

Communication Matters

OUR COMMUNICATIONS STRATEGY



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Foreword

How much do people in the UK care about development? How much do they support their government spending their taxes on poverty reduction overseas? How relevant to their daily lives is what we do?

As a Minister, those are questions I'm deeply interested in knowing the answers to. If we are to generate the advocacy and the political will – domestically and internationally – to keep development in the limelight, we need the public's support. And in the current economic climate, as people feel the pinch of rising prices, it is more important than ever that we explain what their money is being used for.

right people, and we need to show that it's delivering concrete results.

This strategy will help us achieve that. By identifying our audience, we can communicate with them better. By showing them that trade, migration, drug and people trafficking and the spread of disease know no boundaries, we can make an impact – we can persuade them that development matters not just to people in developing countries, but to people in the UK as well. And by getting the message across that we are making a lasting difference, we can show that aid isn't a waste of money but a lifeline which helps millions of people around the world to lift themselves out of poverty, improving not just their lives but our own as well.



“ If we are to generate the advocacy and the political will – domestically and internationally – to keep development in the limelight, we need the public's support. ”

Some of us have been fortunate enough to experience first-hand the impact that UK aid is having on the lives of the poorest. I recently visited Malawi and saw how DFID funding is helping young mothers living in desperate conditions to give birth safely. The effect on people's lives is profound. But most people never have the opportunity to see that. The truth is, most people actually know very little about what UK aid is spent on, and many are concerned about whether their money gets to where it should and what difference it makes. So we need to do a better job of explaining to them why development matters, we need to demonstrate that our aid is reaching the

If we can do that, we will be able to build on the public generosity of spirit behind campaigns like Live Aid and Make Poverty History, and rekindle the scale of support that made the historic achievement of 100 per cent debt cancellation possible in 2005. If we are serious about meeting the Millennium Development Goals by 2015, nothing less will be sufficient.

Gillian Merron

Gillian Merron MP
Parliamentary Under-Secretary of State

Introduction



All of us working in the Department for International Development are part of a historic opportunity to tackle global poverty. The first years of this century have brought the issues of development on to the political agenda and into the public consciousness.

DFID has come to be seen by many as a successful model for development co-operation. We are strengthened by our rising budget and the political support we enjoy. Yet we can also see challenges ahead in the shape of a rapidly changing world, increasingly complex aid architecture, greater scrutiny and falling administration budgets.

In that tougher environment, it is more important than ever that we tell our story. We need to demonstrate that our assistance delivers real impact, that we are getting value for money, and that our work is of benefit to people in the UK.

We are not alone. Across government there is a greater recognition of the importance of communicating with the public. Sir Gus O'Donnell, the Cabinet Secretary, has said that communication must be 'at the heart of the policy process' – from design and consultation right through to delivery.

“ We need to demonstrate that our assistance delivers real impact, that we are getting value for money, and that our work is of benefit to people in the UK. ”

Across Whitehall, good communication is getting real results. The Department for Transport has used advertising to reduce drink driving. The Department of Health has worked through respected charities to tackle smoking. The Police increased applications to join the service by 50 per cent with the 'Could you?' campaign.

We can make good use of communication to improve our policy, influence our partners and demonstrate our success to the UK public. All good communication starts with an understanding of our audience, and in this strategy, for the first time, we have the detailed research that tells us how the UK public thinks and feels about development.

This strategy sets out how the Communications Division will support the Department to improve the way we communicate. It also sets out how every one of us can be a part of the *Making it Happen* agenda.

Minouche and I, along with all our Management Board colleagues, would like everyone in DFID to think harder about how you can contribute to better communication – whether internally across teams, via our new website or through the media. Every senior civil servant in DFID has a personal objective on communications, so the head of your department should be keen to discuss this exciting agenda.

Across DFID we are fortunate to have people who are passionate and committed to our common goal. So let's tell our story and inspire others to join us in making that goal a reality.

Sue Owen
Director General, Corporate Performance

1 Why communication matters

In 2007, the UK became the **fourth-largest international aid donor** in the world behind the United States, Germany and France. In the last 10 years, spending on aid has doubled. As our resources increase, so does the need for **transparency** and **accountability** in the way we spend UK taxpayers' money. This means making sure people are aware of what we do, and of the **impact** of our work.

22%

of people in
the UK have
heard of DFID

Our most recent annual survey shows that, while more than one in five people in the UK (22 per cent) have heard of DFID, fewer than one in 10 know what we do. Furthermore, 57 per cent consider that most financial aid given to poor countries is wasted.

These findings illustrate what many people working for DFID will already know – that DFID’s reputation for excellence among its peers is not currently replicated among the UK public.

EFFECTIVE COMMUNICATION CAN BENEFIT DFID IN A NUMBER OF WAYS:

- By helping us build partnerships and, therefore, support for development.
- By removing obstacles to delivery and increasing engagement among our stakeholders.
- By demonstrating the impact of what we do in an open and transparent way, building trust and support for our work.

In short, effective communication creates a virtuous circle: by demonstrating the benefits of our work, we build greater support, which in turn allows us to deliver more.

