



futerra
sustainability communications

COMMUNICATING SUSTAINABILITY

***How to produce
effective public campaigns***

UNITED NATIONS ENVIRONMENT PROGRAMME



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Communicating Sustainability

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effective public campaigns**

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The final selection of case studies was based on three main criteria:

- Variety of issues related to sustainable development
- Geographical balance
- Diversity of communication methods

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Forewords

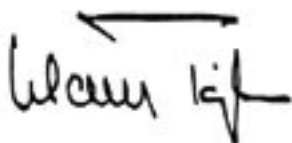
Public awareness and concern about environmental and social issues is growing. The fact that the world has become more and more transparent, due largely to the mass media and the rise of new information technologies, has undoubtedly contributed to that. The impacts of our consumption patterns are no longer vague and invisible. People are beginning to understand the effect they are having on this world – our only home – and that they have a responsibility to look after it.

Public communication has a key role to play to build on these emerging trends and to make sustainable development approachable and understandable. Informed, motivated and committed people can help us to achieve our sustainability goals. However, communicating effectively about sustainable lifestyles is a challenge. One needs to consider not only what to communicate, but how to communicate it.

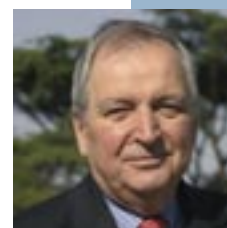
Important factors of success include content, messenger, choice of media and tone. Experts are coming to realise that traditional messages from governments and green groups urging the public to adopt the environment into their day-to-day decisions need to be overhauled. Many of these messages are simply too patronising, guilt-laden or disapproving. Instead of turning people on to the environment, they risk switching them off. The lesson to be learned is that communication styles have to be positive and tailored to different circumstances and cultural contexts.

Consumption is a global issue. Consumers are found everywhere, and are increasingly showing the same material consumption patterns. These patterns can only be positive if these consumers make sustainable choices. Of course, this cannot be achieved through communication alone. In order to bring about change, people have to want it, but they also need the tools to enable them to act differently. Sustainable products, services and infrastructure are all part of the hardware that governments and business have to supply.

This guide is about communication. Inspiring examples and visions from all regions can encourage national and local authorities to plan, develop and implement attractive and effective campaigns that make sustainable lifestyles fashionable and 'cool'. I commend this publication for helping to achieve this goal.



Klaus Töpfer
Executive Director
United Nations Environment Programme



Communications will make sustainable development a reality.

We need individuals, organisations and governments to change the way they think and the way they act. Those changes will not happen automatically, however clear and urgent the problems are or may become. Motivation, promotion and dialogue must become the familiar tools we use whenever we try and convince people to change.

At Futerra, we constantly seek out and test best practice in sustainable development communications. We draw on experience from around the world. We have seen, time after time, that national and local authority sustainability targets are reached more easily when the communications element is planned professionally, and at an early stage.

Although you do not need to be a professional communicator to plan and run inspiring and effective communications, you do need to approach communications in a professional way.

Since communications are often treated as an addendum to the “real business” of sustainable development, integrating just one communications element can have real effect. But it is up to you to decide whether the tips, ideas and case studies presented in this guide are right for your context.

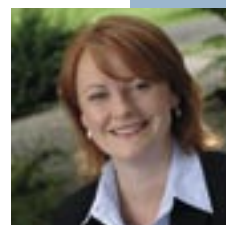
Working with UNEP on this guide, we were impressed at how many professionally-planned campaigns are already happening around the world. Some of them feature in this guide. We hope that this exchange of international experience will help everyone who reads this publication; it is an initiative that UNEP is continuing with its online database of advertising campaigns (see page 58).

At its best, communication has an extraordinary power, not simply to inform, but to challenge, and to inspire. It can achieve lasting and meaningful change. That is why it is vital for communications to be an integral part of the journey towards sustainable development.

Together we can take the first steps to forming an international community of sustainable development communicators – something that will surely help us all to achieve our sustainable development goals.



