

189 Nations adopted this declaration at the United Nations Millennium Summit in September 2000. The declaration sets forth values and principles, and key objectives to translate these objectives into action. These key objectives and values are necessary foundations to attainment of any MDG.

MDGs Millennium Development Goals

The Millennium Development Goals are eight ambitious goals to be achieved by 2015. The eight Millennium Development Goals were drawn directly from the actions and values contained in the Millennium Declaration, and build on goals identified at the global summits in the 1990s.

MDGR Millennium Development Goals Report

The MDGR is primarily a tool to raise awareness and for public advocacy. Its audience is the general public, parliamentarians, the media, CSO representatives, professional associations and school teachers. The MDGR is a user-friendly presentation of the current status and trend towards each nationally defined target.

PRSP Poverty Reduction Strategy Paper

PRSP is the medium-term 'action plan' for reaching longer-term MDG targets through policy reforms, budget restructuring and through international support. Nationally agreed MDG targets must form the central objectives of a nationally-owned PRSP.

UNDAF United Nations Development Assistance Framework

The UNDAF is the common strategic planning framework for the operational development and cooperation activities of the United Nations System at the country level. It provides a collective, coherent and integrated response to national priorities and needs. The United Nations Country Team prepares the UNDAF together with the government.

UNDP United Nations Development Program

UNDP is the United Nations' global development network, an organization 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.

UNDG United Nations Development Group

The United Nations Development Group (UNDG) is an instrument for United Nations reform, created by the Secretary General in 1997, to improve the effectiveness of United Nations development at the country level. The UNDG brings together the operational agencies working on development. The UNDG develops policies and procedures that allow member agencies to work together and analyses country issues, plan support strategies, implement support programs, monitor results and advocate for change. These initiatives increase United Nations impact in helping countries achieve the Millennium Development Goals (MDGs), including poverty reduction.

Appendix 4. List of countries

Below you will find a full list of countries as listed by the UNDP (www.undg.org). The countries selected for this study are in bold.

1. Afghanistan
- 2. Albania**
3. Algeria
4. American Samoa
5. Andorra
6. Angola
7. Anguilla
8. Antigua & Barbuda
9. Argentina
- 10. Armenia**
11. Aruba
12. Australia
13. Austria
14. Azerbaijan

15. Bahamas
16. Bahrain
- 17. Bangladesh**
18. Barbados
19. Belarus
20. Belgium
21. Belize
22. Benin
23. Bermuda
24. Bhutan
25. Bolivia
26. Bosnia Herzegovina
27. Botswana
28. Brazil
29. British Virgin islands
30. Brunei Darussalam
31. Bulgaria
- 32. Burkina Faso**
33. Burundi

- 34. Cambodia**
35. Cameroon
36. Canada
37. Cape Verde
38. Cayman Islands
39. Central African Republic
40. Chad
41. Channel Island
42. Chile
43. China
44. Colombia
45. Comoros
46. Cook Island
47. Costa Rica
48. Cote d'Ivoire
49. Croatia

50. Cuba
51. Cyprus
52. Czech Republic

53. Democratic Republic of Congo
54. Denmark
55. Djibouti
56. Dominica
57. Dominican Republic
58. DPR Korea

59. East Timor
60. Ecuador
- 61. Egypt**
62. El Salvador
63. Equatorial Guinea
64. Eritrea
65. Estonia
- 66. Ethiopia**

67. Faeroe Islands
68. Falkland Islands
- 69. Fiji**
70. Finland
71. France
72. France Guiana
73. French Polynesia

74. Gabon
75. Gambia
76. Georgia
77. Germany
- 78. Ghana**
79. Gibraltar
80. Greece
81. Greenland
82. Grenada
83. Guadeloupe
84. Guam
85. Guatemala
86. Guinea
87. Guinea-Bissau
88. Guyana

89. Haiti
90. Holy See
91. Honduras
92. Hong Kong SARC
93. Hungary

94. Iceland
- 95. India**
- 96. Indonesia**
97. Iran
98. Iraq
99. Ireland
100. Island of Man

- 101. Israel
- 102. Italy

- 103. Jamaica
- 104. Japan
- 105. Jordan

- 106. Kazakhstan
- 107. Kenya**
- 108. Kiribati
- 109. Kosovo
- 110. Kuwait
- 111. Kyrgyzstan

- 112. Lao PDR
- 113. Latvia
- 114. Lebanon
- 115. Lesotho
- 116. Liberia
- 117. Libyan Arab Jamahiriya
- 118. Liechtenstein
- 119. Lithuania
- 120. Luxembourg

- 121. Macao SARC
- 122. Macedonia
- 123. Madagascar
- 124. Malawi
- 125. Malaysia**
- 126. Maldives
- 127. Mali
- 128. Malta
- 129. Marshall Islands
- 130. Martinique
- 131. Mauritania
- 132. Mauritius
- 133. Mayetta
- 134. Mexico
- 135. Moldova**
- 136. Monaco
- 137. Mongolia**
- 138. Montserrat
- 139. Morocco**
- 140. Mozambique**
- 141. Myanmar

- 142. Namibia**
- 143. Nauru
- 144. Nepal**
- 145. Netherlands
- 146. Netherlands Antilles
- 147. New Caledonia
- 148. New Zealand
- 149. Nicaragua
- 150. Niger
- 151. Nigeria**
- 152. Niue

- 153. Norfolk Island
- 154. Northern Maria Islands
- 155. Norway

- 156. Occ. Palestian Terr.
- 157. Oman

- 158. Pakistan**
- 159. Palau
- 160. Panama
- 161. Papua New Guinea
- 162. Paraguay
- 163. Peru
- 164. Philippines**
- 165. Pitcairn
- 166. Poland
- 167. Portugal
- 168. Puerto Rico

- 169. Qatar

- 170. Reunion
- 171. Romania
- 172. Russian Federation
- 173. Rwanda

- 174. Saint Helena
- 175. Saint Kitts & Nevis
- 176. Saint Lucia
- 177. Saint Pierre & Miquelon
- 178. Samoa**
- 179. San Marino
- 180. Sao Tome & Principe
- 181. Saudi Arabia
- 182. Senegal
- 183. Serbia Montenegro**
- 184. Seychelles
- 185. Sierra Leone**
- 186. Singapore
- 187. Slovakia
- 188. Slovenia
- 189. Solomon Islands
- 190. Somalia
- 191. South Africa
- 192. Spain
- 193. Sri Lanka
- 194. St. Vincent & Grenadines
- 195. Sudan
- 196. Surinam
- 197. Svalbard & Jan Mayen Isl
- 198. Swaziland
- 199. Switzerland
- 200. Sweden
- 201. Syrian Arab Republic

- 202. Taiwan
- 203. Tajikistan

- 204. Thailand**
- 205. Tanzania**
- 206. Togo
- 207. Tokelau
- 208. Tonga
- 209. Trinidad & Tobago
- 210. Tunisia**
- 211. Turkey
- 212. Turkmenistan
- 213. Turks & Caicos Islands
- 214. Tuvalu

- 215. Uganda**
- 216. Ukraine
- 217. United Arab Emirates
- 218. United Kingdom
- 219. United States
- 220. Uruguay
- 221. Uzbekistan**

- 222. Vanuatu
- 223. Venezuela
- 224. Viet Nam**

- 225. Wallis & Futuna Islands
- 226. Western Sahara

- 227. Yemen

- 228. Zambia**
- 229. Zimbabwe

Appendix 5. Cases in the analysis phase

Country	Case description	Planning phase	Strategic communication element(s)	Source
Albania	In Albania, UNDP and the UNCT <i>recognized the need for multiple, concurrent action to raise awareness and trigger action</i> on the MDGs	Analysis	Persuasive Catalyst and/or Problem	UNITED NATIONS DEVELOPMENT GROUP, 2004
Albania	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 <i>two different levels, national and local</i> , in a country that has suffered a long and painful transition.	Analysis	Discursive Risks and/or Assumptions	UNITED NATIONS DEVELOPMENT GROUP, 2004
Albania	The MDGs are helping to overcome the challenge that national stabilization and poverty alleviation frameworks did not set clear targets and indicators that the <i>average citizen could understand</i>	Analysis	Informative Risks and/or Assumptions	UNITED NATIONS DEVELOPMENT GROUP, 2004
Albania	Through these and other UNDP initiatives, the MDGs are becoming both a local and national planning framework and accountability mechanism.	Analysis	Relational Risks and/or Assumptions	UNITED NATIONS DEVELOPMENT GROUP, 2004
Sierra Leone	Difficulties in maintaining attention for the MDGs. Limited by a focus of a <i>day-to-day existence</i> as in a post-conflict setting	Analysis	Informative Risks and/or Assumptions	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Sierra Leone	<i>Shortage in media attention</i> (MDGs are not ambitious enough)	Analysis	Informative Catalyst and/or Problem	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Sierra Leone	MDG Campaigning is best suited in well organized groups in <i>civil society that already have an interest and stake in development efforts</i> and wish to have potential to influence decision making at the local and national levels.	Analysis	Relational Risks and/or Assumptions	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Thailand	<i>Linkages other countries</i> MDG campaign and the global MDG campaign	Analysis	Relational Risks and/or Assumptions	Terms of Reference: Millennium Development Goals: Campaigning & Advocacy for Thailand
Uzbekistan	<i>Limited understanding</i> by the majority of national development actors and citizens of the MDGs and their concrete meaning at a national and local level: The MDGs message risks to remain poorly understood and/or confined to limited groups (mainly policy and decision makers). Ordinary people may not even be aware of the MDGs, let alone understand their importance to their lives.	Analysis	Discursive Risks and/or Assumptions	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story

Egypt	the need to bring the <i>MDGs down to the local level and to promote wider ownership of the MDGs among civil society is critical if UNDP</i> is to make the significant difference that propels Egypt towards the 2015 targets	Analysis	Persuasive Catalyst and/or Problem	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Serbia Montenegro	In March 2003, the <i>Prime Minister Djindjic was killed</i> . However, an exceptionally volatile situation coupled with tight dead-lines affected communication/ visibility of PRSP. a comprehensive communication strategy was never developed.	Analysis	n.v.t. Assumptions	MDG Consolidated reply, May 6, 2005
Ethiopia	This development [<i>banning the launch of the Ethiopian GCAP</i>] is very disturbing for the civil society in Ethiopia willing to campaign against Poverty under the motto 'Enough with Poverty'. It is equally disappointing for the civil society activists who want to see poverty eradicated from the face of the earth." Abdulkadir Khalif Sh. Yusuf, acting programme officer for Global Call to Action against Poverty (GCAP) Coalition in Somalia	Analysis	Discursive	MDG Newsupdate
Samoa	the Pacific Youth Summit for the MDGs built on the efforts initiated by the Youth for a Sustainable Future, 2003 World Youth Congress, 2004 Asia-Pacific Youth Summit for MDGs in Hiroshima and 2005 Youth Visioning in the Mauritius.	Analysis	Relational	UNDP Multi country office Samoa

Appendix 6. Cases in the strategy phase

Country	Case description	Planning phase	Strategic communication element(s)	Source
Albania	Strategy has been developed with the belief <i>that involving everyone</i> will serve to achieve the <i>aim of spreading awareness</i> on the MDGs at both, national and local level	Strategy	Systems - Interaction	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	At the core of <i>public awareness approach</i> is the assertion that the very purpose of our work in communications and advocacy is <i>build coalitions in mobilizing</i> political and financial support towards the achievement of the Millennium Development Goals.	Strategy	Interpretative-symbolic	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	The Prime Minister has required line ministries to use MDG targets in developing PRSP strategies—a step toward <i>aligning all major policy instruments</i> with a comprehensive policy monitoring system. Parliament passed a resolution in 2003 that <i>encouraged all stakeholders</i> to track progress on the MDGs and initiated several regional level MDG activities	Strategy	Interpretative-symbolic	UNITED NATIONS DEVELOPMENT GROUP, 2004
Albania	Participation of the <i>poverty reduction strategy paper (PRSP)</i> secretariat in MDGs regional advocacy tours.	Strategy	Interpretative-symbolic	UNITED NATIONS DEVELOPMENT GROUP, 2004
Albania	Regional Advocacy Tour, which aims at visiting the 12 prefectures of Albania and organizing round table discussions with local authorities and local NGOs in order to: Bring the MDGs to the local level <i>by raising awareness among local authorities and local NGOs</i> Promote MDG-s Report as a valuable tool to <i>inform and influence priority setting</i> both in national planning and budgeting and international assistance.	Strategy	Psychological	Terms of Reference: MDG regional tour.
Albania	The report emphasizes the importance of Strategy focuses on the following objectives: <i>Raise awareness and sensitize the Albanian general public, national stakeholders and the local donor community on the MDGs</i> and their impact on Human Development; <i>Promote the MDG Report</i> as one of several valuable tools to <i>inform and influence priority setting both in national planning</i> and budgeting and international assistance. Provide an opportunity to think through a minimum set of long-term and prioritised development goals in support of the national Growth and Poverty Reduction Strategy. Assess the challenges and opportunities faced by Albania in <i>addressing its priority</i> objective of poverty reduction, considering the specific human and institutional situation of the country. The campaign allows all <i>stakeholders to further</i>	Strategy	Systems - Interaction	Terms of Reference: MDG regional tour.