To communicate effectively, we need in-depth knowledge of the diverse groups that make up our target audience and an understanding of how they think and feel. In line with cross-government guidance on best practice in communications, we have completed detailed research into public attitudes to development, helping us both to identify the key barriers to understanding and engagement that affects our audience and to develop appropriate communication strategies. **You can find out more about the key findings from the research on page 8.**

57%
of people in the UK consider that most financial aid given to poor countries is wasted

Communication is integral to the successful delivery of our Departmental Strategic Objectives, which set out the explicit requirement 'to develop greater public support and understanding of development' (ref: DSO 31). In addition, the Capability Review for DFID, carried out in 2007, identified the need for us to 'step up our communications', particularly with regard to the way in which we communicate the impact of what we do to the UK public.

Communicating the impact of our work is also central to the *Making it Happen* agenda, which requires us to communicate clearly to the UK public and others what we are achieving with the money we spend. As our Permanent Secretary, Minouche Shafik, has made clear, this is not just a good idea; rather it is a question of institutional survival. The Department needs to refresh the political consensus around our poverty focus. To do this, we need to communicate the numbers and stories that clearly show the impact of our work.

Effective communication is not the sole responsibility of one team. It is a core part of the role of everyone who works for DFID. This document is designed to give all DFID staff a better understanding of how communication can help all of us deliver our Departmental Strategic Objectives.

The focus of this document is on improving the way we communicate with the UK public. However, the Communications Division is not suggesting that the UK public is the only audience with which we must communicate in order to achieve our mission. Continuing to communicate with – for example – international institutions, other donors and the public in developing countries is vital, but it is the principal responsibility of other divisions within DFID. There are plenty of good examples of where DFID does communicate well with the UK public. But, as the Capability Review indicated, DFID must strengthen efforts to engage the UK public and this is therefore our priority for the next three years.



Fewer than 10% of the people surveyed know what DFID does

This document includes short case studies showing how communications and non-communications staff within DFID have been working together to support this priority by developing effective, targeted communications solutions.

Section 2 provides an overview of the research commissioned into public attitudes to development.

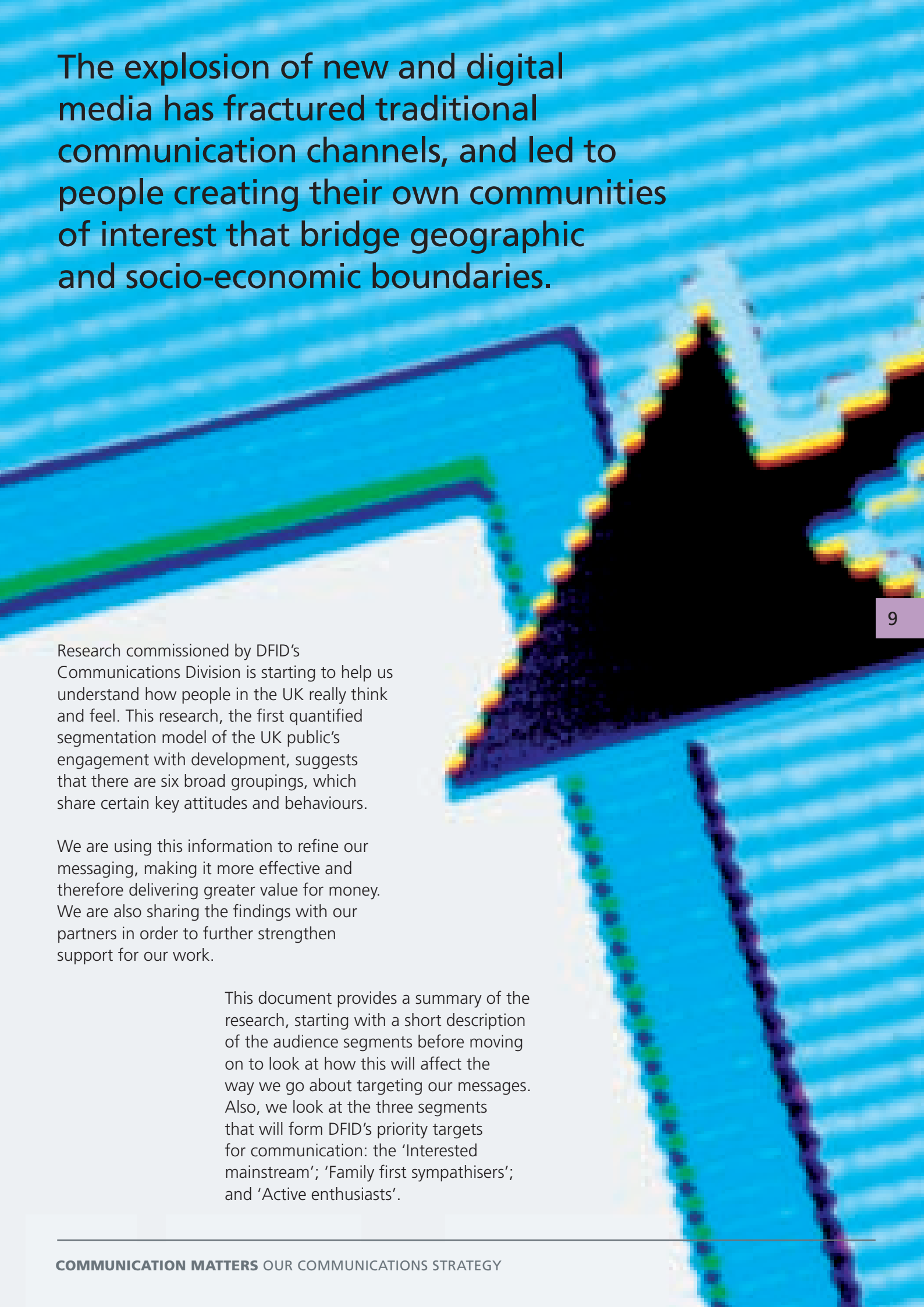
Section 3 describes the role of the Communications Division and outlines the responsibilities of all DFID staff in relation to communication.

