

**INTER-AGENCY STANDING COMMITTEE WORKING GROUP
53rd MEETING**

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**UNHCR Headquarters, Geneva
Room MBT04A (Basement)**

**Consolidated Appeals Process:
Background Note For the Strategic Communication Plan for Donor 2004 CAP
Launches**

Circulated: 25 June 2003

Introduction

1. This note accompanies the “Strategic Communications Plan for Donor 2004 CAP Launches” which is being submitted to the IASC Working Group for its endorsement.
2. Past experience has shown that early planning, including the identification of the donor launch sites, selection of the theme and agreed division of responsibilities among IASC members are key to ensuring a successful launch event. By success, we refer to increased awareness and knowledge of humanitarian action and the role the CAP plays within it – leading ultimately to sufficient and equitable resource allocation to all CAP beneficiaries. The Plan indicates the need for a common message and strong partnership among IASC members, at Headquarters and in the field, and between the IASC and donors hosting the launch events, to create awareness of the plight of populations and to ensure long-term support to meet their needs.

The Theme

3. As the proposed theme is “Hear our Voices”, the Communications Plan presents an approach to focus international attention on the needs of beneficiaries in all humanitarian emergencies, attempting to redress the imbalances created by the tendency for one or two crises to dominate the international agenda. The theme is sufficiently broad to allow for the development of messages to the media and other audiences that can be agreed to by all IASC partners, while allowing for the articulation of targeted messages by individual agencies (for instance, “Hear the Voices of Children”). The Plan highlights the need for close collaboration with field offices to identify the human stories that would serve as a basis for the elaboration of

the theme – showing, for instance, how multilateral humanitarian assistance has impacted on the lives of individuals.

Partnerships and Key Audiences

4. The Plan identifies two categories of audiences: primary (decision-makers) and secondary (those who influence the decisions). It aims to move both categories to increase their support for multilateral humanitarian action. Primary audiences include parliamentarians and decision-makers in donor countries. At the same time, the Plan recognizes that hosting donor governments are key partners in the launch planning process. Another key audience is the media. Although it is clear that donor decision-making is not driven by media reporting, there is nevertheless a strong correlation between media coverage and the resources made available for humanitarian emergencies. More important, the media are a key means for reaching the taxpayers, who influence the decisions taken by elected officials. The personalized theme, “Hear our Voices,” will allow for the development of a media campaign that will break through the wall of compassion fatigue by focusing on the stories of individuals – a common technique in both television and print material.
5. Another means for increasing the profile of the launch will involve the agreement of members of the IASC to dispatch their Goodwill Ambassadors and Messengers of Peace to CAP countries and to CAP launch sites. Details are contained within the Plan.

Principles for implementation and next steps

6. Following agreement by the IASC-WG to the overall approach of the Strategic Communications Plan, the IASC-SWG on the CAP will elaborate a detailed Plan of Action, with clear timelines and division of responsibility for all donor sites. The Focal Points within the IASC and OCHA will use the approach in the Plan to elaborate targeted approaches for each launch site in close partnership with the host government and, as appropriate, other UN entities (such as the UNICs). Each CAP country team will be responsible for the provision of the written and visual material that will be required in the elaboration of the theme. OCHA will be responsible for the development of promotional material and guidance throughout the process leading up to and following the launch itself.

Expected Decisions/Action Points by IASC-WG:

- | |
|---|
| <ul style="list-style-type: none">• Endorsement of the Strategic Communications Plan for Donor 2004 CAP Launches. |
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Prepared by: OCHA AERS

**A STRATEGIC COMMUNICATIONS PLAN FOR
DONOR 2004 CAP LAUNCHES**

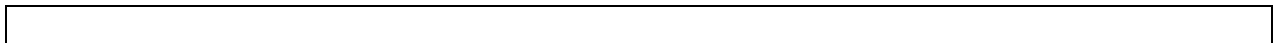
IASC Subworking Group on the CAP
June 2003