	<i>reflect upon</i> their respective roles in and contributions to the ongoing national Growth and Poverty Reduction Strategy; Establish a sustainable reporting mechanism with governmental institutions and Civil Society; One of the main activities under the launch follows up of the MDG report is: the regional tours to <i>inform on the MDG process at local levels</i> .			
Albania	Tasks under MDG Regional Advocacy Tour. The main <i>objectives</i> of the MDG Regional Advocacy Tour are: Inform relevant actors in the regional and local level about the MDG process in the international and national context. Inform all the regional and local stakeholders on the current stage of development and future actions to be undertaken under the framework of MDG.	Strategy	Mechanistic	Terms of Reference: MDG regional tour.
Albania	The main <i>objectives</i> of the MDG Regional Advocacy Tour are: Inform and discuss the regional and local stakeholders on the linkages between the MDGs, GPRS and other national strategies in Albania especially on cross cutting issues such as poverty, gender, in general and health and education in particular.	Strategy	Systems - Interaction	Terms of Reference: MDG regional tour.
Albania	The main <i>objectives</i> of the MDG Regional Advocacy Tour are: Discuss and raise the debate on the role and contribution of the local actors in ongoing efforts for the improvement of the performance in issues linked with MDGs such as education, health, environment, gender, and other related to poverty. Discuss and raise the debate on how the local authorities could use the MDG report as a tool to prioritize their development objectives.	Strategy	Interpretative-symbolic	Terms of Reference: MDG regional tour.
Albania	The main <i>objectives</i> of the MDG Regional Advocacy Tour are: Gather data (contact person, address, expertise etc.) of potential Civil Society Organizations, which are willing and interested to participate In the Civil Society Forum for Monitoring the MDGs and PRSP	Strategy	Psychological	Terms of Reference: MDG regional tour.
Kenya	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.	Strategy	Interpretative-symbolic	UNITED NATIONS DEVELOPMENT GROUP, 2004
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.	Strategy	Interpretative-symbolic	UNITED NATIONS DEVELOPMENT GROUP, 2004
Malaysia	Establish an ongoing dialogue with journalists. Be sensitive to the needs of the press	Strategy	Systems - Interaction	Communicating MDGs to Malaysian public through the media (December 1, 2003).

Moldova	In the framework of the MDG process in the country, the United Nations in Moldova launched in 2003 an advocacy and awareness campaign on MDGs aimed at Advocating for the adjustment of the national development & poverty reduction strategies according to the MDGs principles.	Strategy	Psychological	2003 MDG advocacy and awareness campaign in Moldova
Moldova	In the framework of the MDG process in the country, the United Nations in Moldova launched in 2003 an advocacy and awareness campaign on MDGs aimed at Ensuring the linkages between the economic and social aspects within the national and local agendas	Strategy	Psychological	2003 MDG advocacy and awareness campaign in Moldova
Moldova	In the framework of the MDG process in the country, the United Nations in Moldova launched in 2003 an advocacy and awareness campaign on MDGs aimed at increasing understanding of the relationships between the UN programme in Moldova and MDGs	Strategy	Mechanistic	2003 MDG advocacy and awareness campaign in Moldova
Sierra Leone	MDGs should be an integral part of the civil education process for ordinary citizens so that they can hold their own governances accountable for the commitments they made.	Strategy	Interpretative-symbolic	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Sierra Leone	Sensitizing voluntary sector (ensuring CSOs are informed about the content and purpose of the MDGs)	Strategy	Mechanistic	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Sierra Leone	MDGs can only become relevant to poor people through a facilitating empowerment process in which they analyze problems and identify solutions which they can address through collective action, individually and through partnership with governments and other stakeholders	Strategy	Interpretative-symbolic	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Thailand	Influence development thinking Government, Un system and partners, opinion-makers, the wider Thai society	Strategy	Psychological	Tor Millennium development goals: Campaigning and Advocacy for Thailand

Uganda	Suggestions for a media workshop : The workshop should not be limited to professionals in the capital alone. Those who work in the country side especially those that ensure communication in the national languages are also critical It is important to ensure that the different types of media are represented: private, public, television, radio, written press, and press agencies. During the workshop, it will be important to stress the novelty and significance of the MDGs in poverty reduction strategies, particularly the PRSP.It is also useful to familiarize the participants with the roles of different actors in the implementation and monitoring of the MDGs: government, state institutions, local community, civil society organizations, the private sector and the partners in development. Allow participants to ask questions and express concerns. Workshops is a good occasion to equip journalist with good documentation on the MDGs, on both the general plan and the national plan. To capitalize on the results, it is useful for the workshop to lead to the establishment of a national network of journalists for the MDGs. As incentive you can award participation certificates. It is important that members of the network participate in the MDG promotional activities.	Strategy	Discursive	Media training on MDGs –Uganda (September 17, 2004)
Uzbekistan	The MDGs appeal to the government because they mirror the objective of the national strategy aimed at improving living standards of the population.	Strategy	Systems - Interaction	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story
Uzbekistan	An effective and participatory MDG campaign strategy is a strategy that talks the people's language, moves at their own pace, and works with them.	Strategy	Systems - Interaction	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story
Uzbekistan	The campaign has sought the involvement of government and non-government organizations, schools, children, teachers, students and their families. ...Have included design of MDG posters, post cards, brochures, inclusion of MDG messages in sports events with children with disabilities, and theatre sketches focusing on MDGs through culturally acceptable messages covering various regions in Uzbekistan.	Strategy	Systems - Interaction	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story

Zambia	Overall objective of the advocacy campaign is to broaden the knowledge and understanding amongst the widest group of Zambian,	Strategy	Mechanistic / relational	Poverty eradication awareness week: advocacy on the MDGs (Zambia) second draft okt. 2002
Zambia	Stakeholders of the Millennium Declaration and the MDGs and direct their link to the PRSP	Strategy	Interpretative-symbolic	Poverty eradication awareness week: advocacy on the MDGs (Zambia) second draft okt. 2002
Zambia	though advocacy and information sharing , thereby placing the MDGs at the centre of the development debate and deepening the national commitment to meet the goals by 2015.	Strategy	Interpretative-symbolic	Poverty eradication awareness week: advocacy on the MDGs (Zambia) second draft okt. 2002
Zambia	The overall theme for the advocacy campaign is 'poverty reduction in Zambia: the millennium development goals, A gateway to a better life for all mankind' , reflecting the integral relationship between the Governance's priority of poverty reduction and the MDGs, while also placing people at the centre.	Strategy	Systems - Interaction	Poverty eradication awareness week: advocacy on the MDGs (Zambia) second draft okt. 2002
Zambia	Target groups are: policy makers (Parliamentarians, ministers, deputy ministers and senior public servants, at both national and regional level.) Traditional leaders, civil society (including religious organizations, academia, think tanks, the media, and community based organisations, the private sector and the international community.	Strategy	Psychological	Poverty eradication awareness week: advocacy on the MDGs (Zambia) second draft okt. 2002
Egypt	To educate young Egyptians about the Millennium Development Goals and prompt young people to take action in their communities to support the achievement of the Goals.	Strategy	Mechanistic /psychological	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future; Educating Young Egyptians about the Millennium Development Goals
Egypt	This concept note thus posits a 2-year initiative to create sub-national (at the governorate level) and ultimately a national civil society coalition (s) to advocate, monitor and build a	Strategy	Interpretative-symbolic	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals:

	<i>national capacity</i> for achievement of the MDGs in Egypt			Short Concept Note
Egypt	UNDP sees the MDG campaign as <i>translating into a popular movement</i> for achieving the MDG goals and targets	Strategy	Psychological	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	In Egypt sub-national and <i>national CSO</i> coalitions could play a <i>crucial facilitation and “watch-dog” role</i> with regard to this interlinked set of obligations and promises	Strategy	Systems - Interaction	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	The development of national and sub-national coalitions would create a <i>“bottom up” consensus</i> on the actions to be taken to achieve the MDGs in Egypt	Strategy	Interpretative-symbolic	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	A National Coalition and associated sub-national coalitions can act as key arbiters between society and government, and <i>help link local development planning to the real needs of local people</i> , using MDG indicators as a common reference point for improving the quality of life of local communities	Strategy	Interpretative-symbolic	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	Coalitions would lead to true national ownership of the MDG campaign and process in Egypt, <i>including involvement with the formulation of MDG country reports</i>	Strategy	Interpretative-symbolic	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	Sub-national coalitions create a multiplier affect, where coalition members are able to more <i>effectively educate and create the conditions for change</i> at all levels of society	Strategy	Interpretative-symbolic	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	Sub-national coalitions provide <i>credibility, cultural perspective and inroads to communities</i> .	Strategy	Systems - Interaction	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	The framework for the MDG Coalition strategy is based on UNDP’s conscious decision to <i>strengthen its engagement with civil society organizations in</i> Egypt and the development of a <i>number of innovative programmatic interventions</i> which bring UNDP Egypt’s work to the local level (the calculation of the HDI and MDG indicators at the village level and the formulation of the MISR programme).	Strategy	Interpretative-symbolic	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Ethiopia	<i>Advocacy and commitment on MDGs building at the federal and regional levels</i>	Strategy	Psychological	Moving the MDGs Agenda forward in Ethiopia
Ethiopia	UNDP -Ethiopia, in collaboration with CEA-SURF, hosted, an <i>MDGs Action Forum</i> which brought together <i>Ministers</i> from the 14 Countries of the Central and Eastern Africa (CEA) sub-region, as well as Regional Bodies, <i>donors, NGOs, Private Sector, UN agencies, UNDP Resident Representatives</i> and the RBA Regional Director, in Addis Ababa from 17–19 June 2002.	Strategy	Interpretative-symbolic	Moving the MDGs Agenda forward in Ethiopia

