STRATEGY FOR COMMUNICATION ABOUT DENMARK’S DEVELOPMENT COOPERATION
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APPENDIX: PUBLIC DIPLOMACY IN PRIORITY COUNTRIES

The strategy builds on:

- Act on International Development Cooperation, June 2012.
- General Principles for Danida-supported Development Communication, November 2012.
- The Danes’ attitude towards and knowledge of development assistance 2012, Epinion, January 2013.
- Danida’s brand guide, 2010.
- Evaluations of earlier communication activities.
- An inclusive process with the Senior Management and key staff from units in Denmark and abroad.
BACKGROUND AND OBJECTIVE

Background
This strategy aims to strengthen communication about Danish governmental development cooperation. It aims to support Danida staff in their planning and prioritisation of communication activities.

In 2010-2012, Danida gained its first experience with delivering public information through broad campaigns. The campaigns, “Bedre rammer” (Better conditions) and “The World’s Best News”, as well as the media, event and exhibition activities surrounding Danida’s 50th anniversary in 2012 stimulated debate, strengthened and nuanced the coverage of development cooperation in the media, and showed that it is possible to change the awareness and attitudes of the Danish public towards development cooperation. These activities also had the side-effect of significantly increasing knowledge about Danida among Danes.

A large majority of the population support the development cooperation. Danes also have a high level of knowledge about Danida and regard Danida as part of the national heritage. They ascribe credibility and positive values to the name. Danida’s brand is therefore in itself a valuable platform to use in the communication about Danish governmental development cooperation.

Focus and scope
The strategy sets out the goals, target groups, messages and general working methods that apply to the communication targeted at the Danish general public.

The strategy’s appendice also present the general communication goals for a portion of the communication activities in the priority countries – public diplomacy. More detailed guidelines for these activities are described in a separate document.

Denmark works to create cohesion between policies affecting developing countries – e.g. within trade, security, energy, climate, migration, taxation and agriculture. We are therefore aware of how the communication activities can underpin the cooperation with other ministries in Denmark to create this cohesion. The activities are incorporated in the action plan.

Chapter 9 explains how staff use the strategy in planning and implementing communication activities.

Objective
The objective of the communication activities is to promote widespread awareness and understanding among Danes about Danish development cooperation and the challenges faced by developing countries. In this way, the communication can contribute to securing continued support for Denmark assuming a global responsibility.
THE COMMUNICATION CHALLENGE IN DENMARK

Support for development cooperation
- There has been consistently strong popular support for Danish development cooperation for many years. In 2012, 69 per cent of Danes supported giving development assistance, whilst only 11 per cent were directly opposed. A total of 28 per cent had no clear opinion.
- There is also solid support for the size of development assistance: 23 per cent of Danes think that Denmark spends too little and 36 per cent think that we spend an appropriate amount. In contrast, 32 per cent think that Denmark spends too much.
- But the Danes’ support for the size of development assistance is not static. The graph here shows that even though support for the size of development assistance in general has been fairly high during the last few decades, there has nevertheless been a shift in the attitude towards whether “too little” or “too much” is spent.

Attitudes towards development cooperation
- The Danes’ support for development assistance is based primarily on a moral perspective: 70 per cent believe we have an obligation to help others. In contrast, 34 per cent think we should ensure welfare in Denmark first before spending money on development assistance.
- There is a moderate belief in the effect of development assistance: 50 per cent fully or partially agree that it helps. However, there is also widespread scepticism about how the funds are used: 51 per cent think that the vast proportion of development assistance disappears into the wrong pockets.
- However, many believe that development assistance can reduce the number of refugees from poor countries (64 per cent) and that it can contribute to creating peace and stability (49 per cent). A total of 50 per cent also think that development assistance can contribute to promoting human rights in developing countries.