Lucy Shea & Solitaire Townsend
Director of Strategy & Managing Director
Futerra Sustainability Communications



Introduction

Quality of life. Sustainable consumption and production. Environmental sustainability.

Sustainable development is an issue of fundamental importance for all national and local authorities. Most experts agree that our current rate of development is not sustainable. In fact, some suggest that, unless significant action is taken, we will need two worlds' worth of resources to support us by 2050.

And so we face a turning point. To meet our goals for sustainable development, we can no longer delay in engaging, motivating and inspiring our citizens. This guide is intended to help you do just that.

A short history of sustainable development

Sustainable development (defined as "Meeting the needs of the present generation without compromising the ability of future generations to meet their own needs"¹) is both a vision and a process.

It rests on the three pillars of environmental protection, economic development and social progress, and involves issues of international relevance such as poverty reduction, climate change and the conservation of biodiversity.

Pressure for sustainable development is increasing from all sectors of society. In 1992, governments, businesses and civil societies came together in an unprecedented way at the Rio Earth Summit, with the result that 178 governments signed up to the global action plan, Agenda 21². Ten years later, one of the outcomes of the 2002 World Summit on Sustainable Development (WSSD) was the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP) in support of regional and national initiatives. This prompted a surge in sustainable development activity in all regions of the world. The WSSD plan of implementation also identified the need to educate the public through advertising and other types of communication, taking into account local, national and regional cultural values.

In the business sector, over 1,400 companies worldwide have joined the UN Global Compact. Launched in January 1999 by Kofi Annan, Secretary General of the UN, the Global Compact seeks "to promote responsible corporate citizenship so that business can be part of the solution to the challenges of globalisation"³. Participants work to achieve this by adopting ten key principles in the areas of human rights, labour, the environment and anti-corruption.

These developments point to the will for a sustainable future. But we are not there yet; indeed, we have some way to go. For example, it looks unlikely that any of the Millennium Development Goals – such as reducing child mortality and achieving universal education – will be met within the planned timeframe. These goals are key to sustainable development (see Glossary section).

Furthermore, some countries face urgent issues, such as conflicts, which often take precedence over sustainable development issues.

"Individuals can choose to buy environmentally friendly products, or not. That changes consumption patterns and in the end production patterns. All individuals have that power".
Kofi Annan, Secretary General, UN

¹ Brundtland, G, ed., (1987). Our common future: The World Commission on Environment and Development. Oxford: Oxford University Press.

² Agenda 21 is a comprehensive plan of action to be taken globally, nationally and locally by the United Nations, governments and major groups in every area in which humans impact on the environment. Source: UNDESA, (2003). Find the Agenda 21 text at <http://www.un.org/esa/sustdev/documents/agenda21/index.htm>

³ UN Global Compact, (2005). What is the Global Compact? <http://www.unglobalcompact.org/Portal/Default.asp>

About this guide

Despite these difficulties, our task is to reach beyond the citizens who are already committed to sustainable development, and to change the behaviour of the wider population.

A new emphasis on creative communications will help to drive this change. This guide highlights some of the common pitfalls involved, as well as ideas that are proven to work. It demonstrates that communicating sustainable development is no longer a niche activity but a mainstream one, and that authorities and communications agencies are responding to the challenge⁴.

This guide showcases national and local authorities who are leading the way in communicating their sustainable development policy effectively, through campaigns such as Algeria's *Environment Train* and Viet Nam's *No Early Spray* campaign.

Who should read the guide?

This guide is for two main audiences within national and local authorities around the world:

1. Policy makers or programme managers of sustainable development initiatives

The guide provides advice on where, how and when to engage with the public. It offers help with a wide variety of communications, from planning workshops and designing exhibitions to briefing an agency for a large-scale campaign.

2. Communications professionals

This guide challenges assumptions that both policy makers and communications professionals sometimes make about sustainable development communications. Its recommendations are based on the latest thinking and practice, and may help in developing a "business case" for a communications project.

How do I use the guide?

Not all sustainable development issues or communications tools can be covered here, so we have sought to provide a range of tips and ideas that can be adapted to your own communications needs.