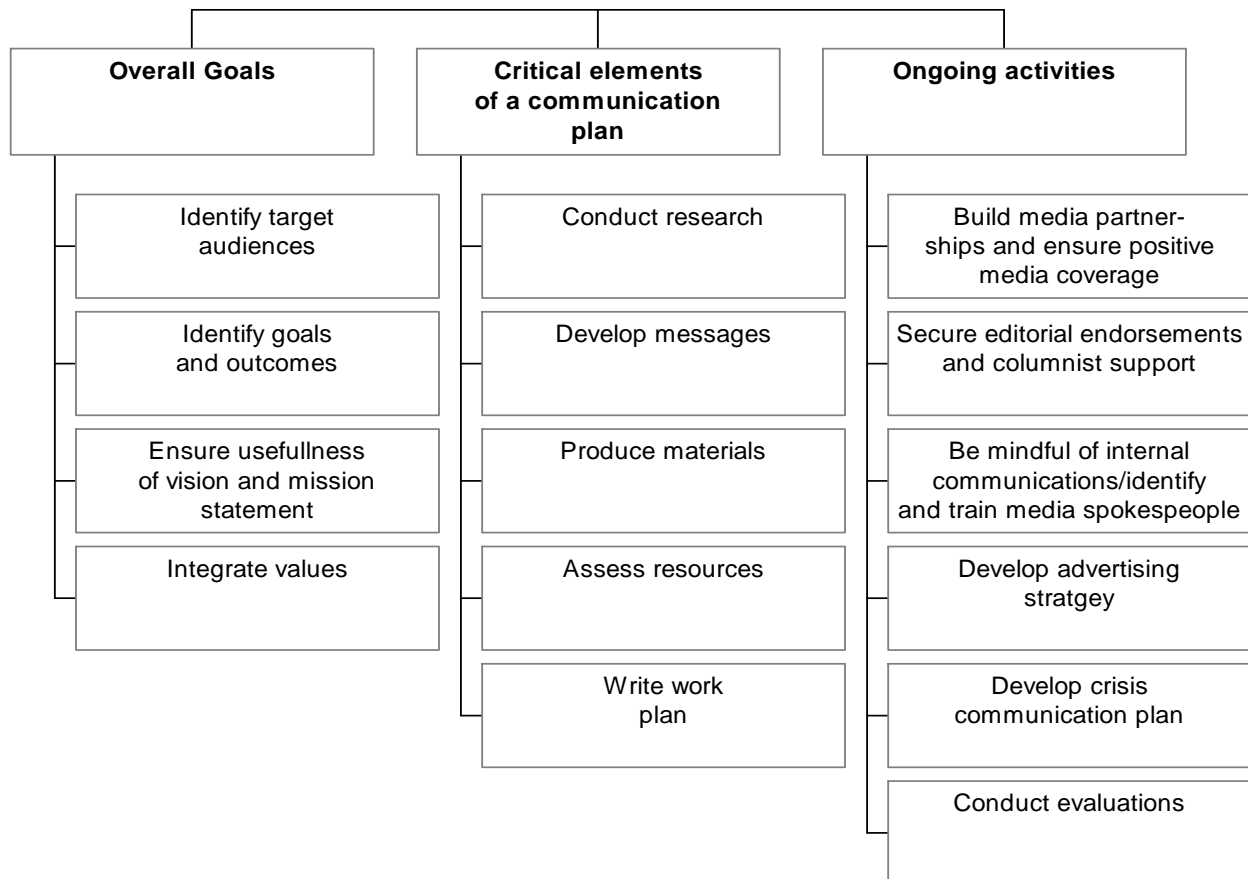
Introduction

A Strategic Communications Plan will help the IASC fine-tune media/communication objectives and follow up activities for donor 2004 CAP Launches. We have decided to develop such a plan for two main purposes; for reasons of discipline/accountability (to get stakeholders to “stick to the plan”) and “enlistment” (for partners to work together to realize goals). The final plan will include:

- An analysis of our issues/goals in order to identify whether they are “important” (and to whom) and to address how best to gain additional support to our cause;
- A translation of our issues into easily understandable and actionable messages, which can be communicated, in the right vehicles (tactics) to our targeted audiences. Bundled tactics focused on key messages to targeted audiences are referred to as "initiatives."
- A statement of our plan’s goals, or the desired effect of change, *and means of measurement*.



Strategic Communications Planning Guide *



* Adapted from the Jossey Bass Guide to Strategic Communications for Nonprofits, Jossey Bass Publishers, 1999.

Setting Goals and Objectives

An advocacy goal is a long-term goal to address a well-defined need. Each goal will also have several objectives. An advocacy objective focuses on a specific action that we can take to move measurably towards the goal. A goal is, in essence, a mission. To realize our mission we need to ask **WHAT needs to change? WHO can make the change? By HOW much? By WHEN?** Our audiences must know what we are expecting of them. An environmental group may have “Protect the earth” as their mission. A US education NGO asserts, “A Mind is a Terrible Thing to Waste”. What is our mission? CAP works? Save a life, save the world? A life worth living? Aid works? Initially partners talked of the following broad goals:

- Giving voice to unheard people affected by emergencies
- Securing CAP endorsements by select opinion and political leaders
- Educating voters in donor countries about issues related to humanitarianism
- Showing how the CAP and humanitarianism touches people’s lives.