Moderate interest to know more
- Despite the strong support, there is only moderate interest among Danes to gain a deeper understanding of Danish development cooperation: 28 per cent say they have a strong interest or very strong interest in it, 30 per cent respond “yes and no”, whilst 40 per cent have little interest.
- The section of the population that is interested in the subject is to be found – not surprisingly – among the strongest supporters of development cooperation.
Oversimplified picture in the public space

- In the public space, the narrative about developing countries and development cooperation is dominated by what has become called “fundraising communication”: Many organisations primarily focus on communicating strongly and directly about hardship and suffering in developing countries and about simple and instrumental solutions.

- The media interest is also dominated by images of hardship and suffering (in connection with humanitarian disasters) and occasional scandal angles about corruption and failed initiatives. In contrast, the positive or more in-depth stories about modern development cooperation take up little space. In general, it is difficult to arouse media interest if the subject matter is not surprising, engaging and relevant to Danes’ everyday life.

- Similarly, there is very little focus on developing countries in school education.

Low transparency

- Despite public access to considerable information about development cooperation, it has in practice been difficult for Danes to acquire this information – not only because interest is low, but also because the subject matter is complex and the quantity of data substantial.

- There has been limited communication from Danida about complex issues, corruption, failed initiatives and delays. This can contribute to creating myths about development cooperation.

Danes have little knowledge

- The ordinary Dane has very limited knowledge about life and conditions in developing countries – about the fact that there are both modern regions, growth sectors and burgeoning middle classes and regions with extreme poverty and absence of basic facilities.

- Danes also have little knowledge of the considerable progress that has been made in several developing countries. The ordinary perception is that development cooperation probably does some good, but that the situation as a whole does not improve.

- A number of factual questions show that most Danes have an extremely pessimistic view of the progress of development. For example, 85 per cent think that the number of extremely poor people in the world is unchanged or higher today compared to 1990 – whereas there are actually 600 million fewer today. And 66 per cent think that no more than 30 per cent of children go to school, whereas the correct answer is around 90 per cent.

- Also the results achieved through Danish governmental development cooperation are not very well-known – in the same way that Danes know very little about how modern development cooperation takes place. Most people think that it primarily focuses on project assistance as used in the past.

![Bar chart showing the following distribution of knowledge levels:]

- 23% think they know a lot.
- 71% don’t think they know a lot.
- 6% don’t know or don’t wish to answer.

Three out of four Danes do not think they know very much about the field. Factual questions also confirm their lack of knowledge.
GOALS OF THE COMMUNICATION

The communication challenges illustrate a need to implement broad and well-planned information activities in Denmark in the future. Danida should focus on providing Danes with a more nuanced picture of reality in developing countries. Danida should primarily focus on communicating results of development cooperation and informing the Danish public about what modern development cooperation involves – and that some investments can fail.

FIVE COMMUNICATION GOALS:

1. To give Danes greater knowledge about which results Danish governmental development cooperation has contributed to achieving.
2. To give Danes a more nuanced picture of progress, needs and opportunities in the developing countries we cooperate with.
3. To give Danes a greater understanding of how Danish governmental development cooperation is an integral part of Denmark’s foreign policy and how it also benefits us.
4. To give Danes a more up-to-date picture of the methods and approaches used in Danish governmental development cooperation: what we support, how we provide support and how poverty reduction and human rights determine the direction of Denmark’s development cooperation.
5. To promote greater transparency and debate about development cooperation – regarding priorities, problems and dilemmas.
TARGET GROUPS AND SEGMENTS

Danida’s annual survey, “The Danes’ attitude towards and knowledge of development assistance” divides the adult Danish population into five segments based on their attitude towards development assistance and their view of the size of development assistance as well as their own perception of how much they know about the field. The segmentation covers 85 per cent of the population, which constitutes a solid basis for analysis. The segments’ size and percentage figures regarding attitudes and interest reflect analysis results from 2012.