Finally, the **annex** comprises a brief directory of communications contacts.

2 Understanding our audience

The first step towards **effective communication** is an **in-depth understanding** of the **target audience**.

The UK population can no longer be divided into neat socio-economic groupings that broadly share the same interests, views and beliefs, and access information in the same ways.



The explosion of new and digital media has fractured traditional communication channels, and led to people creating their own communities of interest that bridge geographic and socio-economic boundaries.

Research commissioned by DFID's Communications Division is starting to help us understand how people in the UK really think and feel. This research, the first quantified segmentation model of the UK public's engagement with development, suggests that there are six broad groupings, which share certain key attitudes and behaviours.

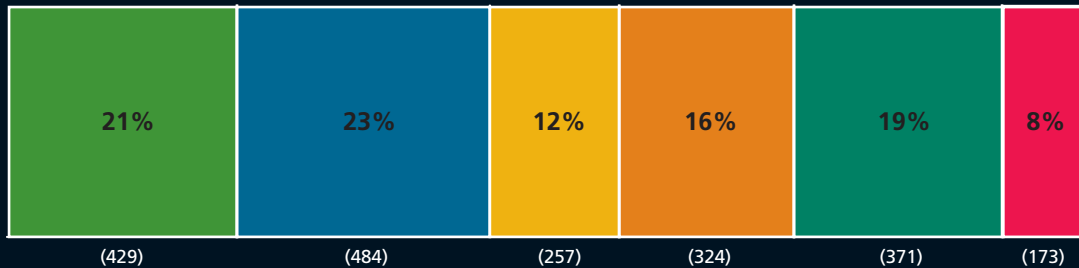
We are using this information to refine our messaging, making it more effective and therefore delivering greater value for money. We are also sharing the findings with our partners in order to further strengthen support for our work.

This document provides a summary of the research, starting with a short description of the audience segments before moving on to look at how this will affect the way we go about targeting our messages. Also, we look at the three segments that will form DFID's priority targets for communication: the 'Interested mainstream'; 'Family first sympathisers'; and 'Active enthusiasts'.

HOW THE AUDIENCE BREAKS DOWN

The research breaks the UK population down into the following audience segments:

- Segment 1 – Active enthusiasts
- Segment 2 – Interested mainstream
- Segment 3 – Distracted individuals
- Segment 4 – Family first sympathisers
- Segment 5 – Insular sceptics
- Segment 6 – Disapproving rejectors



Overall unweighted base: 2,038 UK adults (16+), April–May 2008.

Unweighted base for each segment shown in brackets beneath each segment.

'It's a humanity thing. The haves should be willing to share with the have-nots. We're all the same.'

■ Active enthusiasts (21 per cent of population):

Concerned about levels of poverty in other countries, and believe they have a responsibility to help. Would like to see the Government do more, and would be happy to pay more tax to finance increased spending on development. Would like additional in-depth information about development issues to help them understand how they can help more.

'The footage you see is awful. But I'd rather fly out there and give them the money myself than call one of those numbers. But then when you got there, who would you give it to?'

■ Interested mainstream (23 per cent of population):

Empathetic and concerned about poverty in other countries. Would like to know more about what they can do to help. Would like to see a small increase in the Government's spending on development. Aid effectiveness is a significant concern.

'I think it's a basic human instinct to want to help. But sometimes you just don't know where the money's going.'

'I'm sure a lot of people are thinking "Oh, that's a shame". They chuck a few coins in the pot, and then they just get on with their lives.'

■ Family first sympathisers (16 per cent of population):

Mainly female, concerned with poverty in other countries but unlikely to take action themselves and not interested in learning more about the issues. Believe the Government should do more, but sceptical about the effectiveness of aid.

■ Distracted individuals (12 per cent of population):

More worried about their own problems than other people's and, although concerned about poverty overseas, they do not feel they have a responsibility to help. Believe that most aid is wasted due to corruption.

'You see the food being delivered, but it's all being controlled by someone else. Half of it has disappeared before it gets to the people who need it.'

'Charity begins at home. I'd say the Government is doing enough for other countries already – in fact they're probably doing too much.'

■ Disapproving rejecters (8 per cent of population):

Concerned about poverty in the UK, not overseas. Would like to see the Government's spending on aid reduced. Strongly believe that corruption within the governments of poor countries makes aid – and personal donations – pointless.