The IASC Subworking Group on the CAP undertook a brainstorming at its meeting on 23 May, in which it agreed to a mission statement as well as goals and objectives. Our overall statement encompasses the essence of our programme's purpose. The objectives are measurable and reflect the focus on beneficiaries, as reflecting in this year’s theme, “Hear our Voices”. They also allow for broad messages to be developed to which all agencies can participate, while allowing for the articulation of specific messages related to the agency’s mandate.

"Create increased awareness and knowledge of humanitarian action and the role the CAP plays within it, as a first step in strengthening commitment to humanitarianism in general and the CAP in particular."

Objectives: What the plan will accomplish

Increase awareness of and commitment to humanitarianism/the CAP by providing knowledge to key audiences. 1) Increase participation in humanitarian/CAP initiatives, including support of specific projects and the CAP Launch itself. 2) Ensure greater and more equitable funding and support to humanitarianism/the CAP through targeted activities 3) Increase the general public’s awareness and knowledge of humanitarian action and the rights of beneficiaries, 4) Help facilitate humanitarian networks.

Our work plan must specify measurable targets for our objectives. For example, an activity for an objective could be "*Increased international press coverage of the CAP launch*", or "*Letter writing campaign in donor countries to promote increased foreign aid.*" Each goal and objective must provide us with a measurable target. By knowing where we stand at the beginning of the plan, we can then gauge our effectiveness once the plan has been implemented. This is why it is important we establish common benchmarks, agreed to by all partners participating in the CAP.

Step Two: Identifying our Target Audiences

Primary and Secondary Audiences

The people who have the power to take needed action or implement change are the primary audience. The secondary audience are those who can influence the primary audience.

Beneficiaries, Supporters, Opponents and Undecided

Primary and secondary audiences can be further divided into supporters, opponents and undecided. Many of those in our audience (e.g. taxpayers in donor countries) may not have yet taken a firm position on foreign aid. Ideally we should move our primary and secondary audiences to become active supporters to achieve our identified objectives. In a perfect world we would collect detailed background information on our primary and secondary audiences so that we can strategically design and deliver messages that will motivate desired behavioural changes.

Beneficiaries, the individuals and groups who will benefit from achievement of the objectives and goals, are an especially important advocacy audience. As supporters, they can become powerful and committed advocates. Their personal testimony can raise awareness and concern about the problem being addressed.

CAP Launch Target Audiences

Target audiences will determine the scope of our media plan. Past broad target groups:

- Parliamentarians and decision makers in donor countries (particularly in those countries hosting a CAP launch)
- General public/taxpayers (particularly in those countries hosting a CAP launch)
- Opinion-makers, including civil society leaders

The above target audience is relatively undefined. To determine who our exact target audience should be it may be good to make some general assumptions, namely:

- **CAP launch audience:** typically parliamentarians/member of congress, ministers of aid/development agencies, prominent members of civil society, and the media.
- If “**General public/taxpayers**” are an audience they may not know how humanitarian assistance works. New and innovative channels will be needed to reach this audience.
- **Decision-makers** in donor countries are contending with growing domestic concerns about immigration, terrorism and security, which puts pressure on aid budgets.
- Many **decision-makers and the public** are sceptical of calls for additional humanitarian assistance without greater “proof” that the money actually makes a positive impact.
- The target audience may respond better to **demonstrated results** rather than emotional pleas for help. We need to **document our effectiveness**.

Target audiences for launches in donor countries

(to be refined for the proposed launch in Nairobi and in recipient countries)

Primary target audiences (those who take action and implement change)

Decision makers: Assumption - President/Prime Ministers would not attend launch but should at least hold a private meeting with UN head of agency in situ.

Minister of Foreign Affairs, AID and/or Treasury should represent government.

Parliamentary or equivalent reps should attend – e.g. head of committee on foreign aid

Head of bilateral agency should attend (DFID, USAID, SIDA)

Donors: Assumption – Leaders from Foundations may be an audience in North America

Repeated above - Bilateral agencies (DFID, USAID, SIDA)

Multilateral agencies (World Bank, regional development banks, etc.)