Ethiopia	The objectives of the forum were to strengthen commitment of CEA countries and their partners for early action towards achieving the MDGs and preparing resultant progress reports. The Forum helped forge stronger alliances renew political commitment and strengthen trusted partnerships.	Strategy	Psychological	Moving the MDGs Agenda forward in Ethiopia
Tunisia	the United Nations System in Tunisia together with the private sector and civil society organizations, engaged in a unique communications strategy to create and promote awareness about the Millennium Development Goals	Strategy	Interpretative-symbolic	Tunisia Millennium Caravan (August 2004).
Tunisia	The main objective of the “Caravane du Millénaire” is to spread the word about the Millennium Development Goals. “People must know about these eight commitments to fulfill the wish that governments made towards a better world for all. It is important that all Tunisians know these goals and become aware of the role they are to play to achieve them before 2015 ” says the United Nations Resident Coordinator, Francis Dubois.	Strategy	Systems - Interaction	Tunisia Millennium Caravan (August 2004).
Mongolia	Recently, the Mongolian Parliament endorsed a historic resolution on MDGs and set a new Mongolia specific MDG 9 on “Fostering Democratic Governance and Strengthening Human Rights” with three country specific indicators: to respect and abide by the Universal Declaration of Human Rights, ensure freedom of media and access to information and create an environment of zero-tolerance for corruption.	Strategy	Discursive	MDG net , May 11, 2005
Regional Africa	National civil society coalitions are emerging to campaign for the MDGs in Eastern Africa and the Horn, West Africa, and Southern Africa as a result of consultations with key groups in these regions. National-level meetings in Senegal, Nigeria, Ghana, Tanzania, Uganda, Kenya, Ethiopia, and Zambia brought together NGO partners, trade unions, faith-based organizations and other groups to identify key objectives for their campaigns.	Strategy	Systems - Interaction	www.millenniumcampaign.org
Burkina Faso	Water Aid in Burkina Faso has launched the Millennium Goals around the issue of water. It is working with other NGOs to supply water pumps to areas where there is no piped water. It is also working to reinforce the capacity of local leaders , working through the offices of city mayors, to explain the millennium goals to the people. An official of the Water Aids, Papa Diouf, says the regional initiative was launched during activities which took place from November 24 to 26.	Strategy	Systems - Interaction	www.millenniumcampaign.org
Burkina Faso	Former Minister joins Millennium Campaign: Mme Tiendrebeogo Alice, a former minister and now director of FONAENF, has pledged to support the Campaign . Her organization is working for young women's education, especially those who are not in schools.	Strategy	Persuasive	www.millenniumcampaign.org

Ghana	At a consultation in April in Ghana, representatives from all walks of civil society met to form a Preparatory Committee to launch a national campaign , pressuring the government to include civil society in poverty reduction plans and holding the government to account for its Millennium Declaration pledges.	Strategy	Relational	www.millenniumcampaign.org
Kenya	The national MDGs coalition and other IB will drive the national Kenya campaign process taking shape; several consultations have already taken place to develop a national campaign strategy.	Strategy	Relational	www.millenniumcampaign.org
Marocco	A workshop organized by the Moroccan Parliament in July, 2004 brought together government and UN officials and CSO representatives from the French-speaking Arab countries. An information sharing and action planning network was one of the main outcomes of the meeting.	Strategy	Systems - Interaction	www.millenniumcampaign.org
Nigeria	Forty-five representatives from Nigerian civil society met in Abuja in April, 2004 to set that country's campaign in motion, agreeing to work together to translate Nigeria's leadership role in regional and world affairs to the implementation of the MDGs. A steering committee has been formed with the mandate to form a concrete coalition of groups to build political will in the country towards achieving the MDGs.	Strategy	Systems-interactive / Interpretative - symbolic	www.millenniumcampaign.org
Tanzania	In Tanzania, civil society is engaged in shadow reporting of the official 2001 MDGs progress report and one group is running a 'Return resources to the people' campaign challenging the government to allocate more resources to health, education and related sectors.	Strategy	Systems-interactive / Interpretative - symbolic	www.millenniumcampaign.org
Tanzania	Increasing resources will be a crosscutting issue in all focus areas i.e. the MDGs can only be met if sufficient and adequate funds from the budget are allocated for each goal. In addition, each of the focus areas will link their strategies and activities to the fight against HIV/AIDS pandemic. The Tanzania Association of Non-Governmental Organizations (TANGO) is the largest and longest standing national umbrella organization serving the Tanzanian NGO community. It was founded in 1988 by 22 NGOs. The coalition now has a membership of more than 500 NGOs and collaborating with 30 district and 6 regional generic NGO networks.	strategy	Interpretative-symbolic	www.millenniumcampaign.org
Regional Asia	The Regional Coordinator is supporting national campaigns throughout the region and starting to build coalitions, increase media awareness, and coordinate communications between key actors.	Strategy	Systems - Interaction	www.millenniumcampaign.org

Regional Asia	A regional-level consultation in Bangkok (March 2004) brought together civil society organizations and regional networks to reflect on a distinct Asian agenda, identify specific regional and national challenges and priorities, and share experiences on campaigning at the national level. The consultation identified key strategies and core principles to guide the process ahead; national organizations were mandated to take the process forward in this initial phase and bring other grassroots organizations into the fold.	Strategy	Systems-interactive / Interpretative - symbolic	www.millenniumcampaign.org
Regional Latin America & Caribbean	A regional consultation was held in Quito , Ecuador in July, 2004, bringing together over sixty participants from sixteen countries. The meeting was convened by ALOP, PIDHDD, CLADEM, HIC-LAC and FUNDAR, networks that are also part of the steering committee that will guide the process ahead.	Strategy	Systems-interactive / Interpretative - symbolic	www.millenniumcampaign.org
Regional Latin America & Caribbean	The Central American countries and Bolivia met at the end of August, as participants discussed MDGs campaigning and September's launch of the Global Call for Action 2005. A task force was created to follow-up on the action plan, which includes simultaneous activities in the subregion, a week of action against poverty, and the use of white armbands to signify a common purpose. The national chapters of Social Watch committed themselves to actively participating in the process.	Strategy	Systems-interactive / Interpretative - symbolic	www.millenniumcampaign.org
India	Of Millennium Promises and a Billion People, Led by National Social Watch Coalition India and Samarthan, Wada Na Todo Abhiyan (Keep Your Promises Campaign) is trying to link the country's official 10th Five-year Plan and the Millennium Development Goals , challenging the government claims with shadow reporting and data monitoring. Eight state-level consultations and two national conferences were held in 2004. Rights Action Week held across the country and the release of Citizens Report on Governance and Development 2004 were other highlights of the year.	Strategy	Systems-interactive / Interpretative - symbolic	www.millenniumcampaign.org

Indonesia	<p>Focusing on Action as well as the Report, The Association for Community Empowerment (ACE) is spearheading the movement for the achievement of the Millennium Development Goals (MDGs) in Indonesia. The ACE comprises 22 core members, each representing a network of civil society organizations working under the broad thematic areas of poverty and globalization; health, education and gender; and poverty and environment. The campaign is being facilitated by the UN Special Ambassador for MDGs in Asia and the Pacific, Erna Witoelar. The IB in the MDG campaign managed by the United Nations Development Programme and Coordinating Ministry for People's Welfare through MDGs Adoption and Regional Poverty Reduction Strategies Project. Presently, IB, local adaptation of the goals, monitoring the government's policies, revising the Indonesia MDG Report 2004 with the help of all stakeholders, and organizing events on major national and international days.</p>	Strategy	Psychological	www.millenniumcampaign.org
Nepal	<p>The Millennium Campaign is IB in Nepal as civil society organizations (CSOs), the United Nations Development Programme (UNITED NATIONS DEVELOPMENT GROUP) and the government have joined hands and drawn up a plan of action to work collectively for the 'MDG+5' review in 2005. Coordinated by NGO Federation in Nepal, the MDGs process means organizing workshops, launching awareness campaigns, holding publicity events, sensitization of politicians, conducting research, and documentation and dissemination of good practices. The CSOs in Nepal are also concerned about the on-going Maoist insurgency and the counter-insurgency operations by the state, which can have grave implications for the MDGs process as well as its outcomes. Therefore, they believe, the prime challenge before the Nepali state and concerned stakeholders is to direct their attention and resources towards addressing the conflict and peace-building challenges. Visit the NGO Federation in Nepal website!</p>	Strategy	Systems - Interaction	www.millenniumcampaign.org
Pakistan	<p>Campaigning on a Bigger Canvas, Lead by Insan Foundation-Pakistan, the Millennium Campaign is picking up momentum in the country. Consultative meetings of core groups comprising civil society organizations, media persons and artists have been held at the national and provincial levels. The national strategy planning meeting held on March 10, 2005, in Lahore, firmed up an action plan to mobilize people around the G8 Summit, the Millennium+5 Summit, and the WTO Ministerial.</p>	Strategy	Systems-interactive / Interpretative - symbolic	www.millenniumcampaign.org

Thailand	Aiming at MDG-Plus: Thailand has met most of the Millennium Development Goals well ahead of schedule. In fact, MDG-plus targets that go well beyond the original goals have been set up in the Thailand Millennium Development Goals Report 2004. The report also sets out a vision for Thailand's contribution to MDG 8 on global partnership for development. The report was a product of active consultations among government agencies, civil society organizations and the UN Country Team in Thailand with coordination by the Office of the National Economic and Social Development Board.	Strategy	Relational	www.millenniumcampaign.org
Vietnam	A group of civil society organizations , including Oxfam-GB, VECO and VACVINA, have agreed to form a group to launch the Global Call to Action Against Poverty (G-CAP) in the country. Meeting for the first time on March 14, 2005, the group has decided to launch a television program for building awareness, and hold meetings, marches and rallies to call for action to end poverty. A signature campaign is also on the anvil.	Strategy	Systems - Interaction	www.millenniumcampaign.org
Philippines	Led by Social Watch Philippines, the civil society campaign is in full swing in the country. It's committed to pursue the government to realize the Millennium Development Goals (MDGs). It has already come up with a strategy paper, which reflects the broad consensus among the country's civil society organizations on the road map to achieve the goals, the requirements and the risks. It has also submitted to the government the critique on the draft of the second MDG Report.	Strategy	Persuasive	www.millenniumcampaign.org
Serbia Montenegro	At the beginning of 2005, the Government PRSP Coordination Team organised a conference which gathered all stakeholders (international development partners, CSOs, parliamentarians, local authorities) in order to reaffirm Government's commitment to implement activities envisaged by PRSP.	Strategy	Systems-interactive / Interpretative - symbolic	MDG Consolidated reply, May 6, 2005
Serbia Montenegro	UNDPsupported CSOs to participate in the PRSP consultation process through the activities of Civil Society Advisory Committee (CSAC), comprised of CSOs from all regions of Serbia. Apart from providing comments on the two PRSP drafts, CSAC acted (as much as the situation allowed) as an awareness-rising channel, sharing the information on PRSP, aiming to include grass-roots organisations, excluded groups etc.	Strategy	Systems-interactive / Interpretative - symbolic	MDG Consolidated reply, May 6, 2005
Serbia Montenegro	Action 1: round tables organised by the Government PRSP Management Unit (CSAC representatives participated at round tables and lobbied local actors to take part in discussions)	Strategy	Systems-interactive / Interpretative - symbolic	MDG Consolidated reply, May 6, 2005
Serbia Montenegro	Action 2: round tables organised by CSAC members - ensuring that vulnerable groups are informed about the PRSP consultation process (i.e. single parents, refugees/IDPs, rural	Strategy	Systems-interactive / Interpretative - symbolic	MDG Consolidated reply, May 6, 2005

	population in Southern Serbia etc.);			
Mozambique	For the MDG Campaign, we put the Millennium Declaration as the entry point IB framework - so that we may discuss and recall its importance , as Abdul refers so well. The debate goes down to the district level and the MDGs are discussed as a local issue: "how do we see the Goals? Which are our priorities? How can I contribute?". The office has developed a Vulnerability Reduction Strategy which is debated along with the MDGs and aims at capacitating individuals and communities in the defense and development of their rights, therefore contributing to the implementation of the MD as a backbone to the MDGs,	Strategy	Systems - Interaction	Isabel Ramos,MDG Campaign Manager,UN Resident Coordinator's Office, Maputo, Mozambique
Mozambique	The MDG Campaign with the civil society is also a IBto discuss ways forward, quick wins, opportunities for their participation and contribution with a great assistance and inputs from major national NGOs ,	Strategy	Systems - Interaction	Isabel Ramos,MDG Campaign Manager,UN Resident Coordinator's Office, Maputo, Mozambique