■ Insular sceptics

(19 per cent of population):

Believe taxpayers' money should be spent on solving problems at home instead of overseas, and that most aid money is wasted. Very unlikely to take action themselves, although they do express some concern about levels of poverty in other countries.


Targeted messaging

One of the key aims underpinning the research was to enable DFID to target the public with more relevant, appropriate messages that were tailored to each of the audience segments. The Communications Division will drive this work forward and lead on transmitting those messages through the right channels, using the tone of voice that resonates best with each group. This will enable us to deliver stronger and more targeted communications, which will ultimately increase the impact of our work.

Our audience segmentation research provides us with a summary of how each audience's attitudes and behaviours differ with regard to:

- levels of empathy and concern towards global poverty;
- levels of trust in government;
- understanding of global interdependencies;
- the extent to which they are prepared to take action personally; and
- the extent to which they would support increased spending by the Government in this area.

NO OTHER PEOPLE
VOLUNTEER
PLATFORM



The challenge for DFID is to try to influence these attitudes and behaviours by developing messages that resonate with each of them in turn. Some audiences, for example those people who already regularly support a charity like Oxfam, are likely to respond well to the message that ‘fighting global poverty is the morally right thing to do’. Other audiences, for example those who wish to buy cheap fashion items, may respond more positively to a message that appeals to their self-interest.

The language we use to communicate those messages is also critical. For example, the phrase ‘capacity building’ may be thought of as meaningless and could even alienate some audiences, while explaining instead how aid can ‘help communities to help themselves’ is likely to be more successful both in getting our message across and in building support and understanding.

In developing our messaging for all audience groups, we are focusing on:

- the impact of our work, rather than the money invested in our programmes;
- the people whose lives are improved through our efforts, not the institutions through which they are delivered; and
- using plain, everyday language to tell our stories, not technical jargon.

Priority target groups

The research suggests that DFID is likely to derive most benefit from targeting its communications at three priority audience segments.

The **‘Interested mainstream’** group represents the easiest potential ‘win’. Although their current levels of action are low, they believe they can make a difference and are motivated to find out more.

Similarly, **‘Family first sympathisers’** believe they can make a difference and are prepared to take action themselves when encouraged to do so.

‘Active enthusiasts’ are keen to see the Government do more to tackle poverty overseas and are highly likely to be taking action themselves. However, their current levels of knowledge are relatively low. By helping them understand more about DFID’s work, we can secure their continued support and encourage them to act as advocates on our behalf.

The openness of all three groups to receiving messages about development issues gives us a valuable opportunity to broaden support for our work.

'Interested mainstream'

For the people in this group, we need to focus on demonstrating how making relatively small changes to their everyday behaviour can make a big difference. We need to find ways to tackle their pessimism about the impact of development and to reduce their scepticism on two fronts, by persuading them that positive change is possible, and that they personally can make a difference. Campaigns like 'Shopping for Development', which encourages a more ethical approach to shopping, are likely to work well.



Paul is 39. He left school at 16, and has been working ever since; he recently became a branch manager. He lives with his girlfriend, but they don't have any kids yet. He considers himself reasonably well off.

Paul believes that we can and should change society for the better. He worries about other people's problems, and is interested in what's going on in other parts of the world. During his holidays in places like Mexico and Sri Lanka, he's seen poverty at first hand. 'It's shocking what you see, especially the children. I think we've got a responsibility to do something about it. I think we should start by cancelling third-world debt. Otherwise those countries are never going to stand a chance.'

He often puts money in charity collecting boxes, and goes out of his way to buy Fairtrade coffee at the supermarket. 'I like to do my bit. And with Fairtrade, you know the money's going straight to the people that need it.' He's also just signed up to sponsor a child. 'I really felt like I should be doing a bit more.' However, he'd be reluctant to pay more tax to finance more development work overseas. 'My feeling is, I pay enough already!'

Paul would like to see the Government spending a bit more on tackling poverty overseas, but he believes helping poor people in the UK should be the priority. While he generally believes that the Government acts in the UK's best interests, he worries that a lot of aid gets wasted and thinks corruption is a major issue, although he wouldn't let that stop him donating. 'When I drop my money in the box, I do sometimes think "I wonder where that's going to end up?"'

Paul picks up a newspaper – usually the *Daily Mail* – most days, and regularly watches the news on TV, usually the BBC. Most of the information he gets on global poverty comes from the TV, but he sometimes picks up news from the internet too. He goes online most days. When he's in the car, he'll often listen to Radio 2, especially the discussion-based programmes.

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'Family first sympathisers'

With this group, the focus should be on the small changes they can make as a family. Developing products and campaigns that appeal to children may be an effective way of reaching this group.



Beverley is 47. She has two children, a son of 15 who is still at school and a daughter aged 18, who is studying at the local college. She and her husband consider themselves comfortably off.