In addition, communications are greatly affected by the cultural context in which they run. What is successful in China is unlikely to be so in Poland. Therefore, we do not provide universal conclusions; rather, we intend to share good practice and give inspiration for future campaigns.

The table below will guide you to the most relevant section for your needs.

I want to...	Go to
Gain an overview of what works and what does not make the "business case"	Myths & Facts Page 11
Get ideas for putting a communications campaign together	Developing a communications plan Page 16
Focus on the communications issues faced particularly by national and local authorities	Key obstacles faced by national and local authorities Page 20
Get tips on building capacity for communications	Seeking expert guidance Page 22
Learn from others' experience in producing campaigns	Bringing the story to life (16 case studies) From page 24
Start putting ideas into practice	Taking action Page 58
Increase my understanding of sustainable development communications	Resources Page 59

⁴ Further evidenced by the Act Responsible Exhibition: Great Ads for a Better Future, developed in partnership with UNEP, that showed over 300 communications campaigns, originating from 32 countries, at Cannes (France) in June 2005.

Storytelling for sustainable development

What works, what doesn't... tips on how to do it

This section provides you with a map for successful sustainable development communications. It is based on academic theory and practitioner experience⁵, reinforced by a global government survey conducted by UNEP and Futerra especially for this guide⁶.

Firstly, we do away with some myths: challenging assumptions about communications. Then we look at the facts: strategies that, in the right context, are proven to work. Even seasoned practitioners have been pleasantly surprised by their effectiveness.

Secondly, we give guidance on planning communications in the form of questions, ideas and tips.

Thirdly, we review obstacles particular to government communications, and suggest some solutions.

Finally, we bring together advice on seeking expert guidance. For those who do not have access to agencies, we outline the skills required from an in-house communications team.

These four sub-sections should be read in conjunction with each other. Inspiring examples of how authorities and agencies around the world have translated theory into practice can be found in the international case studies (see page 24).

⁵ See Resources section.

⁶ Survey carried out by UNEP and Futerra from May until August 2004 among a selection of 49 governments from all continents, with a response rate of 33%.

Myths and Facts

Key points

Myths:

- Any communication is good communication
- Communications cost the Earth
- Human beings are rational

Facts:

- Targeting works
- Be inspiring
- Make it personal and practical



Myths

Three pitfalls to avoid in sustainable development communications.

Myth 1: “Any communication is good communication”

It is tempting to think that any communication about sustainable development must be good and worthwhile. In fact, badly planned and misplaced communications will, at best, not work (wasting time and money); at worst they can have negative consequences.

Through our research we have identified three common mistakes:

Communicating without supporting policy

Success is always easier to achieve when policy and communications work together.

This point is echoed by Environment Canada, commenting on its successful *One Tonne Challenge* (see page 32): “Public education and public policy should be consistent and support each other”.

Another example of this principle in action is South Africa’s *Cleanest Town Competition*. This regional communications tool is directly supported by national policy to improve waste management (see page 48). Indeed, the competition has helped to create local waste management and environmental strategies across the whole country.

Communicating without infrastructure

Good communications can often be successful in persuading people that they have a role to play in sustainable development. But this opportunity will be wasted unless the infrastructure is there for them to make a contribution.

For example, there is little point in encouraging people to recycle their rubbish if they do not have easy and convenient access to recycling facilities.

Different target groups have differing abilities to engage in sustainable development initiatives. In the UK, research shows that:

“There are particular difficulties for low-income consumers who have fewer household recycling facilities, rely on landlords for housing repairs and, in some areas, have infrequent, unsafe public transport.”⁷

Relying on mainstream marketing for all the answers

Getting your message heard is not always easy; the competition is tough. It is estimated that the average American is exposed to more than 3,000 marketing messages every day.⁸ Even if you get your target audience to hear or see your message, how do you know they will remember it, let alone absorb it deeply enough to change their thoughts or behaviour? After all, recent studies show that over 80% of evening TV viewers cannot name a brand or product advertised in a programme they have just seen.