Journalists: Assumption – journalists are both a target audience, as well as a vehicle for reaching our other target audiences. We should ensure well known journalists moderate launches in all locations

Foreign correspondents

Editors

Feature writers

Columnists

Economic and labor reporters

Reporters covering development/women's/social issues, etc.

Secondary target audiences (influences on primary audience)

Civil society groups

Possible new target audiences: Nobel prize winners/trade unions/grassroots groups/church groups/research groups and think tanks/groups seeking to erase third world debt/students (primary, secondary and high school)/teachers/professors, etc

Group identified but not fully utilized in past: Celebrities/taxpayers

Assumption: Celebrities (Messengers of Peace, Goodwill Ambassadors) are a vehicle for reaching other target audiences. Their participation at CAP launches will act as a “draw” and, if following a field visit, provides substance to their remarks. The involvement of Nobel Prize winners raises the profile of the CAP instrument. Currently, there is no coordinated system-wide approach to reaching out to celebrities and taxpayers.

Issue-relevant practitioners

Partner UN and NGO agencies

NGO consortiums and Universities

Beneficiaries

Assumption: Witnesses (who have taken part in CAP launches in the past) lend immediacy and credibility to our messages. Those who have benefited from our aid can be compelling in their testimony.

Step Three: Target Behaviours

Specific behavioural changes by a target population are often within the objectives set for a communications plan. Key questions to ask in developing a list of targeted behaviours are:

- How does the current behaviour impact the goals of the plan?
- What behaviour should replace it?
- What incentive does the audience have to implement the desired behavioural change?
- What is the desired outcome of the behavioural change, and how does it reflect back on the programme's primary goals?

Based on the objectives we have set forth for the communications plan, we should have a clear idea of what we expect to accomplish within our “communities”. In order to achieve these goals, we need to identify and prioritise the behaviours that each target audience should adopt. The messages we develop and give will be based upon these behaviours. Developing these messages will be carried out during the actual implementation of the plan.

The IASC Subworking Group on the CAP discussed the following questions at its meeting on 23 May:

1. What are the specific target behaviours we would like to change for our various audiences?

Evaluate: Does the adoption of these behaviors help us accomplish our goal and objectives e.g. parliamentarians to push for increased foreign aid, more articles in national press about “third world” issues, etc.

2. What are the specific results we want to see?

Evaluate: Develop a list of results you want to see as a result of the successful implementation of our plan. Pose this question, "It is November 2004 and our communications plan is successful. How do we know it has been successful? What do we see that is different from one year ago?"

How do we develop benchmarks for the success of each launch event (including the lead-up and follow-on work) that will help us in our planning and evaluation, both jointly and individually? How do we establish the proper timeframes for completion?

Outcome:

Members of the IASC Subworking Group on the CAP noted that there was a need to establish tighter links between the launch events themselves and the specific results we wanted to achieve from our primary audiences. We needed to be very clear in demonstrating the cost-effectiveness and benefits of our programmes in the CAP countries themselves. Furthermore, we should encourage donors to announce pledges at the launch.

Pulling it all together:

Ways to address new target audiences

We should seek to reach new target audiences in 2003 through innovative means. Since we want to reach the “general public”, we could, for instance, specifically target taxpayers in donor launch countries, as well as students.

Reaching and influencing “taxpayers”

Already the theme and planned poster campaign (Hear Our Voices) is intended to tell the story of individual beneficiaries. *Taxpayers should also be allowed to tell their stories.* We should listen to their views on their government spending hard earned tax dollars on overseas aid. We could request all donor countries hosting launches to undertake a public opinion poll gauging support

(or lack thereof) for overseas aid. The poll could ask respondents how much they would guess their government spends each year on aid and how much that translates to per capita or how much that compares to, say, their military budget. We can then ask them if they knew their tax money was going to help specific individuals and communities “would you be more or less likely to support present or even higher levels of expenditures?” We could videotape interviews and use them as part of the planned 15-minute CAP Launch video. The voices in these clips could well be negative (“Ah don’t want ma money poured down third world rat holes!”). These negative views however could be contrasted/juxtaposed with voices from the south telling us how much aid has helped them. The results could be unveiled at the launch as a comparison of the poll results in the seven different countries. *The media and the general public love scorecards and the ranking of the best and worst.* We could work with local groups in each country on a specific campaign that will highlight the results – e.g. with high profile group which seeks to cancel foreign debt (we’ll get Bono on board!). The campaign would need to include actionable activities on behalf of the public.