- **The Convinced** (17%)
  - Represent 17% of Danes
  - Think they know a lot about the area
  - Are moderate or strong supporters of development assistance

- **The Trustful** (14%)
  - Represent 14% of Danes
  - Don’t think they know very much about the area
  - Are strong supporters of development assistance

- **The Positive** (33%)
  - Represent 33% of Danes
  - Don’t think they know very much about the area
  - Are moderate supporters of development assistance

- **The Sceptical** (16%)
  - Represent 16% of Danes
  - Don’t think they know very much about the area
  - Are opponents of development assistance

- **The Negative** (5%)
  - Represent 5% of Danes
  - Think they know a lot about the area
  - Are opponents of development assistance
PRIORITISATION OF THE DANISH TARGET GROUPS

Targeted activities
Danida’s communication is targeted at all Danes. Some activities are directed at very specific target groups, whilst the larger-scale activities in the public space reach the broad population. However, in order to ensure maximum impact, the messages and delivery tools also in the broad activities must be adapted in a way that ensures they primarily target selected segments.

Highest priority is given to The Positive (moderate supporters of development assistance) and The Sceptical (opponents of development assistance), who have very little knowledge and have a cautious attitude towards development assistance – and in relation to whom Danida therefore wishes to promote greater knowledge and better understanding of the area in order to strengthen the public debate.

In addition, narrower activities aimed at providing selected groups among The Convinced and The Trustful with greater knowledge are prioritised in order to turn them into knowledge ambassadors. The Trustful are distinguishable from The Convinced primarily due to their even stronger support and the fact that they themselves feel that they have slightly less knowledge. The Negative are a very small group, whose opinion is very difficult to shift.

Lastly, high priority is given to three target groups that cut across the segments. These three groups have particular importance for the future knowledge about and support for development cooperation among the Danish public: children and young people as future members of the community, opinion formers as agenda-setters, and companies as potential actors in development cooperation.

Target groups in the general population:

- **THE POSITIVE (33%)**
  The aim is to increase their knowledge, particularly about developing countries and the importance for us.

- **THE SCEPTICAL (16%)**
  The aim is to generate debate about their key reservations and to increase their knowledge, particularly about the results achieved in developing countries and the importance for us.

- **THE CONVINCED (17%)**
  and **THE TRUSTFUL (14%)**
  The aim is to turn them into knowledge ambassadors and to increase their knowledge, particularly about the more complex issues of development assistance.

Cross-cutting target groups:

- **CHILDREN AND YOUNG PEOPLE**
  The aim is to develop their understanding of development themes and Denmark’s global engagement.

- **OPINION FORMERS**
  (e.g. among researchers, media, politicians and civil society organisations). The aim is to strengthen debate and increase their knowledge, particularly about progress, results and dilemmas.

- **THE BUSINESS COMMUNITY**
  The aim is to increase this group’s knowledge about progress, conditions and business opportunities in developing countries; to strengthen their knowledge of the partnership opportunities with Danida; and to encourage the most experienced companies to take on an active role as knowledge ambassadors in relation to other companies and the general public.
TARGET GROUPS IN THE GENERAL POPULATION

THE POSITIVE

Demography: The Positive resemble the general population in terms of age, gender, geography and education.

Attitudes: The Positive are moderate supporters of giving development assistance, but have a generally more positive attitude towards it than the rest of the population. In this regard, 82 per cent of the group feel we have a moral obligation to help others. The group’s belief that development assistance has an effect is higher than average, and only 8 per cent think that the problems in developing countries are so great that development assistance is futile – compared to 18 per cent in the whole population. It is also significant that 72 per cent of the Positive think that development assistance can help reduce the number of refugees from the world’s poorest countries – compared to 64 per cent in the whole population.

Knowledge and interest: The Positive's genuine knowledge of the situation in developing countries is just as little as that of the rest of the population. At the same time, only 21 per cent of the Positive think that it is interesting to hear about development assistance – compared to 28 per cent in the whole population.

Channels: The Positive’s key sources of knowledge about development assistance is TV, daily newspapers and radio.

THE SCEPTICAL

Demography: The gender and age distribution among The Sceptical resemble that of the general population. Proportionally, slightly more Sceptical live in South Denmark and slightly fewer in Copenhagen. There is a predominance of low-educated people in the group.