Getting your message heard is not always easy; the competition is tough. It is estimated that the average American is exposed to more than 3,000 marketing messages every day.

⁷ Stevenson, G., ed. (2003), *Green Choice: What choice?* London: National Consumer Council.

⁸ Seeing through the Spin: Public Relations in the Global Economy, Baby Milk Action, 2001.

In today's information-overloaded world, people are getting good at screening out messages. That's why communicators have to stay one step ahead, and be smart about how they communicate with different audiences.

This means looking beyond the established mainstream techniques such as advertising and direct mail. The case studies showcase innovative alternatives:

Hungary used an exhibition space (the national airport) that fitted the communication issue (trafficking in endangered species) to gain the attention of the target audience and hold it. Information leaflets were also distributed in places where research showed the target audience was receptive to information (travel agents).

Costa Rica reduced pesticide use by running workshops for melon and flower growers on farms. Supporting materials included a video showing local farmers explaining the issues, a campaign logo designed by a local painter, and the development of presentations for different meetings and audiences.

The UK's internal communications campaign developed a package of fun, web-based tools: a film of successful sustainable development projects, an online game showing impacts of policy decisions on a fishing community, and an interactive policy checklist.

Myth 2: "Communications cost the Earth"

A big budget is not essential for a successful communications campaign. You can make the most of whatever money you have by planning properly and partnering with other organisations.

Take, for example, Brazil's Ministry of Health, which has been working with the private sector to supplement the budget for its campaign *Don't let dengue mess up your summer*.

The partnership element of the campaign reached an estimated eight million people through mobile phone text messages and information on utility bills. It cost only \$40,000, compared with the \$4 million advertising budget.

On the other hand, utilities companies in California spend some \$200 million on advertising each year in attempt to make householders more energy efficient. Yet energy consumption has remained essentially unaltered – a clear illustration of the fact that a big budget does not guarantee success.

Targeting a specific audience with a defined message is often more effective – and cheaper – than raising awareness on a grand scale through advertising. See Fact 1 (page 14).



What should I aim for?

Most communications campaigns have one or more of the following three objectives:

1. Raise awareness: i.e. improve people's knowledge of an issue or creating new knowledge. If what we are really seeking is public engagement for sustainable development, then attitude or behaviour change are often more appropriate targets.

2. Change attitudes: i.e. change the way people think and feel about an issue. While attitude change can be a precursor to behaviour change, it does not guarantee it. Attitude change does, however, have an important role to play in preparing for new policy initiatives. It can help to ensure compliance with new legislation, such as the compulsory wearing of seatbelts.

3. Change behaviour: i.e. influence people's actions relating to an issue. This is where efforts should be concentrated if we are to reach our sustainable development goals. However, it is a long-term approach, sometimes taking an entire generation to come into effect.

Targeting a specific audience with a defined message is often more effective – and cheaper – than raising awareness on a grand scale through advertising.

Myth 3: “Human beings are rational”

“Evolution did not shape the human mind to be context-free and rational in general.”⁹

Xiao Wang, Psychologist

There are two key points to be aware of when planning a sustainable development communications campaign:

Providing information is not enough

Providing information can raise awareness, but it is unlikely to lead to either attitude or behaviour change. McKenzie-Mohr gives two pieces of evidence to support this:

“Householders who were interested in enhancing the energy efficiency of their homes participated in a comprehensive workshop on residential energy conservation. Despite significant changes in knowledge and attitudes, behaviour did not change” (Geller, 1981).¹⁰

“When 500 people were interviewed regarding their personal responsibility for picking up litter, 94% acknowledged responsibility. When leaving the interview, however, only 2% picked up litter that had been ‘planted’ by the researcher” (Bickman, 1972).¹¹

Accepting that the public does not neatly respond to information does not mean we should sit back in resignation. Rather, we need to look to other disciplines for tools. For example, branding experts have been building up emotional relationships between consumers and product brands for many years. It may not be rational, but it works.