Appendix 7. Cases in the mobilization phase

Country	Case description	Planning phase	Strategic communication element(s)	Source
Albania	By <i>promoting a public understanding</i> on the goals, as well as <i>allowing all stakeholders to further reflect</i> upon their respective roles in this process we will also contribute to the ongoing national Growth and Poverty Reduction Strategy and other initiatives for economic and social growth.	Mobilization	Relational	Millennium Project Report prompts debate on development in Albania, UNTC Albania (February 2005).
Albania	UNDP is making maximum use of the media in Albania to <i>inform the public at all levels</i> on the MDGs and their impact on human development as well as <i>mobilize support</i> for the role of UNDP in addressing the MDGs.	Mobilization	Persuasive	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	Media have been used in an extensive and creative way <i>to send out our messages and provide visibility</i> for UNITED NATIONS DEVELOPMENT GROUP's role in addressing the MDGs, <i>while advocating for their relevance to the Albanian context.</i>	Mobilization	Persuasive	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	<i>National Media Training</i> on the MDGs dealing with issues such as: What are the linkages between the MDGs and other national strategies, and how they can be adopted to the national context. The training has also aimed at <i>discussing about the challenges and opportunities</i> faced by Albania in addressing its priority objective of poverty reduction, considering the specific human and institutional situation of the country. As a result, a <i>core group of around 20 journalists</i> has been set up, with an extensive knowledge and special focus on the MDGs including national and international media in Albania. UNDP is organizing media trainings in <i>different regions</i> of Albania on issues related to the MDGs, <i>their meaning within the Albanian context and the need for the country to report on the progress towards their achievement.</i>	Mobilization	Discursive	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	Publication and distribution of informative materials on MDGs: In order to be able to communicate the concept of the MDGs and its relevance to the Albanian context, information materials for special target groups are being produced and widely distributed.	Mobilization	Informative	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).

Albania	A chain of Public Awareness TV programs on the MDGs are being broadcasted on the Albanian National TV Channels. This advocacy series will be made up of 7 programs focusing on specific MDGs with the participation of government officials, representatives of civil society and international organizations. Experts working in specific field as reflected in each of the MDGs will also be invited to participate.	Mobilization	Discursive	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	The report emphasizes the importance of establishing a true partnership with the Non-Governmental Sector. For this, it is necessary that the local NGOs, academic people or professors in the universities, other professionals and media people must be informed about the MDGs, targets and indicators and the MDG process as a whole.	Mobilization	Relational	Terms of Reference: MDG regional tour.
Kenya	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.	Mobilization	Discursive	UNITED NATIONS DEVELOPMENT GROUP, 2004
Malaysia	Draw attention to areas where Malaysia is striving, benchmarking it against other countries in the region.	Mobilization	Persuasive	Communicating MDGs to Malaysian public through the media (December 1, 2003).
Malaysia	Help journalists identify and report ' human touch ' stories, knowing how to simultaneously convey emotion and information when presenting the MDGs	Mobilization	Communication Confirmation Table: Message	Communicating MDGs to Malaysian public through the media (December 1, 2003).
Malaysia	Show the country as a role model and leader on some issues	Mobilization	Persuasive	Communicating MDGs to Malaysian public through the media (December 1, 2003).
Malaysia	Consider the partner with a highly credible national research institution to make this work part of a larger effort to support achievements of the MDGs.	Mobilization	Relational	Communicating MDGs to Malaysian public through the media (December 1, 2003).

Moldova	Target group CSOs: Workshop to <i>launch the dialogue</i> with a wider circle of partners on prioritizing the Goals at the local level and their integration in to the development agenda of the country. The attainability of the goals were discussed and action plans to achieve the MDGs by 2015 were developed.	Mobilization	Discursive	2003 MDG advocacy and awareness campaign in Moldova
Sierra Leone	Communicating MDGs to communities must be accompanied with a clear vision on of how <i>communities can themselves</i> help to achieve national development goals.	Mobilization	Discursive	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Thailand	Understanding and ownership of the MDGs	Mobilization	Relational	Terms of Reference: Millennium Development Goals: Campaigning & Advocacy for Thailand
Egypt	The Youth gathering can be seen as the culminating event of the project, and will bring <i>young people from different parts of Egypt to discuss the MDGs</i> . Vodafone and UNDP will decide on the exact format of the gathering during the course of the year, and will decide on whether to involve other organisations. Potentially this could lead to the adoption of an Egyptian Youth Action Plan for achieving the MDGs.	Mobilization	Discursive	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future; Educating Young Egyptians about the Millennium Development Goals
Egypt	Sub-national coalitions can create <i>local frameworks for linking MDG education and awareness with practical action</i> on the ground which help push communities to achieving MDG targets.	Mobilization	Discursive	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	the National Coalition will help co-ordinate national level MDG campaigning and also become a full partner in the process of developing the annual MDG Country Reports	Mobilization	Discursive	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	The core principles of the MDG Coalition architecture at both the national and sub-national level will be: <i>Raising public awareness</i> on MDGs and translating MDG goals into citizen rights	Mobilization	Persuasive	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	The core principles of the MDG Coalition architecture at both the national and sub-national level will be: <i>Monitoring progress towards the achievement</i> of MDGs at different levels of society	Mobilization	Relational	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	The core principles of the MDG Coalition architecture at both the national and sub-national level will be: <i>Influencing decision-makers at all levels</i> , and helping to effect changes which will create the conditions for achieving the MDGs	Mobilization	Persuasive	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note
Egypt	The core principles of the MDG Coalition architecture at both the national and sub-national level will be: <i>Acting as a mutual support network</i> which can provide coalition members with assistance in their respective MDG related activities.	Mobilization	Discursive	UNTC Egypt, Civil Society Coalition for the Millennium Development Goals: Short Concept Note

Ethiopia	In a reaction to the indefinite postponement of the launch, the campaign <i>is calling upon fellow Ethiopians</i> , local and international organizations and global citizens at large to denounce the decision of the authorities of the Ethiopian government and show their solidarity with civil society in Ethiopia.	Mobilization	Mechanistic	Moving the MDGs Agenda forward in Ethiopia
Ethiopia	The Campaign unites <i>various civic groups</i> including youth association, women's association, student associations, NGOs, community based organization and civil society organizations in general. Members of the Ethiopian Campaign include: Poverty Action Network Ethiopia, ActionAid Ethiopia, CRDA, Network of Ethiopian Womens Association, Union of Ethiopian Civil Society Organizations, Ethiopian Women Lawyers Association, Addis Ababa Women's Association, Panos Ethiopia, Organization for Social Justice in Ethiopia, Women in Self Employment, Addis Ababa Youth Association, PRO PRIDE, Vision for Justice Ethiopia, Youth Network for Sustainable Development, Afro-flag Youth Vision, Youth Corps Ethiopia, ACCORD and Forum for Environment.	Mobilization	Relational	www.millenniumcampaign.org
Regional Asia	The <i>Millennium Campaign's Ambassador for Asia and the Pacific</i> has been criss-crossing the region, building <i>bridges between government and civil society</i> , and encouraging governments to ensure that their policies are consistent with their Millennium pledges. The Ambassador plays a critical role in linking the UN system, key regional institutions (like the ADB, ASEAN, and SAARC), and local authorities to the MDGs. Her advocacy now extends beyond developing countries to include two of the region's more economically advanced countries, Japan and Australia, keeping up the pressure for their Goal 8 commitments.	Mobilization	Discursive	www.millenniumcampaign.org
Regional Europe	<i>Northern NGOs and networks came together</i> in Reading, England in March to develop strategies to achieve a major breakthrough in the fight against poverty in 2005, and an international civil society-led coalition has steadily taken shape since. They have formed a <i>Call to Action for 2005</i> and a white band (armband, headband, etc.) has been identified as a symbol to demonstrate strength of purpose and unity--whether at a peace march or trade demonstration or on International Human Rights Day	Mobilization	Systems-interaction /Interpretative-symbolic	www.millenniumcampaign.org
Bangladesh	the Bangladesh campaign held a <i>National Consultation</i> on Millennium Development Goals as well as an MDG campaign planning workshop;	Mobilization	Discursive	www.millenniumcampaign.org

Bangladesh	during <i>Global Action Week of Global Campaign</i> for Education (GCE) 24-30 April 2005, the campaign participated in the "Send my Friends to School" action. The Campaign for Popular Education is leading other <i>key networks of civil society organizations in Bangladesh to work together on the Millennium Development Goals</i> .	Mobilization	Persuasive	www.millenniumcampaign.org
Serbia Montenegro	Action 4: CRS coordinated its work with UNDP and supported a network of NGOs "Serbia without Poverty". Apart from actively participating in PRSP consultation process through CSAC, this <i>network of NGOs organised street actions</i> - people were interviewed on poverty related issues and leaflets with PRSP information were distributed.	Mobilization	relational	MDG Consolidated reply, May 6, 2005
Egypt	MDG Coalition building workshop: first module: 1. Understand and respond to what the MDGs are. 2. Recognize the importance. 3. Learn how to use situational analysis tools for local ownership. 4. Identify the opportunities and constraints for achieving the goals on local level. MDG Coalition building workshop: second module : 1. Set vision, goals, targets . 2. Develop effective advocacy tools. 3. Adopt the coalition approach. MDG Coalition building workshop: third module: strategic planning of the operationalization of the MDG coalition. 2. Develop plans. 3. Formation of taskforces.	Mobilization	Discursive	UNTC Egypt, MDG Coalition Building Workshops
Samoa	the youth delegates sought to increase their own awareness and capacity to participate at the national and local level decision-making.	Mobilization	Interpretative-symbolic	UNDP Multi country office Samoa

Appendix 8. Cases in the action phase

Country	Case description	Planning phase	Strategic communication element(s)	Source
Albania	The team made the MDGs relevant by <i>speaking in different ways to different audiences.</i>	Action	Persuasive	UNITED NATIONS DEVELOPMENT GROUP, 2004
Albania	Key activities included: Adapting MDG targets and indicators to the <i>Albanian context</i> ; Applying MDGs to <i>the local level</i> , concluding the release of the first MDGs Regional Report on status of targets and indicators for different areas within a province; An <i>extensive campaign</i> with press, radio and television coverage; <i>Advocacy tours</i> within the country and outreach through the media by an MDGs Ambassador, the former President of Albania who signed the Millennium Declaration; <i>Training and capacity building programs</i> for civil servants on monitoring and statistics.	Action	Persuasive Informative Relational	UNITED NATIONS DEVELOPMENT GROUP, 2004
Albania	<i>MDG Ambassadors</i> have been appointed to act as 'multipliers' to advocate for the MDGs especially at the local level.	Action	Persuasive	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	Advertising campaign: <i>TV Spots on MDG-s</i> have been produced and shown on the electronic media and printed press.	Action	Persuasive	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	<i>UN Press Club</i> is being established which will serve as a long-term tool for a <i>professional coverage</i> of the MDG-s and their progress.	Action	Relational	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Albania	E-Link: MDG <i>Website</i> www.mdg.org.al, has been set up with the latest information on the MDGs and recent related publications.	Action	Informative	Albania MDG Public Awareness campaign: Report on the Mechanisms for an Effective Public Awareness (November, 2002).
Malaysia	Disaggregate national MDG indicator in <i>meaningful way</i> , looking at various dimensions of inequality within the country	Action	Persuasive	Communicating MDGs to Malaysian public through the media (December 1, 2003).
Moldova	Special issue of the <i>UN Magazine on MDGs</i> , disseminated among Government, NGOs, libraries and educational establishments, international organizations and donors, partners, major UN Offices.	Action	Informative	2003 MDG advocacy and awareness campaign in Moldova