In addition to letting the taxpayers sound off, we should also establish a mechanism for allowing them to **participate** in the CAP. At present, there is no vehicle that allows them to “do something” with respect to the CAP itself, although individual agencies do have vehicles for individual contributions to their projects and programmes. OCHA is currently exploring the possibility of establishing such a mechanism that would benefit all agencies participating in the CAP.

Students

A “Hear our Voices” set of posters is being developed which will tell the story of individuals who have benefited from the CAP. Each country, either through UN agencies or NGOs, will then be able to develop their own posters, based on this template, highlighting local actors in local languages. These posters could also be used as part of an education kit addressing the many issues related to humanitarianism. We could either go through UNICEF and their National Committees or through national UN Associations in order to get these kits into schools. The UN Cyberschoolbus and other external partners could help us develop this project.¹ Clearly, the subject of humanitarianism is a challenging topic for students. The issues involved introduce the student to the complexity of international politics and the horrors of war. Students, through this CAP launch project, could learn how to study current issues and how to voice their concerns about an issue that involves real people and real solutions. Students would thus gain a purpose for their writing and speaking, as well as the ability to support their opinions with facts. The project’s usefulness in classes would thus cover a number of different subjects including social science, history, geography and international relations. We could work with Cyberschoolbus to develop a curriculum and other educational materials that could be used by students, parents and teachers. The initiative could be featured on their website, and be linked to relief web and other sites thus allowing broad web-access to:

¹ Cyberschoolbus is a UN website about global issues and the UN, for students ages 5-18 and their teachers.

- **Lesson Plans & Reproducible** – Standards-based lesson plans easily accessed by grade, teaching topic and state standards.
- **Professional Resources** – Teacher’s planning tools, strategies, and expert advise.
- **Authors, Activists & Books** – Access to authors, activists and books on this issue.
- **Online Activities** – Skills-rich learning modules around the humanitarian theme.
- **News Zone** – Updated internet news written specifically for and by students, etc.

As mentioned earlier, it would be best if a non-UN agency or institution also helped us develop this. The University of Denver's Graduate School of International Studies, for example, has developed a curriculum program for US high schools on the landmines issue in conjunction with the US Department of State. Other similar institutions could help us develop a similar initiative. This project could be featured at the November CAP Launch.

Step Four: Development of a Communications Plan

The actual strategies will lay forth the day-to-day details of the communications plan including tasks to be accomplished, materials needed, partnerships needed, the timing for communication, etc. These particular actions are referred to as the "tactics" of the strategy. In writing our plan, we will take the information gathered and begin to craft the materials, media, budgets and timeframes that would be required to implement the strategy. The IASC Subworking Group on the CAP considered the following aspects of the plan:

Who? (For example, taxpayers in donor countries)

What? (A strategy to get a letter writing campaign undertaken calling for increased foreign aid)

How? (A media campaign following the CAP Launch)

Where? (Local newspapers, radio, TV talk shows)

When? (To follow the CAP Launch leading up to Christmas)

Why? (Build awareness, change behaviour and funding patterns, etc.)

The two-tiered strategy - mass media and organising for action – need to be co-ordinated to form the overall communications plan, but each functions on its own to address target audiences and behaviours. The following elements were discussed:

❖ **Materials Development**

The actual pieces that will be needed to execute the plan must be developed in accordance with the plan's overall schedule. These materials include everything from advocacy kits to exhibit booths. These pieces are the tools for implementing the communications plan. **What are the core materials we need to achieve our goals?**

- OCHA will develop a 15-minute **promotional video** featuring celebrities, beneficiaries and donor tax payers to be shown at launch and distributed to the media. **Agencies agreed to provide details regarding planned travel of their GWAs to CAP countries and the possible use of the GWAs at the CAP launch events.** We would wish to

collect images of their interaction with beneficiaries. We could also envisage **concerts and PSAs**.

- **Press Kit**, including media advisory, press release, financial tables, photographs and country summaries. These must be based on clear and accurate information from the field, including on the impact of underfunding.
- Human story **posters** to be distributed world-wide, as well as featured on the UN Works Website (linked to the UN front page) showing how "CAP Works"
- Interactive **exhibit** at donor locations showing how beneficiaries live (MSF example) with photos, recordings and items of daily life.
- Report on **public opinion poll**, mentioned above
- Draft material for **education kit** on humanitarianism, as mentioned above
- Crafts or other handiwork that could be purchased from beneficiaries to be distributed at the launch events.