Scaring people is unlikely to engage them

Recent research finds that “people are fed up with the unfulfilled ‘fear’ message”.¹²

Fear should be used with great caution in sustainable development communications. Evidence shows that fear often produces apathy, a feeling that nothing can be done. This is particularly common in situations where the infrastructure (e.g. recycling facilities) is lacking.

It is also unproductive to attack home or family in the course of communications. In the Australian *Handbook of Motivating Home Energy Action*, Shipworth reports that middle-class North Americans closely associate their home with family life. Therefore, “an attack on the integrity of the house is easily translated emotionally into an oblique and indirect attack on the solidarity of the family”.¹³

Appealing to survival instincts may also not yield the expected results. Human fight or flight instincts are not programmed to respond to vague, uncertain threats such as climate change. Indeed, linking sustainable development issues to our survival is likely to simply make people afraid, and hence apathetic.

It is interesting to note that none of the case studies in this guide relied on negative messages. Fear was used in some cases to gain attention, but it was associated with positive opportunities and solutions. For example, Spain’s *Mother Nature* theme showed the planet Earth appreciating and rewarding all those that help in taking care of the environment. New Zealand’s *Big Clean Up* included positive messages such as “Live it, Love it”.

“Messages from governments, exhorting people to drive their cars less or admonishing them for buying products that cause environmental damage, appear not to be working. People are simply not listening. Making people feel guilty about their lifestyles and purchasing habits is achieving only limited success.”

Klaus Töpfer, UNEP Executive Director

Recent research finds that “people are fed up with the unfulfilled ‘fear’ message”. Human fight or flight instincts are not programmed to respond to vague, uncertain threats such as climate change.

⁹ Wang X, cited in Kaplan, S. (2000). *Human Nature and Environmentally Responsible Behaviour*. Journal of Social Issues. Malden, MA: Blackwell Publishers.

¹⁰ McKenzie-Mohr, D. (2000). *Promoting Sustainable Behaviour: An Introduction to Community-Based Social Marketing*. Journal of Social Issues. London: Blackwell.

¹¹ Ibid.

¹² MPG International (December 2004), *Sustainable motivation, Attitudinal and behavioural drivers for action*, report on UNEP Sustainable Motivation project sponsored by the World Association of Research Professionals (ESOMAR), <http://www.mpgintl.com/sustain>

¹³ Shipworth, M. (2000), *Motivating Home Energy Action - A Handbook of What Works*. Australia: Australian Greenhouse Office. <http://www.greenhouse.gov.au/coolcommunities/motivating/index.html>

Facts

The top three tips for sustainable development communications. Our research shows that plenty of strategies are very effective in engaging the public in sustainable development.

Fact 1: Targeting works

“The wise man doesn’t give the right answers; he poses the right questions.”

Claude Levi-Strauss, Anthropologist

Different types of people have widely differing opinions. Take, for example, this international survey of attitudes towards environmental legislation:

Dissatisfaction with current environmental measures ranges from 91% in Greece to 54% in India. Two-thirds or more people in countries such as China, Japan, France, Italy, Spain, Mexico, Canada, Australia, Chile, Argentina, and South Korea say environmental laws as currently applied in their country “don’t go far enough”, while six of every 10 people feel that way in Russia, Brazil, Germany, and the U.S and elsewhere. Only in Nigeria and Finland do majorities of citizens feel environmental laws “strike the right balance”, or “go too far”.¹⁴

Even greater differences in opinion can be found when you segment audiences by demographics, such as age and gender. Each audience will respond to different tones of voice or different media. For this reason it is important to word your messages and choose your communication channels carefully. For example, the Internet may not be the best way to communicate with older people.

The most successful communications campaigns are the ones which tightly define their target audiences.

Defining your message is also essential. It is not necessary to communicate the entire concept of sustainable development in order to bring about change. Often it is more effective to focus on a single issue, such as energy efficiency or buying ethical products.

For example, Viet Nam’s *No Early Spray* campaign carefully defined the issue that its communications needed to address. A research phase found that farmers believed all damage to crops was due to pests, even where this was not the case. Once this barrier to reducing pesticide use was identified, innovative communications followed, such as a radio programme dramatising alternative choices for farmers.