Moldova	<i>UN MDG website</i> , a special <i>local website</i> dedicated to the MDGs was developed as part of the UN in Moldova website. It includes both background information about MDGs and key reports and documents about the MDG process in Moldova such as the MDG Desk Study, materials from the workshop “MDGs: Prospects and challenges”, human touch stories on MDGs, a photo archive and a forum where those interested can discuss about MDGs on-line.	Action	Informative	2003 MDG advocacy and awareness campaign in Moldova
Moldova	<i>Lectures in schools</i> on the MDGs, MDGs Bill boards ‘8 global goals for a better life’, Series on publications on MDGs were produced throughout the year, the Youth Kit on MDGs, the MDGs Press Kit, and the MDGs leaflet, other promotional materials MDGs calendars, folders and pens.	Action	Informative Persuasive	2003 MDG advocacy and awareness campaign in Moldova
Moldova	<i>International day</i> for poverty eradication UN day, Theme: Goal HIV/AIDS : National sports competition ‘youth against HIV/AIDS’.	Action	Relational	2003 MDG advocacy and awareness campaign in Moldova
Moldova	<i>International day for poverty eradication UN day</i> , Theme : <i>Press Conference</i> on IDEP	Action	Persuasive	2003 MDG advocacy and awareness campaign in Moldova
Moldova	International day for poverty eradication UN day , Theme: Goal HIV/AIDS: <i>Social theatre</i> on HIV/ AIDS	Action	Relational	2003 MDG advocacy and awareness campaign in Moldova
Moldova	International day for poverty eradication UN day , Theme: Goal HIV/AIDS: <i>Regional Youth Resource Centre</i> , provides access to information on the rights and healthy life of young people. The Centre provides a friendly atmosphere for educational and leisure activities, information, education for health and social services. It has a computer room with access to Internet, a library and reading hall, training rooms, and an educational centre for health coordinated by a Peace Corps volunteer.	Action	Informative Relational	2003 MDG advocacy and awareness campaign in Moldova
Moldova	International day for poverty eradication UN day , Theme: Goal HIV/AIDS: The <i>Centre in Biesti</i> provides access to information on the rights and healthy life of young people. A team of peer-to-peer trainers from the Centre conducted awareness activities in 12 communities of the Orhei district with the participation of over 1,000 young people who were trained about HIV/AIDS prevention, their rights, anti-abuse, etc.	Action	Informative Relational	2003 MDG advocacy and awareness campaign in Moldova
Moldova	<i>International day for poverty eradication UN day</i> , Theme: Goal HIV/AIDS: National Essay competition	Action	Relational	2003 MDG advocacy and awareness campaign in Moldova

Sierra Leone	Community events: story telling, film skits, and radio events. Reasons for people to be together in a common, neutral and safe place.	Action	Persuasive	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Sierra Leone	Local production is important. Colourful posters and banners: heavy on graphics, light on words.	Action	Relational Persuasive	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Sierra Leone	Use simple message in commonly used local languages to relate each goal to day to day livelihood activities in communities. Spread message according to specific target group : this asks for the need to brainstorm over who your target group is and the desired outcome of the message and the communication. For defining the message consider the Millennium Declaration itself ; adapting the MDGs to focus on a minimum threshold for survival and well being; boiling MDGs down to their essence and phrasing in a positive way, speaking to the strength and dignity of the people and country to encourage responsibility and leadership but recognizing that partnerships and support are necessary; including aspects of the global nature of the needs and actions (as demonstrating universality can be empowering). Literacy is low	Action	Informative Persuasive Relational	Taking the MDGs to the people Sierra Leone. (April 25, 2003)
Uganda	Post stamp design. These examples illustrate the involvement of the community by having the designed made by schoolchildren, this is a level of participation.	Action	Relational	Media training on MDGs – Uganda (September 17, 2004).
Uganda	Suggestions for a media workshop : During the workshop, it will be important to stress the novelty and significance of the MDGs in poverty reduction strategies, particularly the PRSP. It is also useful to familiarize the participants with the roles of different actors in the implementation and monitoring of the MDGs: government, state institutions, local community, civil society organizations, the private sector and the partners in development. Allow participants to ask questions and express concerns. Workshops is a good occasion to equip journalist with good documentation on the MDGs, on both the general plan and the national plan. To capitalize on the results, it is useful for the workshop to lead to the establishment of a national network of journalists for the MDGs. As incentive you can award participation certificates. It is important that members of the network participate in the MDG promotional activities.	Action	Relational	Media training on MDGs – Uganda (September 17, 2004).

Uzbekistan	The communication and education part of the campaign has focussed on production of multimedia messages on MDGs with the support of the United Nations System and the Ministry of Education.	Action	Informative	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story
Uzbekistan	The MDGs appeal to ordinary people, because they are simple and straightforward . More people and youth especially are genuinely interested to know more about issues that affect their own lives and their country.	Action	Informative Relational	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story
Uzbekistan	The UN System in Uzbekistan is assisting the country to make the MDGs more broadly understood by everybody . In order to do this successfully, it is extremely important to take into account past development achievements, the national mentality, culture and traditions.	Action	Informative Persuasive	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story
Uzbekistan	MDG Poster Design Competition and theatre for MDGs: an Uzbek story : In 2004 thirteen schools in six regions and 540 students between the age of 7 and 17 took part in the MDG poster competition organized jointly by the Ministry of Public Education and the UN System in Uzbekistan. A local NGO helped coordinating the competition in the schools and bringing the MDG messages to children and teachers. During the various stages of the competition the UN system coordinated various presentations and training opportunities. The awarding ceremony for the best MDG posters was a central event in the UN Day celebrations in October 2004 and one of the initiatives taking place during the UN Poverty Day.	Action	Informative Persuasive	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story
Uzbekistan	Along with the poster design competition in 2004, the UN CT has also supported two MDG theatre events . In October 2004, the students and young teachers of the University of Foreign Languages in Samarkand and Bukhara have staged an amateur, non professional theatre piece called "Pinocchio" in the capital Tashkent. The event was linked to the awarding ceremony and brought together 500 children and adults, teachers and parents to view a modern version of the fairy tale in Uzbek language. During the event, children have explored the links between the tale and some of the MDGs by means of a "MDG game" played on stage with the actors.	Action	Persuasive Informative Relational	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story

Uzbekistan	The MDG Poster Design Competition and the MDG Theatre Play have been successful beyond expectations. <i>They were well covered by the local media and widely publicized.</i> A bilateral donor government with experience of its own national MDG campaign has expressed an interest in providing support to the education and communication MDG campaign together with the Ministry of Public Education.	Action	Informative	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story
Uzbekistan	Educational material on MDGs. The material is to be based on the <i>characters of the theatre play and be distributed to teachers and students as part of the school curriculum.</i> The MDG educational package would consist of an audio-visual and printed material to be used both at school and at home to stimulate the participation and involvement of children, students and parents.	Action	Informative	The Millennium Development Goals Campaign in Uzbekistan & MDG Poster Design Competition and theatre for MDGs: an Uzbek story
Zambia	<i>Program of activities:</i> Each day was devoted to one or more of the eight MDGs. The activities involved participation of stakeholders through workshops, discussion, media use.	Action	Discursive	Poverty eradication awareness week: advocacy on the MDGs (Zambia) second draft okt. 2002
Zambia	National goodwill ambassador in Zambia:	Action	Relational	Poverty eradication awareness week: advocacy on the MDGs (Zambia) second draft okt. 2002
Egypt	To produce a <i>set of educational products</i> , which can be utilized through the mass media, <i>which will educate, engage and inspire young people</i>	Action	Informative	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future
Egypt	The rationale of the project is to <i>get youth to make an investment today</i> , since its this part of Egypt's society who have the biggest interest in becoming active in the process of social development over the next 10 years.	Action	Persuasive	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future
Egypt	The strategy will focus on using a number of <i>highly visible and popular media outlets</i> which focus on the interests of young people	Action	Persuasive	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future
Egypt	The project will use the <i>significance of 2005 to its advantage</i> , as this is when the Millennium Summit + 5 will take place at the UN in New York, providing a major entry point and resonance to a national MDG campaign.	Action	Persuasive	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future
Egypt	Using the massive popularity of the Bakar animated cartoon character, the special cartoon series <i>will send out key MDG messages over the 10 episodes and educate audiences about Egypt's commitments to the MDGs</i> (Target – 6 –	Action	Persuasive	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future

	12 years and followers of Bakar)			
Egypt	Using <i>famous Egyptian Singer</i> , (to be decided) This song and video will become the popular signature tune for the campaign. It will feature the campaign title and use the Bakar cartoon character.	Action	Persuasive	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future
Egypt	The production of a popular theatre production <i>aimed at young people and targeted at local communities</i> . Performances will be staged on different locations during the year, to accompany UNDP or Vodafone events at the community level.	Action	Relational	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future
Egypt	UNDP and Vodafone will utilize funds to kick off different competitions, which will aim to <i>engage and educate young people</i> . The funds will be used to support the set up of the competitions and also to pay for cash prizes. Competitions will include: Arts with the Bolbol magazine Essay/poetry with El Shabab magazine Poster/photography with Helwan university Writing with the National Radio's youth programmes, Youth & Sports network and Nile FM. Other competitions can be agreed during 2005.	Action	Persuasive /relational	UNTC Egypt, Project Proposal and Implementation Plan: Investing in the Future
Ethiopia	A one day <i>sensitization event</i> was conducted with UN Staff. A <i>sensitisation/campaigning event conducted with NGOs/CSOs including private sector</i> . A sensitisation and consultation on the MDGR conducted with government sectoral ministries officials/experts both from federal and regional level. A sensitisation event conducted with parliamentarians with follow up action of integrating the MDGs in the daily work of parliamentarians under process.	Action	Discursive / Relational	Moving the MDGs Agenda forward in Ethiopia
Ethiopia	<i>MDGs brochures and cards first</i> prepared in English were translated in three local languages (Amharic, Tigrigna and Oromifa in about 15,000 copies each) and broadly distributed to the public on different occasions.	Action	Informative	Moving the MDGs Agenda forward in Ethiopia