❖ **Media plan**

What are the media channels that need to be accessed? To get the messages to the desired audience and have them recognise its importance, a number of channels must be utilised and the message repeated frequently. The media format as well as the specific channels used depend on a number of factors, such as:

- the length, complexity, and sensitivity of your message
- the size, awareness, habits, and geography of your audience
- the resources available to the organisation; the money, time, staff availability, and expertise, etc.

- Use of Messengers of Peace/Goodwill Ambassadors as “magnets” for media coverage, particularly in national media of country of origin.
- Human-interest stories will engage the media more than dry statistics; we need to collect these for the “CAP Works” campaign and need to engage with the field offices to document compelling stories of individuals and families whose lives have been saved through multilateral assistance through the CAP.
- Strategic approach to op-eds, to be coordinated through IASC heads.

Underscoring the discussion was the agreement within the IASC Subworking Group that it was necessary to agree to several key, simple messages that could be articulated by all agencies leading up to, during, and following the CAP launch events.

To get the old creative juices going, here are news hooks that can spice up our story and help score press coverage

CONTROVERSY

Controversy sells stories. Will the \$2 billion being asked for to Iraq eclipse the CAP launch? Do we want to overtly point out that high profile emergencies tend to dominate the donor response to such an extent that for most years the contributions to the largest CAP have exceeded the total given to all other appeals combined?

DRAMATIC HUMAN INTEREST.

Especially with our proposed theme, we will need to include the stories of real people, their triumphs, tragedies, adventures and anecdotes.

NEW ANNOUNCEMENT.

“Unprecedented” or “groundbreaking” or “first-ever”. Reporters are only interested in new news, not old news. Can we make our news “fresh”?

FRESH ANGLE ON OLD STORY.

Can we develop a fresh twist on the launch?

PROFILES AND PERSONNEL

Linked to the human-interest factor, we will need to feature individuals, community leaders, or galvanizing spokespersons who could become news themselves because of their fascinating stories. Could we get several to write op-eds, do PSAs, talk shows, concerts, etc. around the launch?

SPECIAL EVENT.

In addition to the launch itself we could have a huge musical concert, conference, rally or gathering. We need to frame event to capture the issue and importance.

RESPOND AND REACT

Responding and reacting to news others make can be a good angle. If a complex emergency breaks out around the time of the launch we could use it as an example of the immediate needs that the CAP reflects.

Step Five: Measurement/Assessment Plan

Group discussion Time: 10 Minutes

The success of a communications plan is based on our ability to effectively measure its worth in the “marketplace”. Did the programme meet its desired objectives? What did it do well? What could have been done better?

To evaluate a change from the beginning of implementation of a programme, we must first set the criteria against which success will be measured. The baseline research conducted at the onset of the project will provide us with information about current status. Post-evaluation will allow us to gauge how much things have changed.

Quantitative data, by its very nature, is measurable. If a goal of our plan is to see a significant change in a community, such as an increase taxpayer support to foreign aid levels, we must develop a starting point against which we can then measure.

Qualitative data can also be measured. It refers to information based on people's opinions, rather than on a quantifiable statistic. If a goal of your plan is to change people's awareness, opinions or behaviours, it is key to document what behaviours were at the beginning of the project, and to measure how they have changed once the project was implemented.

Brainstorm on how we will evaluate our communications programme.