Beverley worries about other people's problems. Although generally optimistic, she sometimes feels that life is unfair. 'You see people work hard all their lives, with nothing to show for it.' Her concern for others includes people overseas, especially children. She'll admit she doesn't know much about the third world, but last year, her sister went to India. Beverley was shocked by the photos and her sister's descriptions of life on the streets. 'That's the sort of thing you never hear about on the news,' she says. 'It's all disasters and famines. You don't realise just how bad people's everyday lives really are.' It's only when somebody brings it to her attention like this that she gets upset about global poverty. 'I know it sounds terrible but I just don't think about it; my days are busy enough what with the kids, the house and my part-time job.'

Beverley gives money to charity when she sees people collecting in the street. 'I'm happy to put my money in a box but I don't like the idea of signing up for direct debits.' She also makes a point of taking her old clothes to the local Oxfam shop, and buys Fairtrade products when she can. 'I don't mind paying a bit more if it helps somebody somewhere at the same time.' When it comes to clothes, she likes a bargain and will often rummage through the rails at the local TK Maxx. For this year's Red Nose Day, she sponsored her son to do a fancy dress swim at school.

She'd like to see more done generally to tackle poverty, including by the Government. 'They should be taking responsibility, shouldn't they? But they're not usually interested unless there's something in it for them.' Personally she thinks she gives enough money to charity, and she'd also be reluctant to pay more tax to support poor countries. 'It might sound selfish, but when it comes down to it I think the money that gets earned here should go on sorting out the problems in this country first.' She also worries that money sent overseas ends up being wasted by corrupt governments. 'You see the same problems on the news year after year. Sometimes I think nothing we do makes any difference.'

Beverley doesn't tend to pay much attention to the news. 'When I do put the telly on in the evenings, I want to be entertained, not depressed by everything that's going on in the world.' When she buys a paper, it's usually a tabloid. A magazine is a real treat and a chance to sit down and relax. She'll often talk to friends and family about stories she has read in magazines. She uses the internet most days, for shopping, or keeping in touch with friends and family, but rarely reads the news online.





'Active enthusiasts'

Although members of this group are strong supporters of development issues, their levels of knowledge are low. To maximise and maintain the support we get from this group, we need to provide compelling stories that illustrate the impact of our work in an engaging way, encouraging 'Active enthusiasts' to become advocates.

Helen is 52. Her children have left home, and she lives with her husband, an accountant.

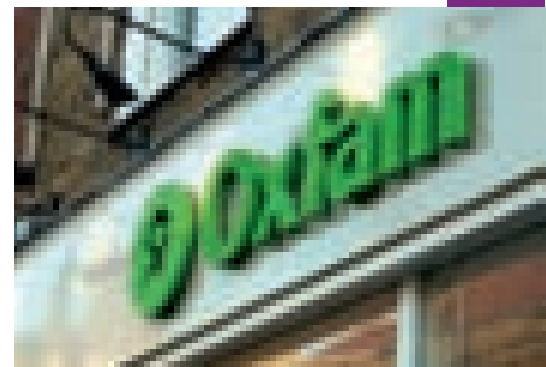
Helen firmly believes that individuals can – and should – change society for the better. She is very concerned about poverty overseas, and sees her own worries as minor by comparison. Her views on foreign policy fluctuate. Initially, she supported the war in Iraq but has since changed her mind. 'I don't know if this Government always acts in our best interests.'

Helen and her husband travel a lot. When they visited Kenya a few years ago, they were shocked by the poverty, especially in rural areas. 'I don't see how anyone can say the situation in poor countries is exaggerated. Most of us don't have any idea just how bad things are.' She believes that bad government is the main reason why countries struggle to lift themselves out of poverty, but also sees globalisation as playing a part. 'It just seems to me that the gap between rich and poor keeps getting wider. I think it's in all of our interests to address that.'

She believes that tackling poverty should be one of the Government's key goals, and that spending should be increased significantly. She also believes that she has a personal responsibility to help. 'I sponsor a child and give whenever I see someone collecting in the street. Sometimes I'll give to Radio 4 appeals too.' She took part in the 'Make Poverty History' march in Edinburgh in 2005 and has been a paid-up supporter of Oxfam for years. She buys Fairtrade products every week. She would happily pay more tax, provided the money was spent overseas. She would also like to do more herself, and is always on the look-out for more information. 'I'd like to find out more, about where the money goes, and what else I can do to really make a difference.'

Helen likes to keep up to speed with world events, and reads the *Guardian* or the *Independent* a few times a week. She tries to watch the BBC news most evenings, but says she gets most of her information from Radio 4. 'It's on all day when I'm at home and in the car too.' She uses the internet most days for shopping, contacting friends and news. She has also bookmarked a couple of charity websites. 'You can get some useful information about what's really happening on the ground.'

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Other audience groups

While our main focus is on the three priority groups outlined above, we are also working to develop communications that effectively target the remaining audience groups.

It is important to recognise that none of the groups is static – attitudes and behaviours can change. Targeted communications should seek to influence attitudes within all audience groups and increase overall support for development.

3

Communication in practice

This section explains how communication currently works within DFID. It provides an overview of the role of the Communications Division and the **principles** that guide our work, and explains how we measure the **impact** of our communications. It also explains how **everyone who works for DFID**, including those in non-communications roles, has a part to play in using communication to **benefit the organisation**. Finally, it looks at internal communications, and why the messages we send to each other are as important as those we send to external audiences.