Ethiopia	An advocacy and campaigning programme was conducted on 1st May at the Expo Center when the Ethiopian Disabled Association celebrated 'THE AFRICAN DISABLED DECADE'. This was a Music Festival where people of all ages, ethnic and religious groups participated. UNCT MDGs posters were posted on the podium and in different areas. The MDGs brochures and cards were distributed to at least to 2,000 people. Over a one-week period, a mobile campaign was conducted all over Addis with a banner reading "THE MDGs YICHALAL-THE MDG, IT IS POSSIBLE TO ACHIEVE THEM". In addition, the MDGs were aired on different occasions .	Action	Informative	Moving the MDGs Agenda forward in Ethiopia
Ethiopia	Students from different schools are being briefed on the MDGs twice a month. Discussion forum on the MDGs with College and University students in Addis Ababa as well as in regions is also planed.	Action	Discursive	Moving the MDGs Agenda forward in Ethiopia
Fiji	the " Dream Story Stage Show ", ' Tadra-Kahani & MDGs ' offered a fun, participatory and expressive means of raising awareness of the MDGs by school children. 1920 MDG radio ads on 3 radio stations – English, Fijian and Hindustani languages, 42 MDG TV ads – twice a day over a 3-week period	Action	Informative	People together achieving MDGs – Fiji (September 2003)
Fiji	4,000 school children from government-aided and rural-based community schools featured from primary, secondary and tertiary learning institutions. Students performed to a 3,000 odd capacity crowd	Action	Relational	People together achieving MDGs – Fiji (September 2003)
Tunisia	An artistic caravan toured the Northern and central parts of the country, taking the Tunisian National School of Circus to eight governorates. Twelve young artists (six boys and six girls) performed an exclusive breathtaking show that aimed at conveying the importance of achieving the goals set up by 189 governments in the 2000 Millennium Declaration.	Action	Persuasive	Tunisia Millennium Caravan (August 2004)
Tunisia	The second objective of the caravan is to launch the first MDG report on the progress made in Tunisia to achieve the goals. The country is mostly on track on all goals and the challenge is to bring these achievements to the local and rural areas, promoting the content of the goals in an understandable manner for everyone	Action	Persuasive	Tunisia Millennium Caravan (August 2004)

Regional Africa	Africa at large: All aboard <i>the 'Johannesburg to G8' bus</i> Nairobi, May 4th, 2005- That's exactly what 'Get on Board' is discovering at the moment. Under this initiative, a group of activists aboard a 14-seater bus is travelling around Africa, collecting the views of rural and urban populations on Africa's debt problem, international aid and trade rules. The bus left South Africa for Mozambique and Malawi on Apr. 1 this year, through Tanzania and arrived in Kenya on May 1. Next it will travel to Uganda, then France via ship. Once in Europe, the bus will set out for the United Kingdom (UK), reaching Scotland in time for the Group of Eight (G8) summit that is scheduled to take place in the town of Gleneagles on July 6. The initiative is the brainchild of ActionAid, an international agency headquartered in Johannesburg that promotes development	Action	Persuasive	www.millenniumcampaign.org
Kenya	Kenya uses 40 percent of her annual revenue to service debt. This is more than the annual budget for health and education combined. <i>How moral is this?</i> Ababu Namwamba, an official from Kenya's 'Cancel Debts for the Child Campaign', said last week (Apr. 21) during a forum held in Nairobi.	Action	Persuasive	www.millenniumcampaign.org
Burkina Faso	A <i>young African model</i> , Olga Ouedraogo, of Scénarios d'Afrique, has been <i>producing films on HIV/AIDS</i> . She has been helping young people put their stories onto film with the help of professional filmmakers. She believes it is very important that films be made about the Millennium Goals and screened on television, especially for sub-Saharan Africa.	Action	Persuasive	www.millenniumcampaign.org
Ethiopia	A <i>national consultation</i> has been organized by Poverty Action Network of Ethiopia, to <i>ensure broad ownership</i> of the process taking shape. Advocacy materials have been produced in at least two local languages to help raise the profile of the MDGs among the public and in the media.	Action	Discursive Informative	www.millenniumcampaign.org
Ghana	Ghana: Send Chickens to Parliament in Accra On Tuesday 12 April at the parliament in Accra live chickens wearing necklaces with messages will be presented to MPs highlighting the plight of Ghanaian chicken farmers. Be <i>there and support the Campaign for Ghanaian farmers</i> .	Action	Persuasive	www.millenniumcampaign.org

Namibia	Namibia Launches First Progress Report on MDGs. The first progress report on the Millennium Development Goals for Namibia was launched in Windhoek on November 10th, 2004 by Prime Minister Theo-Ben Gurirab. He says the report serves as a reminder of the leadership role that Namibia played in formulating and coordinating the collective commitment of world leaders contained in the historic UN Millennium Declaration.	Action	Informative	www.millenniumcampaign.org
Tanzania	Advocacy materials have been produced in Kiswahili and a number of organizations are advocating directly on MDG-related issues as well	action	Persuasive	www.millenniumcampaign.org
Tanzania	Making the Voices of the Poor Heard in the Implementation Process Written by Gerald Mwale Lusaka, November 6, 2004- the Millennium Development Goals (MDGs) Campaign of leading members of Civil Society in Tanzania has kicked off. According to Andrew Mushi of TANGO, the initial pace is slow, but the momentum is picking up. The slogan of the Campaign is: "Acha Mizengwe, Timiza Malengo yako ya Milenia" (Stop dilly-dallying). The Campaign in Tanzania is a clarion call on the CSO and other social movement organizations to hold the government accountable for its commitment to Poverty Eradication in the country. The overall objective of the Campaign is to use the MDGs and related targets as tools in pressing and advocating for Poverty Eradication in the country. The Campaign is focused on a few key areas which have a direct bearing on Poverty Eradication in Tanzania.	action	Persuasive	www.millenniumcampaign.org
Pakistan	In order to give impetus to the Global Call to Action Against Poverty, the Insan Foundation organized a signature drive in Pakistan.	Action	Persuasive	www.millenniumcampaign.org
Regional Europe	The MDG Gates--a set of eight giant arches symbolizing the partnership between eight children in poor countries and eight children in rich countries working together to achieve the Millennium Goals--have been travelling around Europe. Installed at forums, along march routes, and in busy thoroughfares, the Gates are bringing attention to the Goals and marking the pathway to sustainable peace and development. The Gates have already been through Italy, they are currently on display at the Barcelona Forum in Spain, and they are expected to travel to other developed countries in 2005	Action	Persuasive	www.millenniumcampaign.org
Bangladesh	the campaign is producing and disseminating the Peoples Progress Report on Millennium Development Goals, Bangladesh	Action	Informative	www.millenniumcampaign.org

Bangladesh	The <i>motto</i> of the campaign is Bhangga Korona Anggikar (Don't Break Promises).	Action	Persuasive	www.millenniumcampaign.org
Pakistan	Apart from holding rallies and demonstrations, the campaign will also focus on signature <i>drives for securing human rights, street theatre for building awareness</i> on the Millennium Campaign themes, and preparation and dissemination of literature on people's issues. The ongoing signature campaign in support of the Global Call to Action Against Poverty is targeting 1 million signatures.	Action	Persuasive	www.millenniumcampaign.org
Vietnam	The UN Viet Nam office has also come out with <i>comic book</i> Thang's Journey, which highlights a boy's journey from Hanoi to the countryside. In the process, the book provides information on development in the country as well as suggestions for realizing the Millennium Development Goals (MDGs).	Action	Informative	www.millenniumcampaign.org
Philippines	Besides, the campaign has been <i>engaged in an ongoing process with the elected officials and the media</i> to institute the key policies needed to bring the country closer to achieving the MDGs. Campaign partners have been regularly organizing awareness raising activities to stir up debate on the realization of the MDGs among civil society, academia, elected officials, and the media--both at the national and local levels.	Action	Relational	www.millenniumcampaign.org
Armenia	The <i>fabulous art pieces</i> by one of the country's most well-known painters of the new generation is bringing the MDGs to the people. <i>Ownership and localization:</i> We were looking for art with national character and a <i>fusion between a future global vision and local traditions</i> . The artists were asked to express their creativity reflecting the specifics of the MDGs in Armenia. The winner was a well known artist Tigran Matulyan The art pieces has been used not just for the MDG report and posters, but their usage was soon extended larger beyond that. You will see the covers of almost all UN/UNDP strategic papers with the motives of Tigran's work	Action	Relational	MDG Consolidated reply, May 6, 2005
Armenia	<i>Short and simple</i> , but very well thought Public Service Announcement (PSA) is another very successful tool to communicate the messages. 8 small (20 second each) and one longer (40 second) PSAs, which were <i>broadcasted by 4 TV channels</i> and publicly screen on the central square. All PSAs are finished with animated MDG logo and slogan. Results were amazing. The very precise and touching messages caught peoples attention and remained in their mind.	Action	Informative	MDG Consolidated reply, May 6, 2005

Armenia	A documentary film on the MDGs intended to stir discussion but was not as successful as it was perceived as depressing	Action	Informative	MDG Consolidated reply, May 6, 2005
Serbia Montenegro	Action 5: UNDP and CSAC hired a well known film director - as a result of PRSP consultation process a documentary titled " With a human face " was produced. The documentary was shown at a number of film festivals in Serbia and abroad, and also at the national TV network. Parts of the film will be used to produce TV clips for an ongoing promo-campaign to raise awareness on the issues related to PRSP/ MDGs in 2005 (in the wake of the Millennium Summit).	Action	Persuasive	MDG Consolidated reply, May 6, 2005
Serbia Montenegro	Action 6: UN Poverty Day was used as an opportunity to organise a number of events and promote PRSP related activities. For the first time, UN RC gave a speech in the National Assembly of the Republic of Serbia, emphasising the importance of alliances/ partnerships for poverty alleviation. Also for the first time, CSOs (CSAC representatives) were invited to take part in the event	Action	Discursive	MDG Consolidated reply, May 6, 2005
Uganda	The Uganda National NGO Forum is undertaking the central coordination of the Civil Society-led MDG Campaign within them framework of the three tier strategy. The campaign slogan: " MDGs - Act Now! " was selected to demonstrate the urgency with which action is needed. Local ownership is important	Action	Relational	MDG Newsupdate
Vietnam	Young people in Viet Nam have enthusiastically responded to the Millennium Development Goals campaign launched by the United Nations Viet Nam Country Team. The initiative has drawn support of thousands of Viet Nam's youth in helping to achieve the Goals. TakingITGlobal, an online community of young people, shares the highlights of the campaign	Action	Persuasive	MDG News update
Regional Latin America & Caribbean	Young people from Latin America and the Caribbean gather tomorrow in south-east Brazil for a four-day meeting designed to find ways of overcoming poverty and violence and achieving the United Nations Millennium Development Goals (MDGs), a set of targets to reduce or eliminate a host of socio-economic ills by 2015	Action	Discursive	MDG News update
Samoa	(May 9-12) At the Pacific Youth Summit for MDGs held in Apia, Samoa, 47 youth delegates from Pacific Islands Nations met under the auspices of the Office of the Resident Coordinator of the United Nations, with funding from UNDP and additional support from UNESCO and UNICEF. Options for greater inclusion of youth voices into policymaking.	Action	Discursive	UNITED NATIONS DEVELOPMENT GROUP Multi country office Samoa

Appendix 9. Cases in the evaluation phase

Country	Case description	Planning phase	Strategic communication element(s)	Source
Ethiopia	Regular reporting on the MDGs process is done at the UNCT meetings	Evaluation	Relational	Moving the MDGs Agenda forward in Ethiopia
Uganda	Civil society and other <i>key local actors</i> in Uganda are directly monitoring MDG progress on trade, education, and the environment. Advocacy materials that link MDGs to Poverty Eradication Action Plan (PEAP) targets have been developed to increase awareness within the government and among CSOs.	Evaluation	Relational	www.millenniumcampaign.org
Serbia Montenegro	Action 3: Two umbrella NGOs that have updated <i>data-bases of local NGOs/ CSOs used their e-mail networks</i> to send information on PRSP and invite organisations to participate through sending their comments to CSAC (important to note that this way of communication proved to be largely ineffective in ensuring participation of CSOs - the only exception were women's groups that readily provided their comments via e-mail)	Evaluation	Discursive	MDG Consolidated reply, May 6, 2005

Appendix 10. The Global Campaign

Stages for Leading Change in the Global Millennium Campaign

These steps of leading change will be described in the context of the Global Millennium Campaign. The first step is to establish a sense of urgency to reduce complacency. Complacency is the feeling of contentment or self-satisfaction, especially when coupled with an unawareness of danger, trouble, or controversy. Because complacency reduces the sense of urgency, under this circumstance it is difficult to put a group together with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision (Kotter, 1996). The sense of urgency is important for creating momentum for change. This is done in the Millennium Campaign by communicating the message “The Millennium Development Goals can be met by 2015” – if all involved ‘break with business as usual’ and dramatically accelerate and scale up action now. The urgency of achieving the Millennium Development Goals is currently assumed to be visible by most advocates. This visibility might not be the case in rich countries and especially in richer parts of poor countries.