Attitudes: In general, the group is significantly more critical towards development assistance than the rest of the population. Only 9 per cent think that development assistance helps – compared to 50 per cent in the whole population. Altogether 87 per cent think that development assistance disappears into the wrong pockets – compared to 51 per cent in the whole population. Similarly, only 13 per cent think that development assistance can contribute to reducing conflicts and promoting peace and stability in the world. Only 30 per cent of the group feel that we have a moral obligation to help others – compared to 70 per cent of the population. Lastly, it is also significant that altogether 80 per cent of the group think we should ensure welfare in Denmark first before we give development assistance – compared to 34 per cent in the whole population.

Knowledge and interest: The Sceptical's knowledge of the situation in developing countries is just as little as that of the rest of the population and less in some areas. Only 7 per cent think that it is interesting to hear about development assistance.

Channels: The Sceptical's key sources of knowledge about development assistance are TV, daily newspapers and radio. However, the sources are clearly used by fewer in this group than in the rest of the population.
THE CONVINCED

Demography: There is a slight predominance of men and elderly people among The Convinced. Proportionally, slightly more Convinced live in Mid-Jutland and the group is more well-educated than the rest of the population.

Attitudes: The Convinced are significantly more positive towards development assistance than the rest of the population. Altogether, 71 per cent think that development assistance helps (compared to 50 per cent in the entire population). In addition, more people in this group are affected by a bad conscience over our wealth when others live in extreme poverty, and they feel a strong moral obligation to help others (88 per cent compared to 70 per cent in the entire population). The group also strongly believe that development assistance can contribute to promoting peace and stability in the world. In addition, 81 per cent think that the development assistance can contribute to reducing the number of refugees from poor countries (compared to 64 per cent of the population) – and 60 per cent think that development assistance promotes democracy in developing countries (compared to 38 per cent in the population in general). Only 13 per cent of The Convinced think that we should ensure Danish welfare first before spending money on development assistance (compared to 34 per cent in the population in general).

Knowledge and interest: Altogether, 62 per cent of The Convinced think that it is interesting to hear about development assistance, compared to only 28 per cent in the entire population. Their knowledge of the situation in developing countries is in some areas also significantly greater.

Channels: Compared to the rest of the population, The Convinced are major consumers of all sources of knowledge about development assistance. Their key sources are TV, daily newspapers and radio. However, online newspapers and websites as well as lectures, events and similar are also used.

THE TRUSTFUL

Demography: Proportionally, slightly more Trustful live in the Capital and slightly fewer in South Denmark. In terms of education, The Trustful, like The Convinced, are more well-educated than the rest of the population.

Attitudes: The group is even more positive towards development assistance than The Convinced. Altogether, 94 per cent think, for example, that we have a moral obligation to help others – and only 1 per cent think that the problems in developing countries are so great that development assistance is futile (compared to 18 per cent of the population). Similarly, only 22 per cent of The Trustful feel that the bulk of development assistance disappears into the wrong pockets (compared to 51 per cent of the population). Only 4 per cent think that we should ensure Danish welfare first before spending money on development assistance (compared to 34 per cent of the population).

Knowledge and interest: The Trustful’s genuine knowledge of the situation in developing countries is, however, just as little as that of the rest of the population. Altogether, 45 per cent of the group think that it is interesting to hear about development assistance.

Channels: Like The Convinced, The Trustful’s key sources of knowledge are TV, daily newspapers and radio.
CROSS-CUTTING TARGET GROUPS (ACROSS THE SEGMENTS)

CHILDREN AND YOUNG PEOPLE
Who are they: This group is confined to children and young people in primary and secondary education. They are generally characterised as being open, inquisitive and eager for discussion, but they are also impatient media users.

Knowledge: Children and young people’s knowledge about developing countries must be assumed to be limited and highly dependent on the extent to which their teachers and parents are engaged and informative. Development cooperation as a subject area is given little prominence in education curricula and syllabuses as well as children and youth-oriented media.