Our guiding principles

We deliver on behalf of the UK public. This means making a connection between the work we do and people's everyday lives, and ensuring that our communication priorities resonate with the UK public.

The Communications Division

DFID's Communications Division has a key role to play in ensuring that our communications – both internal and external – are fit for purpose and help us achieve our objectives as part of the *Making it Happen* agenda. For a detailed breakdown of the Division's structure, roles and responsibilities, see the annex (pages 30–33).

Throughout this section, short case studies highlight how staff from across DFID are working with the Communications Division to develop effective, targeted communications.

What we do

The Communications Division acts as a focal point for all communications planning and activity. This means:

- using the media, marketing and campaigns to tell DFID's story;
- supporting Ministers' communication needs;
- liaising with No.10, the Cabinet Office and other government departments to co-ordinate communications and maximise opportunities;
- providing planning, support and training for all staff;
- offering support and advice to Ministers and the management board on all reputational issues;
- helping virtual teams working in other divisions to develop effective, co-ordinated communications;
- making sure that DFID is fully exploiting the web to communicate and engage with key stakeholders and audiences; and
- working with corporate divisions to ensure that staff are engaged with DFID's priorities and its change agenda.



Climate and Environment Analyst Steve Schofield has been working with the Communications Division to highlight links between climate change and development

'Our aim was to produce a report that would really get active enthusiasts thinking about the links between climate change and development. We also wanted a version that would get the same message across to a more mainstream audience. The Communications Division helped us define the two groups and fully understand their needs so we could get both sets of messages absolutely spot on. Because they're aware of the bigger picture, they were able to help us see our work in the broader context and make sure it supported and complemented the messages coming out of other parts of the Department. Last but by no means least, they made it happen – and within an incredibly tight timescale, too. Their input on both the creative and the project management sides was invaluable.'

Virtual working

The Communications Division is setting up a network of communications virtual teams, based around DFID's priority themes and issues that resonate with our key audiences. Each team consists of staff from policy divisions, the Strategic Communications Planning Team and other parts of the communications Division. Representatives from country offices and regional teams are also encouraged to take part.

This virtual way of working is key to our future success. It enables policy and Communications specialists to work together to develop messages appropriate for different target audiences.

These self-managing teams are designed to strengthen links between policy and communications, creating greater coherence and maximising the impact of DFID's work. The approach mirrors best practice being recommended by the Government Communications Network (GCN) and draws on learnings from methods used by the *Call to Action* team. Other government departments are in the process of setting up similar cross-cutting virtual or 'issue' teams.

We focus on our audience.

This means identifying the audience groups we need to target, both internally and externally, in order to achieve our objectives. We then work out how best to influence them, based on a real understanding of their behaviour and attitudes. Finally, we speak to them on their terms, not ours.

We focus on outcomes.

This means demonstrating what DFID is achieving, not what it is doing, and showing value for money. It also means working to deliver specific changes in levels of awareness, attitudes and behaviour.

How we work We are committed to working:

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COLLABORATIVELY AND SUPPORTIVELY

We work across communications disciplines and with colleagues and partners inside and outside DFID.

WITH PASSION AND PRIDE

We know the good work that DFID does and we want to tell others about it.

DFID

PROFESSIONALLY

We use the most appropriate communications approaches and channels, based on a real understanding of our audience's needs and the media they trust.

WITH PACE AND INNOVATION

We understand, anticipate and respond to the changing communications landscape. We innovate, but remain coherent, inclusive and accessible.

Measuring the impact of DFID's communications

We have a number of ways of measuring the success of our communications. These include our own annual surveys on the attitudes of the general public (and young people in particular) to global poverty, and the Eurobarometer survey carried out each year on behalf of the European Commission.

A range of key performance indicators (KPIs) help ensure that meaningful comparisons can be made and progress tracked in key areas. For example, we are working to increase the percentage of people who have heard of DFID above the 2007 benchmark of 22 per cent, and the proportion (currently 55 per cent) who support an increase in the Government's overseas aid budget.

We have developed a set of attitudinal statements to help us track changes in behaviour – for example, membership of development NGOs and charitable donations – over time, particularly among our priority audience groups. These statements include:

- 'There is nothing I can do personally to help reduce poverty in poor countries' – 67 per cent of the 'Interested mainstream' and 61 per cent of 'Family first sympathisers' currently disagree with this statement. Our aim is to raise these figures to 70 and 64 per cent respectively.
- 'Corruption makes it pointless to donate money' – 40 per cent of the 'Interested mainstream' currently agree with this statement. Our aim is to reduce this to 37 per cent.
- 'Levels of poverty overseas are a real concern for me' – 16 per cent of 'Family first sympathisers' agree with this statement. We would like to see this rise to 20 per cent.

We will also use 'quick dip' tracking and polling techniques to measure movements in public attitudes, for example after a period of concerted campaigning on a key issue.