Very initial and draft framing of messages for different audiences

<i>AUDIENCE</i>	<i>CONCERNS</i>	<i>POSSIBLE MESSAGES</i>	<i>MEDIUM</i>	<i>TIME FRAME</i>	<i>FOCAL POINT</i>
Decision makers Minister of foreign affairs/AID/Treasury Cabinet/senate/parliamentary level reps Head of bilateral agency should attend (DFID, USAID, SIDA)	Reelection! Voters expect results! Are they using our money wisely	Voters expect results – we are achieving results! We are using your tax money wisely We are compassionate	Newspapers TV/Radio Web Business journals Issue briefs Press kit	Immediate commitment to launch and to agree on outcomes	CAP Unit
Donors Foundations Bilateral agencies Multilateral agencies (World Bank, regional development banks, etc.)	Voters expect results! Are they using our money wisely	The public expects results – we are achieving results! We are using your tax money wisely We are compassionate	Newspapers TV/Radio Web Business journals Issue briefs Press kit Int'l development journals Internal updates	Immediate to determine commitment to launch and to agree on outcomes	CAP Unit
Journalists Reporters Foreign correspondents Editors Feature writers Columnists Economic and labor reporters Reporters on development/ social/ women's issues	Is there a story? WHAT is the story?	Wolf Blitzer is hosting the Washington launch! \$2 billion for Iraq! Woah! Stories of real people! The “groundbreaking” opinion poll! Celebrities! A special event!	Local and international print and electronic media Press kit Web	Immediate to determine commitment to launch and to agree on outcomes	AERS GVA/NY and IASC
Civil society groups NGOs Trade unions Development agencies Grassroots groups Church groups Research groups and think tanks	Solidarity! Justice! Truth!	Solidarity! Justice! Truth!	Newspapers TV/Radio Web Issue briefs Posters and pamphlets Bumper stickers List serves Newsletters Conference/ workshops	Immediate determine commitment to launch and to agree on outcomes	Launch host and IASC
Issue relevant practioners NGO consortiums Universities	Solidarity! Justice! Truth! Look what we are doing!	Solidarity! Justice! Truth! Look what we are doing!	Newspapers TV/Radio Web/ Issue briefs/Posters and pamphlets List serves Newsletters Conference/ workshops	Immediate determine commitment to launch and to agree on outcomes	Launch host and IASC

AUDIENCE	CONCERNS	POSSIBLE MESSAGES	MEDIUM	TIME FRAME	FOCAL POINT
General Public Tax payers High school students Teachers	What do these guys do anyway? They just go to cocktail parties and squabble in the Security Council.	You mean the cost of one slice of pizza per person can do all THAT for the Liberians?	Newspapers TV Radio Web Issue briefs Posters and pamphlets Bumper stickers Curriculum in schools	Immediate determine commitment to launch and agree on outcomes	IASC and Launch host
Opinion leaders Religious and church leaders Local leaders Traditional leaders	Empowerment! Solidarity! Justice!	Empowerment! Solidarity! Justice! Look what we can accomplish together	Newspapers TV Radio Newsletters Conference/workshops	Immediate determine commitment to launch and agree on outcomes	Country team for recipient countries, IASC and launch host
Beneficiaries	We want to live our lives in dignity and give our families hope for the future	We hear your voices	Radio Public for a Launch events	Immediate and ongoing	Country team

Annex I: Possible activities for donor government 2004 CAP Launches

- Show CAP Launch video
- Undertake and unveil public opinion poll
- Media debriefing of one-on-one meetings of senior aid leaders and heads of agencies with senior government officials (e.g. Head of State, Ministers).
- Meeting with key government decision makers (Ministers, Directors, desk officers).
- One-on-one meetings with key parliamentarians (e.g. chairs of important committees).
- Roundtable with host country's leading humanitarian NGOs/ICRC (advocacy partners).
- Press conference (Minister for Development Cooperation, UN head of Agency).
- Address at a leading university/think-tank (UN official, Humanitarian Coordinators).
- Meeting with ambassadors of donor countries (designated UN official, Humanitarian Coordinators, Minister of Development Cooperation).
- Meetings with the editorial boards of (at least two) leading newspapers (UN head of agency, Humanitarian Coordinators).
- Television and radio appearance(s) - highly recommended (if possible, include invited nationals / refugees from CAP countries).
- Exhibition. Invite media for a "sneak preview" before the launch
- Reception (optional)
- Formal Dinner – (for special invited guests, roundtable participants, celebrity) to continue fluid dialogue and, where possible, to pin down commitments/pledges.
- Celebrities to attend all launches and hold press conference and participate in interviews
- Ensure participation of ICRC/ ICVA/INTERACTION/SCHR and national NGOs.
- Invite nationals / refugees or other beneficiaries from CAP countries highlighted by the launch to give a brief exposé on their personal experiences and coping mechanisms before leaving their homeland in crisis. Speakers may also be leaders of national NGOs who may speak to their experience of how humanitarian action works.
- An existing parliamentary group/committee within the national assembly of the host country will convene a meeting with Parliament to highlight the CAP theme and include two panel presentations (60 minutes each w/ Q&A) to be followed by a VIP reception.
- The government could support a major humanitarian NGO organises and moderates a panel in the afternoon with NGOs, government, academia, civil society on one element of the theme "hear our voices". Discuss how the host countries can be not only recipients of aid, but investors in their own future.