Other than being visible the sense of urgency is also a matter of caring about the life standards of others and believing change is possible. The United Nations Development Group’s message (United Nations Development Group, 2004) on the Millennium Development Goals is quite simple: 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. The Millennium Development Goals are not abstract ambitions but practical policy objectives.

The second step is creating guiding coalitions and will lead to faster and more accurate decisions making, it requires trust and a common goal. The Global Millennium Campaign supports and works with existing networks, initiatives, and people's movements. Many organizations are linking existing campaigns on health, education, HIV/AIDS, trade, peace, and aid to the Millennium Development Goals, and now traditional campaigners from development non-governmental organisations and the human rights, environment, and women's movements are finding new allies in youth groups, peace movements, trade unions and others. These coalitions are starting to engage with media, members of parliament, local authorities, faith-based groups and other important actors, all-uniting in the common mission of achieving the Millennium Development Goals. Their campaigns are driven by local actors and domestic priorities and needs, with the Millennium Campaign helping to catalyze and facilitate the public and social mobilization processes. The Global Millennium Campaign has developed strong relationships with several key global civil society networks and organizations, including Social Watch, CIVICUS (World wide alliance for Citizen Participation), ICFTU (International Confederation of Free Trade Unions), PSI (Public Services International), CIDSE (Coopération Internationale pour le Développement et la Solidarité), Oxfam, Euro step, Global Youth Action Network, the Global Campaign for Education, Micah Challenge, ActionAid, World Vision and OneWorld.net, among many others. Partnerships with many other organizations have been forged to facilitate campaigning on the Millennium Goals worldwide, including the World AIDS Campaign as well as many human and women's rights organizations and trade unions (Millennium Campaign, n.d.). According to the United Nations Development Group their offices are well placed to advocate

and facilitate sustainable development solutions to achieve the Millennium Development Goals (United Nations Development Group, 2004). Moreover, through its close working relationships with national governments, the United Nations Country Team, CSOs and, increasingly, the private sector, United Nations Development Group is well positioned to help organize and speed the social change necessary to achieve the Millennium Development Goals (United Nations Development Group, 2004).

The third step is developing a vision and strategy. The characteristics of an effective vision are: imaginable, desirable, feasible, focused, flexible and communicable (Kotter, 1995). The vision is the MD itself and the strategy is to diagnose, plan and implement the goals in each country with proper focus and actions. Practical investment strategies as described in *Investing in development: practical plan to achieve the Millennium Development Goals* (UN Millennium Project, 2005) and other approaches to financing the achievement of the Millennium Development Goals, presents an operational framework that will allow even the poorest countries to achieve the Millennium Development Goals by 2015. The Millennium Campaign's vision is formulated as follows: 'We are the force for change which will make the Millennium Declaration a reality – by championing the deal, founded on mutual accountability between and within nations, we will energize people and governments to make the world a better place (Millennium Campaign, n.d.).'

The fourth step is as follows: Communicating the change vision by using all vehicles to communicate to unleash the power of the vision. This step is similar to the 'action phase' in the frame for advocacy, in this phase (respectively step) concrete communication programs, describing means and specific messages will and developed and implemented. An example of concrete communication action is the annual MIP TV Fair (New York/Cannes, 12th April 2005) where the Global Millennium Campaign launched an appeal to broadcasters to play a bigger role in raising awareness of the world's commitment to end poverty. The Global Millennium Campaign called upon broadcasters, on channels in Asia, Africa, Europe and Latin America, to play a bigger role in ending world poverty. New Initiatives include original Nickelodeon TV Campaign and its website. Other examples are: the Global Action Week on Education, Adopt a Chicken over the Web, Sign on to the Justice Platform for Global Development, Wake up to Trade Justice in the UK, Global Call to Action Against Poverty Mobilization on National Embassies of the G7 (Group of Seven).

Step five is to empower broad based action for raising awareness on the world's commitment to end poverty, the United Nations Millennium Campaign has produced a global media initiative entitled "Only with your Voice", which empowers individuals to act. They are involved by watching video clips featuring world-renowned celebrities calling upon the world's 6 billion voices to join their voices and remind their governments that they must live up to their promise to end poverty once and for all. Individuals can share their favourite video clip with their friends, family and colleagues and inspire themselves and their environment to join the Global Millennium Campaign and demand that their governments keep their Millennium Promise.

The sixth step is about generating short term wins to hold the momentum to increase to generate more spirit for leading change. These short term wins have three characteristics: visible to a large number of people, unambiguous and clearly related to the change effect (Kotter, 1996). The millennium campaign is structured to continue up to 2015, but with shorter cycle targeting specific outcomes to demonstrate tangible progress and maintain momentum. The aim is to have peaks every five years. One of the highlights in the cycle was at the

release of the report by the Millennium Project. Success stories such as: ‘Thanks to debt cancellation, Tanzania was able to abolish school fees and enrol more than one million additional children in primary school are aimed at generate the spirit for more change.

In the seventh step the gains are consolidated to produce more change, by setting the aims higher or adjusting the aims to the current situation to make the realistic in accordance with the generated short term wins. Whenever you let up before the job is done, critical momentum can be lost and regression may follow. An example is the Millennium Development Goals +10, which are use in countries where the Millennium Development Goals turn out to be low standards. The challenge is kept by setting ambitious but reachable goals.

In the last step the new approaches are anchored in the culture to maintain continuity by reflecting, evaluating and embedding new knowledge and attitudes. The organization (the UN) and it’s global environment such as the public, and other stakeholders such as governments, academia, civil society stands for the culture. It’s culture also includes to internal bodies of the United Nations family, it’s different organizations and offices.

Appendix 11. Initiative further study

CSO advocacy and awareness MDGs in the context the eight stage for leading mayor change

Example questionnaire - - - - -

Dear recipient,

Everyone is a communicator; those who communicate to achieve social change move away mountains of apathy, cynicism, waste and corruption to improve the lives of marginalized people.

This survey asks for your contribution to create more insight in the practice of communication for social change.

- Where access the questionnaire?
- How much time will it take?
- What is the incentive / reward / feedback?
- Rejection: I refuse to cooperate, why?

* In which humanitarian topic(s) is your organisation involved?

(Multiple answers possible)

- Development
- Peace and Security *(skip next)*
- Human rights, Governance and/or Democracy *(skip next)*
- *None of these* *(skip next)*

* In which areas of development is your organisation involved?

(Multiple answers possible)

- Rural development
- Urban development
- Healthcare
- Education
- Gender equality
- Environment
- Science, technology and innovations
- *None of these*
- *All of these*

* Is your organisation active on a global or national level?

- Country *) In which country? _____
- Global * In which geographical area(s) is your organisation active?
(Multiple answers possible)

- Sub-Saharan countries
- South East Asia
- South Asia
- Central Asia

- Europe
- Middle Africa
- North Africa
- Latin America and the Caribbean
- Central America
- North America
- Oceania

* Name of organization

* Number of employees

- less than 20
- 20-50
- 50-200
- 200- 500
- more than 500

* Number of volunteers

- Less than 20
- 20-50
- 50-200
- 200- 500
- More than 500

- The following questions will be about different stages in a change process, the stages will be briefly described. -

Establish a sense of urgency to make your environment aware of the need for immediate action.

1) Does your organisation create a sense of urgency to raise awareness?

- Yes
- No, there is already a sense of urgency
- No, there is no need for urgency
- I don't know

Create the guiding coalition to receive support and collaboration from organisations that can influence the change process, for example with governments or civil society organisations.

2A) Does your organisation build coalitions with partners to achieve social change?

- Yes (→ 2B)
- No (→ 3)
- I don't know (→ 3)

2B) Through which means?

- Workshops
- Group discussions
- Conferences

- Lobbying
- Roundtable meetings
- Official reports
- Press releases
- Other means
- None

Develop a vision and strategy by visualizing the desired future and mapping out the direction and scope how to get there.

3) Does your organisation create a vision to achieve social change?

- Yes
- No
- I don't know

4) Does your organisation develop a communication strategy and/or plan?

- Yes
- No
- I don't know

Communicate the change vision by using all ways and means to involve and engage your environment in the change vision.

5) Which communication means does your organisation use to raise public awareness and/or mobilize communities?

(Multiple answers possible)

- Printed materials such as posters, brochures and magazines.
- Radio or television
- Online information
- Online forums, discussion and message boards.
- Email networks
- Goodwill ambassadors

- Workshops
- Group discussions
- Conferences
- Community gatherings

- Demonstrations
- Street marches
- Festivals
- Caravans
- Theatre

- Official reports
- Press releases
- Other means
- None

Empower broad-based action by providing communities with the means to establish local ownership of the change process.

6) Do your organisation's communication activities and/or strategies empower broad-based action?

- Yes
- No

Generate short-term wins to maintain enthusiasm to strive for achieving social change within a relatively long timeframe, because short-term wins can be achieved within a relatively short timeframe.

7) Does your organisation (also) aim at generating short-term wins?

- Yes (→ 8)
- No (→ 9)
- I don't know (→ 8)

Consolidate gains and produce more change to keep momentum and gear up the efforts to create more social change.

8) Does your organisation consolidate gains or use their short-term wins to create (more) awareness and advocacy?

- Yes
- No
- I don't know

Anchor new approaches in the culture by evaluating and implementing 'lessons learned' to improve the skills of the organisation.

9) Does your organisation evaluate their communication activities and/or strategies?

- Yes (→ 10)
- No (→ 11)
- I don't know (→ 11)

10) How effective are these communication activities and/or strategies?

- Very
- Reasonably
- Moderately
- Slightly
- Little to not

11) Are the Millennium Development Goals related to your organisation's communication strategy and/or activities?

- Yes, they are fully related (→ 12)
- Yes, they are partially related (→ 12)
- No, they are not related (→ 11B)
- I am not familiar with the Millennium Development Goals (→ 12)
- I don't know (→ 12)

11B) No, Because...

(Multiple answers possible)

- Millennium Development Goals are not supported by my organisation

- Millennium Development Goals are not perceived to be achievable
- Millennium Development Goals are not ambitious enough
- Millennium Development Goals do not fit in the long-term strategy of my organisation
- The scope of the Millennium Development Goals is too broad for the work of my organisation
- Other reasons

12) Does or did your organisation participate in one or more of the following international campaigns? (*Multiple answers possible*)

- Global Call to Action against Poverty
- Make poverty history
- Aids Campaign
- African network Campaign for education for all
- Global Week of Action, Uniting in action for trade justice April 10th -16th
- White Band Day, July 1st
- None
- I don't know

13) Does your organisation receive support from one or more of the following United Nations bodies to develop or implement communication strategies and/or activities? (*Multiple answers possible*)

- United Nations Communications Unit
- United Nations Country Team (UNCT)
- United Nations Development Program (UNITED NATIONS DEVELOPMENT GROUP)
- United Nations Department of Public Information (UNITED NATIONS DEVELOPMENT GROUP)
- United Nations Millennium Development Goals Unit (UN MDG Unit)
- Other
- No support

14) Does your organisation use facilities that encourage United Nations and civil society's relations? (*Multiple answers possible*)

- Global conferences
- Forums
- Online forums
- Email networks
- MDG Net
- Meetings

Context Description CSOs and the MDGs

Survey

The purpose is to tackle the obstacles of insufficient public awareness and failure to mobilize community-level understanding and support through civil society organizations. The second purpose is to aim at the willingness of stakeholders to share their expertise and experiences.