Working with us

Working closely with the Communications Division is a key responsibility for everyone in DFID. The following points will help ensure streamlined joint working and maximise the effectiveness of communications:

- Talk to and involve Communications Division or the relevant virtual team at the start of your project.
- Think about who you are trying to reach and what you want to say.
- Identify the most appropriate routes to reach your target audience.
- Identify the evidence that best demonstrates the impact of the project, rather than focusing on the level of investment.
- Consider not only facts and figures but also how your research or proposal could help to tell a story.
- Ensure that any submissions to Ministers requiring communications advice have been signed off by the relevant team in the Communications Division.



16%

of 'Family first sympathisers' currently agree

INCREASE to

20%

'LEVELS OF POVERTY OVERSEAS ARE A REAL CONCERN FOR ME'

'Corruption makes it pointless to donate money'



40%

of 'Interested mainstream' currently agree

REDUCE to

37%

61%

of 'Family first sympathisers' currently disagree

INCREASE to

64%

67%

of 'Interested mainstream' currently disagree

INCREASE to

70%



'There is nothing I can do personally to help reduce poverty in poor countries'



Livelihoods Adviser Terri Sarch worked with the Marketing Communications Team to get the 'Shopping for Development' campaign off the ground

'We work closely with both the press office and the Marketing Communications Team on Shopping for Development. It's a genuine partnership. On the press side, we've really streamlined our working. Having agreed the key messages at Ministerial level, we can now just use them whenever we need to. The team is great to work with, too. With the marketing team, I get to do a bit of blue sky thinking with people who actually know how to turn ideas into reality. As a result, the campaign has been varied and diverse. We've produced a calendar based on pictures of farmers from around the world, worked with "It girl" Tamara Beckwith on a series of radio interviews and developed the Ethical Compass, a light-hearted but hard-hitting tool for getting both active enthusiasts and more mainstream audiences thinking about their shopping habits. The Marketing Communications Team monitors the impact of the campaign, too, so we know the messages are getting through. Our aim is to make a difference to people's buying habits and to the messages the NGOs are putting out.'

Communication across DFID

Everyone in DFID, whether they are acting as high-level advocates, managing stakeholder relationships, dealing with the press or simply working with colleagues, has a part to play in ensuring that we are communicating the right messages in the right way to the right people.

All DFID staff will need to:

- understand and recognise how they can communicate the importance of their work to others;
- be prepared to use their own experience to demonstrate the impact of DFID's work;
- work closely with the Communications Division and local communications staff from the outset on all projects with a communications element (for example, announcements, publications, policy developments, Ministerial visits and submissions); and
- act as advocates for DFID.



Heads of country offices and DFID managers

Heads of country offices and DFID managers should:

- lead by example, showing that they see communications as a central part of their role;
- demonstrate the importance of communications through their actions, and proactively seek communications opportunities;
- ensure that staff have the right skills to communicate DFID's work; and
- provide adequate resources for communications work.



Embedded communications advisers

Embedded communications advisers (whether employed by policy teams or on stand-alone initiatives) should:

- take the lead in providing communications advice and support to audiences other than the UK public (for example, other donors, NGOs and private sector organisations);
- take the overarching communications lead in their area (for example, climate change, growth or trade);
- lead the communications virtual teams, working with colleagues in the Communications Division on delivery; and
- work with the Communications Division wherever policy work will be of interest to wider UK public audiences.

Regional communications advisers

Regional communications advisers should:

- provide professional advice, support and forward planning to colleagues in the Communications Division and country offices;
- actively develop networks, share best practice and support individual communications officers to deliver high-quality information;
- know their countries, acting as a point of contact for facts, figures, stories and case studies; and
- be involved in the recruitment and ongoing coaching of communications officers in their areas.

Debbie Palmer, Private Secretary to Minister Gillian Merron, works with the Communications Division every day

'Communications are a huge part of what I do. I manage the submissions that go to the Minister, and deal with any specific issues she wants highlighted or publicised. Many days, I'll talk to the Communications Division five, six or seven times. A lot of what we do is at very short notice, and often runs late into the evening. I know I can rely on Communications to provide sound advice, and I value their judgment. Recently they put together a Ministerial visit to Blackpool for us; it's a priority for Ministers to get out of London to visit projects and talk to people in the UK about the work we are doing. The Minister was delighted with the visit. It was a good, meaty, varied programme, and she felt she was meeting the right people and getting the right messages across. More generally, the audience segmentation analysis the Communications Division has been doing is invaluable for improving the way we target our communications with the UK public. It is also fascinating to see how we are viewed by others, which is something everyone in the Department should be aware of. DFID is doing good work; we need to make sure that the UK taxpayers who pay for it know about it and support it. It's crucial to our future. Communications are an essential part of all our jobs.'



Chris Austin is 12 months into a three-year stint as head of DFID's Bangladesh office. He recently featured in a 'hometown story' in the *Liverpool Echo*

'When Cyclone Sidr hit, we wanted to give people in the UK an insight into what had happened, how people here in Bangladesh were coping and how UK aid was being put to use. The Communications Division came up with the idea of making the message direct and personal by putting together a "hometown story". The press office suggested we target the local paper in Merseyside, where I grew up, rather than my current UK home in London, as they felt the story would have more impact there. Ahead of my interview with the paper, the press office talked to me about the angle and the key messages and even the tone of voice – more people know what a "charity" is than an "NGO". We also used some of the blog entries I'd written after visiting the cyclone area to really bring the story to life. The reaction has been great – the *Echo* ran a follow-up piece six months later, which is a pretty good sign. I also think it helped focus our minds on how we communicate. The evidence we pulled together for the story has been invaluable in helping us monitor the impact of our work.'