The most successful communications campaigns are the ones which tightly define their target audiences and develop messages appropriate to them.

¹⁴ MORI / International Environment Monitor (1998).

Fact 2: Be inspiring

Sustainable development issues need to be linked very closely to an inspiring aim. Even if you are simply writing a page for a website, it needs to be compelling. Think like a modern storyteller; use the drama of the challenges and the excitement of the solutions.

Many organisations find a “Big, Hairy, Audacious Goal” (BHAG)¹⁵ the most inspirational means to clarify their goal. The main benefit of a BHAG is to inspire and focus organisations on achieving long-term objectives that are consistent with their purposes. One of the most famous BHAGs of all time was John F. Kennedy’s 1961 goal of landing a man on the moon before 1970. It energised NASA, captured the attention of the American public, and resulted in one of the most impressive technological accomplishments ever.

Recent evidence shows that “People are concerned about the environment, but find other issues more important”.¹⁶

In order to communicate successfully about sustainable development, you may need to link the subject to other issues such as health, wealth or jobs, or to aspirations such as home, or self, improvement. The French campaign (see page 36) did exactly that through a *Good Heating Week*, during which home improvement stores promoted energy-saving products. Similarly, Austria’s responsible consumerism campaign (page 28) targeted the home improvement sector and increased sales of ethical products.

Fact 3: Make it personal and practical

“If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.”

Nelson Mandela, Former President of South Africa

Understanding what motivates an audience is the first step in knowing how to talk to them. Psychology teaches us some valuable lessons here:

“People are motivated:

- To know and understand what is going on: they hate being disorientated or confused.
- To learn, discover and explore: they prefer acquiring information at their own pace and answering their own questions.
- To participate and play a role in what is going on around them: they hate feeling incompetent or helpless.”¹⁷

The real skill in communicating lies in translating the big vision into messages that are both personal to the audience and practical in terms of inspiring a response.

New Zealand’s *Big Clean Up* campaign (page 44) is a good example. It offered environmental “health checks” for individual households and followed them up with personalised action plans. In Poland, the *Eco-Media Forum* (page 46) enabled people to learn through activity by bringing together seminars, film, music (using instruments made from recycled materials), a fashion show and a trade exhibition under one roof.

Think like a modern storyteller; use the drama of the challenges and the excitement of the solutions.

¹⁵ BHAG is a concept popularised in the business bestseller *Built to last*.

Source: Collins, J and Porras, J (1995). *Built to Last: Successful Habits of Visionary Companies*. Harper Business.

¹⁶ Ibid.

¹⁷ Kaplan, S. (2000). *Human Nature and Environmentally Responsible Behaviour*. Journal of Social Issues. Malden, MA: Blackwell Publishers.

Developing a communications plan



Key points

- Understand the situation before starting
- Conduct audience research
- Set clear and achievable objectives
- Define message(s) and channel(s)
- Plan how you will manage the campaign as it progresses
- Measure and evaluate the communications

The best way to translate your ideas into action is to draw up a communications plan. Every plan will be different; after all, designing a leaflet is a far simpler process than implementing a national advertising and promotional campaign.

The model below outlines the basic, practical steps to planning any form of communication. The glossary at the end of the guide will help you with unfamiliar terms.

Stage	Questions	Tips and examples
Understanding the situation	An initial research phase will give you a better chance of success. This section is particularly relevant for large-scale campaigns.	
	Do you have a clear picture of the context in which your campaign will work?	Perform a SLEPT Analysis. This means looking at the Social, Legal, Environmental, Political and Technical issues that might affect your campaign. Pay special attention to national policy, and any other sustainable development campaigns in your market, recent or current.
		Find as much existing research as you can, through talking to other people or searching the Internet.
	Have you defined your overall objectives and your timeframe?	You can use the results from this stage of the plan to brief a communications agency.
Audience research	Researching your audience helps to ensure your message gets to the right people and that they absorb and/or act on the information.	
	Do you know who the target audience is?	Identify all the different audiences you want to talk to and prioritise them. Select a specific audience (e.g. “female householders”) rather than “the public”.
	What motivates your audience? What do they read, watch, listen to? Where do they go?	The best way to find this out is to do some research (e.g. focus groups or telephone surveys). Develop a clear profile. The Canadian case study on page 32 is a great example of this.
		Think about other people who can influence your audience (e.g. mothers, fathers, bosses) – what do they read, watch, listen to?