The mean will be to conduct a survey amongst (leading) NGOs in a number of selected developing countries. The questionnaire will be made available online and should be easily reached by clicking on the link in the message which will be distributed by email.

The target group consists of national-level CSOs in a number of selected developing countries. Because of specific questions about communication interventions the questionnaire need to be answered by focal points for communication. (It is expected that the respond will be reduces by this.)

Lessons learned

A survey of CSO responses to the Declaration and the Goals undertaken mid –2002 indicated positive engagement with the goals. What can be learned for the survey is the following:

- The expected respond is very low
- Most likely to respond are NGOs at regional and national level (with about 20 employees, less than 500 volunteer and annual budgets less than 500.000 US dollar.
- In 2002 2/3 of the respondents were not familiar with the MDGs.

Research questions

I. How do civil society organizations increase the public awareness and mobilize communities?

II. To what extend are the MDG's embedded in the communication policies of civil society organizations?

III. What is the effectiveness of the communication used by the UN to communicate with the civil society organizations?

The role of CSOs

- International civil society has an important international role for the Goals to in:
- Mobilizing public opinion around the Goals and around the developed countries' commitment to goal 8
- Sharing best practices and technical expertise through intercountry community exchanges, direct technical support, and advice on scaling up to governments
- Providing health, education, infrastructure services hat contribute to achieving the goals

Civil society's contribution to the Millennium Development Goals

- CSO can contribute to MDG-based poverty reduction strategies in at least four ways:
- Publicly advocating for pressing development concern,
- Helping design strategies to meet each target
- Working with governments to implement scaled-up investments programs
- Monitoring and evaluating efforts to achieve the goals.

Internationally CSOs can also mobilize and build public awareness around the goals, share best practices and technical expertise with governments, and deliver services directly

The Campaign has developed strong relationships with several key global civil society networks and organizations, including Social Watch, CIVICUS, Oxfam, ICFTU, PSI, Action Aid, CIDSE, Euro step, Global Youth Action Network, the Global Campaign for Education, Micah Challenge, World Vision and OneWorld.net, among many others. Partnerships with many other organizations have been forged to facilitate campaigning on the Millennium Goals worldwide, including the World AIDS Campaign as well as many human and women's rights organizations and trade unions.

Other examples of international campaigns in which CSOs participated are the Global week of Action on trade, the Global week of action on education, the Aids Campaign and the Global Call to Action against Poverty ('make poverty history').

Client centred communication

- Of course one should not expect all CSOs to be involved in all areas. In sum, achieving the goals within countries will require active national civil society involvement through:
- Raising awareness about the goals, by highlighting development priorities through public dialogue and consultation.
- Designing sector strategies, by identifying priority investments and regions, effective implementation plans, and national and local budget priorities.
- Contributing to the scaling up of investments, using skills in community involvement, capacity building, strengthening governance processes and service provision.
- Evaluating performance by participating in national MDG reviews, budget tracking and auditing,

Relation CSOs and the UN

1. Important stakeholder (effectiveness UN)

The most powerful case for reaching out beyond its constituency of central Governments and enhancing dialogue and cooperation with civil society is that doing so will make the United Nations more effective. Because of the features of global change described above and the attributes of many civil society organizations, an enhanced engagement could help the United Nations do a better job, further its global goals, become more attuned and responsive to citizens' concerns and enlist greater public support. There are trade-offs, however. The unique role of the United Nations as an intergovernmental forum is vitally important and must be protected at all costs. But today's challenges require the United Nations to be more than just an intergovernmental forum; it must engage others too. To do so risks putting more pressure on the Organization's meeting rooms and agendas, which are becoming ever more crowded; this calls for more selective and not just increased engagement.

2. Initially low involvement

The Millennium Declaration was the result of a process (UN general Assembly resolution) in which NGOs had no participation. Civil society participation in the Millennium Summit was indirect, parallel to the official process and concentrated on a single large meeting that took place months before the actual session at the level of Heads of States. As a result, the MDGs are still largely unknown by civil society organisations at the national level, and there isn't the same feeling of 'ownership' as citizen groups have over 'Agenda 21' that resulted from the Earth Summit or the Ten Commitments adopted by governments during the Social Summit

Some civil society organisations have expressed reservation about the goals. Yet, most of them have spent years dedicated to the objectives that the goals represent.

Five main obstacles

1. Scepticism.

The glass is half full or empty. So many goals have not been met in the past; why should it be different this time? We can do this!

2. Does it apply to me? Technical formulations (halving hunger) are not suitable for mobilising support. The goals need to be translated in formulas that are understood by men and women in the streets.

National ownership and framing

3. Is it just about aid? The antagonistic perceptions about the results of Monterrey created a feeling that the MDG are only about aid and ultimately did not address the concerns of middle income developing countries or transition countries, or poor and vulnerable groups in the developed world.

MDG +, national ownership and framing

4. Is the trade off fair? The trade off between the need to focus on the poorest of the poor and the need to widen the constituencies to support a campaign or action plan, without which the political will to actually implement the resolutions will be lacking.

5. Is it a new bargain or the old style impositions? Minimalistic agenda and pushing Nordic agenda's?

- Human rights based approach underlies and frames the MDG:
- Located within a human rights framework, with a clear connection to the right to development
- Rights are normative basis for the MDGs
- By directly linking them to the right to development, MDGs are totally within the rights-based perspective. Are achieved through a process that respects the values, standards and principles outlined in the Universal Declaration of Human Rights (UDHR)

Examples international CSOs

Name	Description
Social Watch	Is an international NGO watchdog network monitoring poverty eradication and gender equality.
CIVICUS	Is an international alliance established in 1993 to nurture the foundation, growth and protection of citizen action throughout the world, especially in areas where participatory democracy and citizens' freedom of association are threatened.
Oxfam	International seeks increased worldwide public understanding that economic and social justice are crucial to sustainable development. We strive to be a global campaigning force promoting the awareness and motivation that comes with global citizenship whilst seeking to shift public opinion in order to make equity the same priority as economic growth
ICFTU	The International Confederation of Free Trade Unions, was set up in 1949 and has 233 affiliated organisations in 154 countries and territories on all five continents, with a membership of 145 million, 40% of who are women. It has three major regional organisations , APRO for Asia and the Pacific, AFRO for Africa, and ORIT for the Americas. It also maintains close links with the European Trade Union Confederation (ETUC) (which includes all ICFTU European affiliates) and Global Union Federations , which link together national unions from a particular trade or industry at international level
Population service international	PSI is a nonprofit organization based in Washington, D.C. that harnesses the vitality of the private sector to address the health problems of low-income and vulnerable populations in 70 developing countries. PSI, with programs in safe water/oral rehydration, malaria, nutrition/micronutrients, family planning and HIV/AIDS, deploys commercial marketing strategies to promote health products, services and healthy behaviour that enable low-income and vulnerable people to lead healthier lives. PSI is now the leading nonprofit social marketing organization in the world
Action Aid	We are an international development agency whose aim is to fight poverty worldwide. Formed in 1972, for over 30 years we have been growing and expanding to where we are today - helping over 13 million of the world's poorest and most disadvantaged people in 42 countries worldwide.
CIDSE	CIDSE is an alliance of 15 Catholic development organisations from Europe and

North America.

Global Youth Action Network The Global Youth Action Network is a not-for-profit organization that acts as an incubator of global partnerships among youth organizations.

African network Campaign for education for all

Civil society coalition for quality basic education

Women's Health network

International gender ad trade network

Social Watch (watchdog)

Net Aid

CARE
international

Shack Dwellers
International

WaterAid

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Zambia

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- Zambia's Poverty Eradication Awareness Week: Advocacy on the Millennium Development Goals (October 2002).
- Zambia UNDAF 2002-2006. Retrieved from: http://www.undg.org/documents/1634-Zambia_UNDAF__2002-2006_-_Zambia_2002-2006.pdf

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- Communicating MDGs to Malaysian public through the media (December 1, 2003). Retrieved from:
http://www.undg.org/documents/3238-Communicating_MDGs_to_Malaysian_Public_through_the_Media.htm
- Goal 8 in developing countries? (January 28, 2005).
- Good practices in MDGR participation & analysis -Nigeria (August 8, 2002).
- Media training on MDGs –Uganda (September 17, 2004).
- MDG Campaign messages (August 19, 2004).
- MDG Participatory workshop ideas Ecuador (December 10, 2002)
- Taking the MDGs to the people Sierra Leone. (April 25, 2003) Retrieved from:
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Appendix 14. References of regional materials

- The Millennium Development Goals Consultation with Civil Society in the Asia and Pacific Region
5th and 6th March 2004 Bangkok, Thailand. Convened By Action aid international Asia & The
Millennium Campaign.
- Statement of action – Campaigning for the MDGs in Central and Eastern Africa
19 June 2002 – Addis Ababa, United Nations Development Group

Appendix 15. References of relevant websites

- <http://www.developmentgoals.org>
- <http://www.millenniumcampaign.org>
- <http://www.socialwatch.org>
- <http://www.un.org/millenniumgoals>
- <http://www.undg.org>
- <http://www.United Nations Development Group.org/hdr2003>
- <http://www.United Nations Development Group.org/mdg>
- <http://www.United Nations Development Group.org/mdg/countyreports.html>
- <http://www.unmillenniumproject.org>
- <http://www.whiteband.org>
- <http://unstats.un.org/unsd>
- <http://unmillenniumproject.org>

Appendix 16.

References for additional resources for designing communication interventions

- CIVICUS: strategic planning + Campaign toolkit (www.civicus.org)
- MDG campaign toolkit (www.millenniumcampaign.org)
- The Blue Book United Nations Development Group (<http://intra.United Nations Development Group.org/mdgs/common/thebluebook/home/index.shtml>)
- Training module MDG advocacy (United Nations Development Group intranet)

The following materials are available at www.undg.org <click on: achieving the MDGs; campaigning and advocacy>

- Achieving the MDGs: population and reproductive health as critical determinants (Sep 2003)
- Africa struggles to attain the millennium goals (Oct 2003)
- Civil Society and the MDGs (2003)
- CSOs and the MDGs: Guide to the MDGs and Key Resources (Jun 2003)
- Halfway There? The G8 and the MDGs in 2002 (2002)
- International Campaign on the Millennium Development Goals (Nov 2003)
- MDG Campaign London Workshop, A Strategic Planning Workshop, 29-30 October 2002 (Oct 2002)
- MDGs and Sexual and Reproductive Health (2005)
- Meeting the MDGs is not ?Mission Impossible? (Sep 2004)
- Netaid - Challenge 2015 (Aug 2003)
- Press Materials on MDGs for the World Summit on Sustainable Development (WSSD) (Aug 2002)
- Promoting the Millennium Development Goals in Asia and the Pacific (2003)
- Sport as a Tool for Development and Peace: Towards Achieving the MDGs (2003)
- The MDGs: What They Are and What We Can Do Together (MDG overview for broad, non-UN audience) (June 2002)
- The Millennium Declaration: Mobilising Civil Society Organisations (2003)
- Tools for Development: Using Information and Communications Technology to Achieve the MDGs (Aug 2003)
- UN Non-Governmental Liaison Service "Roundup": Moving forward on the MDGs (Nov 2002)
- Video - What the Kids Want, What the World Needs: A Fresh Look at the Millennium Development Goals
- We the Peoples': A Call to Action for the United Nations Millennium Declaration (9 Sep 2002)
- World View Paper: 2002 World Development Indicators for each MDG (2002)