Country communications officers

Country communications officers should:

- offer professional communications advice to colleagues;
- take a creative and imaginative approach, supplying interesting and unusual stories that will appeal to UK audiences;
- be able to write and edit web content and know what makes an interesting photo;
- be able to brief photographers, journalists and film companies to deliver material for UK use;
- understand the national and regional UK media;
- develop good working relationships with UK journalists based in their country and with colleagues in FCO communications; and
- highlight the impact of DFID's work by regularly updating basic facts, figures and case studies.

Internal communications

The overarching aim of internal communications is to increase staff engagement with DFID's corporate priorities and change agenda.

There are two overarching objectives:

- to help DFID staff become more effective advocates for our work, particularly with the UK public; and
- to support managers across DFID in improving corporate performance.

We also have six specific internal communications objectives:

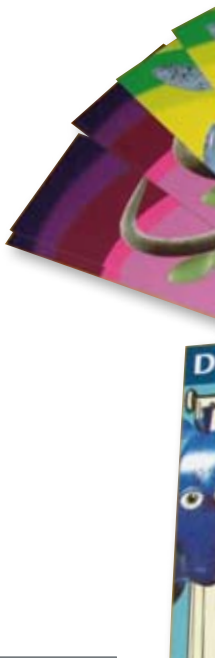
- to promote understanding and implementation of the *Making it Happen* agenda;
- to promote understanding of the Secretary of State's four priorities and what these mean for our work;
- to keep staff up to date on DFID policy and operational issues;

- to support the visibility and leadership of Ministers and the management board;
- to provide expert input into the production of internal communications plans for teams across DFID; and
- to raise staff awareness of the importance of communicating with the UK public, and equip staff to do this effectively.

Internal communications also have a key role to play in helping staff to achieve their own communications objectives, including by promoting the training on influencing and negotiating offered by the Learning and Development Team and the training and development opportunities offered by the DFID Communications Network (DCN); these include specialist training designed to help country-based communications staff develop essential knowledge and skills.

Annex: Guide to Communications Division

This annex contains an up-to-date overview of the Communications Division. It provides a brief outline of the teams' roles and responsibilities and includes key contact details. It has been designed as a quick reference guide. For more detail, visit the updated Communications Division pages on inSight.



Communications Division core areas

The Communications Division is split into three core areas:

- the News Department;
- the Strategic Communications Department; and
- the Online Content and DFID Communications Network (DCN) Teams.

News Department

The News Department is responsible for a press office and a team of Ministerial speechwriters.

The press office's job is to communicate DFID's messages to the UK public via the UK media. Specialist press officers advise Ministers and officials on media issues, brief journalists, brief Ministers for interviews, respond to queries and proactively place stories into national, regional and specialist print and broadcast media.

Ministerial speechwriters draft speeches and articles for Ministers, ensuring that they are aligned with our strategic communications objectives

Strategic Communications Department

The Strategic Communications Department is made up of four core teams.

Internal Communications

The Internal Communications Team offers advice and support to DFID staff on communicating effectively with the rest of the organisation.

inSight is a powerful tool for communicating with staff across DFID. If you would like to discuss booking a feature on inSight, please email insight@dfid.gov.uk

Strategic Communications Planning

The Strategic Communications Planning Team plans and co-ordinates the timing of all DFID's announcements, publications, Ministerial speeches, visits and media activity to maximise media coverage and impact. An unclassified version of the team's week-to-view grid, the 'DFID News Diary', showing all DFID's communications activities is available on inSight.

The team has produced a checklist for preparing announcements, events, publications and speeches, which is also available on inSight. All timings must be agreed with the team, which can be contacted on communicationsdiary@dfid.gov.uk



Marketing Communications

The Marketing Communications Team commissions and develops audience insight to support the development and design of public-facing communications.

The team identifies and project-manages public-facing campaigns, acts as brand guardian on all public-facing communications activity and delivers events and exhibitions that profile DFID's work to priority audiences. It also develops a range of diverse products including publications, online campaigns and merchandise, and provides expert advice on all marketing issues.

Outreach and Stakeholder Relations

The Outreach and Stakeholder Relations Team is responsible for building and managing stakeholder relations with key target audiences to increase UK levels of support for development. It leads on DFID's volunteering and linking programmes and engages with schools, education authorities and faith groups.

Online Content and DFID Communications Network (DCN) Teams

The Online Content Team is responsible for making DFID's web content more accessible, interactive and engaging for our target audiences. It also leads on broader digital strategy, ensuring that DFID takes full advantage of all forms of online communication including social media.

The DFID Communications Network (DCN) includes everyone who works in a communications role within DFID. The DCN Team works through the network to share knowledge, develop skills and generate content that tells DFID's story to the UK public.



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