Annex II: CAP pre-launch and follow-up activities

CAP pre-launch activities

Above all, we need to gather compelling storylines from every CAP country showing success stories of humanitarianism from the point of view of those individuals helped. The projects should be from diverse sectors and organizations, including NGOs. They should include both emergency relief and more developmental assistance. Launch organizers, PI focal points, etc. can then pick and choose from these examples depending on the target audience. We will also need facts, figures and images to support the storylines, e.g. declining infant mortality rates, number of soldiers demobilized, reduction in rates of killer diseases, etc. will also be needed. The CAP launch and lead up events could benefit from collaboration with UN Works in the development of "human-story" posters and web profiles depicting beneficiaries that have benefited from CAP programmes and aid. This would bring new life to the CAP and amplify the localized effect of two or three beneficiaries that usually give testimony at CAP launches. A blanket e-mail to OCHA and UNCT offices in CAP countries could help identify select beneficiaries to profile, to be proceeded by HQ follow up calls and liaison with desk officers. This part of the proposed media campaign would also be in the CAP countries' interest since it lends to possible donor fund increases. These human story posters could be used during the CAP launch and would enable a new CAP advocacy vehicle via the UN Works Website (linked to the UN front page); and most importantly show how the "CAP Works" (a play on "UN Works") through multiple stories that give a voice to the voiceless, while helping sensitize donors and the public. A menu of these CAP countries should be produced with supporting storyline. Launch organizers, PI focal points, etc. can then pick and choose depending on the target audience.

CAP pre-launch and follow-up activities

Crucial to the success of the CAP will be follow up activities. To promote greater buy-in to the CAP, OCHA should facilitate 10-12 monthly events in New York--and in time possibly Washington, Geneva, London. These events could be hosted (and costed out) on a rotating basis by participating agencies and NGOs of the CAP. Each agency/NGO could use the opportunity to highlight their specific needs, strategies etc. as part of the CAP and reach wide audiences of the media, public and donor community. This will create buy-in, especially for NGOs, who sometimes feel alienated in the CAP. The entire series could be promoted on the OCHA website, among others, and create visibility and momentum for the CAP beyond the launch and mid-term reviews etc. In addition, these events could also harness the "forgotten emergencies" campaign and link the two. Moreover, even if there is low turn-out for some events, the fact that they are occurring can fuel an effective website campaign promoting the series i.e. including summaries of the discussions, main points, maps, pictures and analysis of hotspot countries etc. This will also give greater attention to the little mentioned strategic side of the CAP as agencies and NGOs (on a rotating basis) feature their implementation strategies in CAP countries and how the Appeal factors in.

Annex III: How people form opinions

The average person looks to an inner circle of families and friends to sort out conflicting messages. If our messages and action steps relates to a person's experience and to values that can be reinforced by families and friends, we can build up and mobilise support more quickly and effectively. If we ask people to form opinions on a topic which they have little or no direct experience (i.e. humanitarian financing), we must first engage in public education efforts addressing personal values and beliefs. The circles of communication effectiveness for a typical individual will usually come from (ranked in order of importance):

- Nuclear family
- Extended family
- Close friends and associates
- Clergy, doctor and counsellors
- Newspapers, direct mail and internet
- Finally mass media: radio, TV and cable.

In other words people are most influenced by people they know and trust. It is very difficult to change people's opinions solely through, say, a well-placed article in the NY Times (this is assuming the Times does a front page story on the CAP Launch!). **Remember:** The way to appeal to the average person is not through facts but rather real life stories. A Washington D.C. "booker" for "Good Morning America" recently told a group of non-profits – "don't send us your reports. Tell me your story". That is why the theme "hear our voices" is so important. When we humanise a problem, particularly for the electronic media, the story's appeal – and its chances of getting on air – are enhanced. *We should also keep in mind the media and the general public love scorecards and the ranking of the best and worst, as well as public opinion polls.*

Finally in trying to find out what people are reading, a media trend analysis is useful in giving us important data on media coverage of our issues. Lexis-Nexus and Dow Jones News/Retrieval in particular can give us a clear picture of international media coverage of specific issues. Other on-line resources, including opinion polls, can be accessed for free offering a wide range of issues. Particularly helpful can be The National Opinion Research Centre (NORC) at the University of Chicago (www.norc.uchicago.edu/) and the Roper Centre for public opinion research (www.ropercenter.uconn.edu/), the largest library of public opinion data in the world. A media trend analysis should give us an idea of story placement, tone and by-lines for our issues.