Channels: Children and young people can primarily be reached through school teaching materials that incorporate the international dimension. They can also be reached through social media, app’s, youth magazines, TV programmes, organised debates and event-based activities.

BUSINESS COMMUNITY
Who are they: Primarily companies operating or considering operating in developing countries as well as trade associations that are directly involved in projects and which also serve as a channel to the companies. This group also includes major institutional investors who invest in or in other ways engage themselves in developing countries.

Knowledge: Only companies that already operate in developing countries can be expected to have meaningful knowledge about developing countries and development cooperation, whereas the level of knowledge of other companies resembles that of the rest of the population – influenced by myths and outdated conceptions. The business community can be assumed to focus their interest on business opportunities and risks. However, there is increasing focus on social and environmental responsibility – also among investors.

Channels: The companies are reached most effectively through trade associations and corporate networking as well as through the Ministry of Foreign Affairs’ existing contact surfaces with the business community.

OPINION FORMERS
Who are they: The group comprises researchers, civil society organisations, media and politicians who influence Danish opinion.

Knowledge: Even though opinion formers must be assumed to know more about the field than the rest of the population, it cannot be assumed that their knowledge is particular substantial. At the same time, they are busy recipients of large amounts of information which they must relate to critically. Insofar as they are interested in learning more about development cooperation, they will be looking for very well-documented information.

Channels: Opinion formers are reached most effectively through the media. Debate events, professional networking and contact groups as well as technical and specialist media can also be relevant channels.
CORE NARRATIVE AND MAIN MESSAGES

On the basis of the insights about knowledge and attitudes towards Danish development assistance in the target groups, a core narrative and five main messages have been formulated. They present key elements of Denmark’s development cooperation that enhance the population’s positive attitude with new knowledge and address the key reservations of target groups about development cooperation.

Core narrative

Denmark’s development cooperation contributes to reducing poverty, promoting sustainable growth and stability and securing equal rights and opportunities for all in developing countries. Denmark’s efforts are targeted at countries where there are major needs for development and where we can make a difference. In a globalised world, the cooperation with developing countries also has importance for Denmark’s own future.

FIVE MAIN MESSAGES THAT OUR COMMUNICATION MUST FOCUS ON:

1. Denmark has contributed to lifting millions of people in priority countries out of poverty – and to securing fundamental human rights.
2. Significant progress has been made in many developing countries – but there are still major needs in many places.
3. Denmark supports the efforts of citizens in developing countries to fight for their human rights – and the ability of national authorities to deliver these rights.
4. Development cooperation must involve risk in order to achieve results.
5. Development cooperation also benefits Denmark itself – it contributes to creating new opportunities and a safer world.
MESSAGE 1:

Denmark has contributed to lifting millions of people in priority countries out of poverty – and to securing fundamental human rights

- The efforts have made a difference: Denmark contributes to achieving significant and lasting results for millions of poor people in priority countries.

- Denmark has for many years focused on contributing to efforts that achieve significant and long-term results. This work is always carried out in close partnership with the developing country itself and local civil society.

- The results of development cooperation can take many forms. Often it involves improvements in the basic living conditions of the poorest, but the results can also include strengthened human rights, environmental improvements, business development, institution-building and democratic development.

- Development cooperation also creates better framework conditions for the private sector and thus for the opportunity of Danish companies to trade with, and invest in, priority countries.
MESSAGE 2:

Significant progress had been achieved in most developing countries – but there are also major needs still in many places

• Considerable progress had been made in many of the world’s poorest countries. The reality in most developing countries today is very different from what many Danes think. Many people are unaware that in Africa there are also modern urban societies, dynamic business development and a growing middle class.

• A number of developing countries today have become middle-income countries and are moving rapidly forward even though many still have major challenges to tackle.

• Development cooperation has contributed to this substantial progress, but the results are also very much due to factors such as investments, global trade and in particular the developing countries’ own efforts.

• There are, however, still many countries and poor people in the world who have major and urgent needs for development and change. In many countries, there is also growing inequality because the benefits of progress and growth are not shared by all.
MESSAGE 3:
Denmark supports the efforts of citizens in developing countries to fight for their human rights – and the ability of governments to deliver these rights

- The underlying theme running throughout Denmark’s development cooperation is to support change processes and sustainable development that enable people and countries to cope on their own.

- The goal is both to reduce poverty and to promote human rights. These are two sides of the same coin: When we help citizens in developing countries to fight for their rights, we also shift the structures that maintain people in poverty and societies in inequality.

- By ensuring all people the right to food, the right of all children to go to school and the right of all people struck by illness to basic healthcare, we ensure that prosperity and welfare are distributed to far more people. By promoting women’s rights and ensuring everyone the right to voice their opinion, to organise and to participate in developing their own societies, we ensure that power and influence are distributed to far more people.

- Denmark also contributes to developing and strengthening government and civil society in a way that enables them to promote, protect and secure citizens’ rights. Therefore, Denmark organises its development cooperation in a way that enables the country’s own institutions themselves to guide and manage development. This is a precondition for lasting results.

- Denmark primarily works with long-term efforts, in which many development partners work together in partnership – civil society organisations, the business community, other donors and international organisations.
MESSAGE 4:

Development cooperation must involve risk in order to create results

- Development processes can be difficult to control and can surprise both positively and negatively. Delays, mistakes and other challenges can arise.

- In order to create long-term results, development cooperation needs to run the risk that some investments may fail.

- Danida does not accept corruption and has a number of control systems in place to prevent corruption and fraud. Danida reacts immediately when problems are identified.

- Denmark focuses the majority of its efforts on selected priority countries, where the need is great – including fragile states – and these types of countries are often the most difficult to operate in.
**MESSAGE 5:**

Development cooperation also benefits Denmark itself – it contributes to creating new opportunities and a safer world

- Development cooperation also benefits Denmark itself and is an active part of Denmark’s foreign policy.

- It contributes to creating a safer, more stable and more equal world. When people get a livelihood and when fragile states become stable, this results in fewer conflicts, fewer wars and fewer refugees.

- It benefits the global environment and climate when developing countries acquire more sustainable energy and production.

- It generates trade and growth opportunities, also for us. When poverty is reduced and when developing countries experience economic growth and acquire well-functioning institutions, new markets are also created for Danish companies.

- It creates new political partnerships and important alliances for Denmark. Through development cooperation, some of Denmark’s priority countries become political partners.
CROSS-CUTTING TOOLS IN THE COMMUNICATION

USE OF RESULTS AND CASES

Results and specific cases must be incorporated as a key element in all communication activities – so as to make the development themes more relatable and comprehensible and to give the general public insight into what government funds have contributed to.

The new focus on results-oriented communication requires more systematic identification, research, quality assurance and dissemination of results and cases suitable for use in broad public information. In this regard, the missions play a key role.

Which types of results?
The results-oriented communication must primarily be based on the broad, overall results - “contribution results” - that Danida has helped generate, for example through long-standing engagement, through providing large grants, and through helping to instigate or in other ways significantly influence efforts.

It is also relevant to show “particular Danish results” where Danida has been the major actor.

In addition, Danida must incorporate multilateral results more in the future communication. Danida funding often takes the form of “core contributions” to an international organisation, so these “contribution results” also need to be communicated.

Lastly, the results-oriented communication must also include “poor results”, i.e. activities or sub-activities that have required more time than anticipated, have failed or have been affected by corruption. These help provide a more nuanced picture of the reality of development cooperation and the conditions under which we work.

What is a case?
Cases cover both:
- completely local or person-based cases (the strong single examples that foster identification and illustrate the major efforts),
- broad programme cases (that show results within a specific sector)
- and complete country cases (that can communicate a comprehensive narrative about Denmark’s activities in the country).

All cases must, however, incorporate one or more “real-life elements”, such as specific local examples of the consequences for those affected and/or personal statements, so as to make the case interesting and relatable in broad communication.
USE OF VOICES FROM SOUTH

In some contexts, a good way of injecting nuance, authenticity and credibility into the communication is to include “Voices from South” – i.e. to give the floor to people affected in priority countries.

By allowing those affected to tell about how they work to change their society and how Denmark can best support their change processes, the Danish public gain insight into the situation in these countries, the idea behind for example a programme, and the conditions affecting development cooperation. It can also challenge any prejudices about poor people being passive victims.

The communication can also incorporate the reactions that our activities provoke.

It will often be possible to incorporate “Voices from South” in the form of interviews or quotes for media stories and other written communication. However, it would also be beneficial for communication activities to include how the target group can engage in using images, sound or direct dialogue via social media.

INVOLVEMENT AND SOCIAL MEDIA

Danida wishes to make it easier for Danes to engage in the debate about development cooperation and about the situation in developing countries. Social media make it possible to establish dialogue and user involvement, in which Danida can maintain and strengthen contact regarding current messages and achieve immediate response from participants in the target group.

This requires a sustained presence on the digital platforms and the will, ability and resources to engage in the direct dialogue. It is therefore important to be clear about which contexts and for which target groups it would be relevant and beneficial to use the social media.

The digital involvement will take place on larger social media platforms.

PARTNERSHIPS IN THE COMMUNICATION

In particular contexts, Danida could benefit from collaborating on communication with partners. Partners could be, for example, companies, research institutions, civil society organisations or international organisations.

Partnership can be an effective instrument when Danida wishes to reach target groups with which others already have well-established relations and access channels, or if Danida wishes to enhance the communication about a particular aspect of its activities.

Communication partnerships must be planned with care. It is essential to consider, for example, how the case and Danida will appear in the context, and whom Danida in the specific context wishes to have as co-communicator.

In broad information campaigns, opportunities for media partnerships must be considered. It should also be considered whether inter-ministerial partnerships could be used more effectively in the communication.
DANIDA’S BRAND – A PLATFORM

Over the course of many years Danida has evolved to become a strong brand in the minds of the Danish population.

Not only is there a high awareness of Danida, but the Danish people also ascribe very positive values to Danida activities. There is a high level of credibility and many people view Danida as part of the “national heritage”. It is a status that is difficult to build and which must be protected.

Therefore, Danida must use its brand actively and consciously in its communication about development cooperation and its results, regardless of target group and channel. This also applies when communicating through the media and in the communication of partners. In this regard, one should be aware, for example, that Danida is mentioned or is afforded a reasonable amount of visibility.

PRESS AND MEDIA

Press and media work is an important part of Danida’s ongoing communication activities. Danida must prioritise an outreaching and proactive media effort. The effort must preferably promote debate and the communication must have an edge.

This means, for example, that also dilemmas and problematic cases must be used actively or mentioned as a side-angle in the dialogue with the media. It gives increased airtime, increases credibility, improves transparency and facilitates debate on the content.

Particularly TV, but also radio and daily newspapers are the most important sources of information on development cooperation for the majority of Danida’s target groups. In connection with all planned communication activities, it must therefore be considered how the messages can be angled to reach the target group through these mass media.

In addition, story angles must be sought that reach the target group through others types of media, such as technical and specialist publications, or more lifestyle or leisure-oriented types of media, such as weekly magazines, journals, weekly newspapers and web-media. In all media-related activities, Danida staff must seek inspiration and guidance on the Intranet.
PDK draws up an action plan of the key communication activities that Danida itself must implement or be involved in during the coming year.

The action plan must provide a brief, comprehensive overview that ensures relevant prioritisation of the activities. The action plan will be a dynamic document that is regularly revised and updated as well as accessible on the Intranet.

**Danida’s key activities**
The action plan must include the major, central communication activities that continue to be wholly or partially controlled by PDK – including ongoing activities and new activities. However, it must also include important decentralised communication activities to be carried out by other units when contacting the priority target groups identified in this communication strategy. It is PDK’s responsibility to ensure that such communication activities are incorporated in the action plan.

**Reviews of ongoing activities**
The communication strategy governs all communication about Danish governmental development cooperation. Therefore a detailed review of Danida’s more fixed communication activities (websites, annual report, magazine, Children’s Advent Calendar and other regular publications and activities) must be conducted at regular intervals. The assessment must answer the following questions: How does the activity follow and underpin the strategy in the selection, angles and unfolding of the subject matter? What adjustments need to be made? What opportunities are there for strengthening the activity?

**The action plan thus comprises:**
- Campaign activities as well as other important, free-standing activities.
- Special analyses and strategies, e.g. for identifying the needs of selected target groups or preparing major new initiatives.
- Important communication activities from other units than PDK.
- Reviews conducted by a relevant committee on Danida’s ongoing communication activities.
EVALUATION OF COMMUNICATION ACTIVITIES

Objective

There are two objectives behind measuring and evaluating the communication activities: firstly, to document the effects of the activities; and secondly, to learn from them:

- Was the activity implemented as planned? What went well and what went less well – and why?
- Were the goals and the target group reached? Why or why not?
- Has the target group’s knowledge or attitude changed – why or why not?
- What are the particular important lessons to be learned?

When and how are activities to be evaluated?

Each time we plan major communication activities, goals and indicators must be set out that can be used to measure the effect.

All significant communication activities must be evaluated, including ongoing activities such as web, social media and regular publications.

Which type of evaluation that is relevant to conduct depends on the nature of the activity and the resources.
HOW TO USE THE STRATEGY IN YOUR DAILY WORK

The strategy does not just set out the framework for Danida’s major communication activities, but also provides guidance when planning smaller communication activities. You can use the checklist below to ensure that the activity follows and underpins the communication strategy:

1. **Consider how the activity contributes to fulfilling one or more of the general communication goals.** For example, to what extent does the activity contribute to disseminating results, to promoting greater transparency and debate about the development cooperation, or to creating nuanced pictures of the situation in developing countries?

2. **Find out what the attitudes, knowledge, interest and preferred communication channels are of your target group.** In Danida’s annual survey, “The Danes’ attitude towards and knowledge of development assistance”, you can read more about the priority target groups in the general population.

3. **Set out specific and measurable goals for what you wish to achieve with the communication to your target group.** You must be able to use the goals to evaluate the effect of the activity. For example, what proportion of your target group should have participated in the activity or what proportion of the target group should have gained new knowledge?

4. **Formulate the messages that are going to be communicated to the target group.** Use the core narrative and main messages to build arguments and to underpin your communication. The messages should be selected and weighted differently in relation to the different target groups – so that they are relevant to each group.

5. **Evaluate which cross-cutting tools are relevant to use in order to reach the target group.** Ask yourself, for example, if you can use the media and channels of other actors to get your messages through. Results and/or cases should be a key instrument in all communication activities.

6. **Use Danida’s name and logo actively.** When Danida itself is the sender, the visual expression and colour scheme must harmonise with the guidelines set out in Danida’s design manual, which can be found at visualidentity.um.dk/en/danida/.

7. **Decide whether and how the activity is going to be evaluated.** The evaluation must contribute to documenting the effects and passing on learning.
APPENDIX
PUBLIC DIPLOMACY IN PRIORITY COUNTRIES

Targeted activities
Public diplomacy refers to Denmark’s communication activities abroad in relation to opinion formers, decision-makers, institutions, the business community and media.

Public diplomacy activities in priority countries take a point of departure in the MFA’s PD Priority Paper, in that the activities are adapted to the specific agendas that apply locally.

Public diplomacy activities have several types of objectives – e.g. communicating about development cooperation itself - and goals are set out for this communication.

Goals for the communication on development cooperation:
• Strengthen awareness at both local and national level about Denmark’s development cooperation with the country.

• Raise the visibility of Denmark as a committed, credible and experienced partner.

• Create increased transparency locally about the focus areas of development cooperation.