Setting specific objectives	Do not start to communicate before setting key objectives.	
	Have you set a realistic sustainable development objective?	Make objectives realistic, e.g. “Cut household energy use by 5%”, rather than “Mitigate climate change”.
	Have you defined what changes will meet your sustainable development objective?	Is communications the right approach? If so, decide whether you need to raise awareness, change attitudes, or change behaviour – or all three. See the Viet Nam case study (page 56) for how they defined the audience issue.
Deciding on a strategic approach	Go through the step of writing down exactly how you will achieve your objectives.	
	Have you decided how to approach the campaign?	<p>You might want to:</p> <ul style="list-style-type: none"> • Review the context, the audience research and the objectives. • Review alternative approaches the campaign could take. • Review the budget. • Create the “business case” for the campaign (what it will deliver, why it is the best approach).
	Piloting the campaign on a smaller audience prior to the full launch can offer valuable learning for a large-scale campaign. See the Irish case study (page 42).	
	Are you involving stakeholders?	Dialogue with stakeholders at the campaign development stage can give them a sense of “ownership” and mean they want it to succeed. You will also benefit from their input.
Developing the message	Careful thought needs to be given to message(s) that appeal to your audience; do not overload them with information!	
	Have you set a central message?	Keep a central thread running through the campaign, perhaps by using a consistent logo or branded statement. See the Brazilian case study (page 30).
	Have you thought about how to tailor your message to different audiences: men, women, teenagers, etc.?	There may be existing research you can use. If budget allows, develop prototype messages and visuals and test them through new research.
	Have you thought about how to engage your audience’s emotions?	Developing a brand can build an emotional relationship with your audience. You would need expert guidance for this.
Channels	The impact of your message will depend on the communication channels you use.	
	Have you identified how your audience prefers to receive information, e.g. the media, Internet networks or word of mouth?	The audience profile helps here. Identify opinion formers for your audience or organisations to which they might belong.
	Be creative. Think how you can activate social networks so that your message is delivered by real people.	

Management and implementation	Your campaign will succeed or fail depending on the quality of its implementation.	
	Who will manage the campaign?	Identify the lead organisation and define the roles and responsibilities of all partners and team members.
		Consider setting up a steering group comprising experts on communications, policy and sustainable development. Sweden's steering group ensured that communications were grounded in science (see page 52).
	Do you have a rapid response for communications decisions?	A steering group cannot be in charge of day-to-day matters; you need a named campaign coordinator for that.
		Make sure you have someone as the face of your campaign. He or she doesn't need to be a celebrity, but should be media-friendly and trustworthy, as well as expert, legitimate, rewarding, persuasive and sympathetic.
		Ensure you keep the campaign messages fresh and up-to-date through regular reviews of the context.
	Have you thought about the stages of implementation?	Develop a timeline for your campaign. Identify the communications milestones and what needs to be delivered when. If you have limited resources, make your launch high profile by linking with other events.
	Have you thought about resources?	Develop a budget. Take account of all the resources you will need (people, skills, materials, time and money).
	Have you developed a project management process?	Who is responsible for monitoring whether targets have been reached and deadlines met? How will they do this? What happens if these are missed?
		Develop a crisis management plan. You may not need it, but it is essential to be prepared in case something goes wrong.
Measurement and evaluation	Measurement and evaluation records whether the planned activities took place, and whether the objectives were achieved.	
	Have you decided how to measure your campaign?	<p>There are three different styles of measurement:</p> <ul style="list-style-type: none"> • Process – what messages were communicated to how many people, where and how often? • Outcome – what was the change in audience awareness, attitudes or behaviour? This usually requires a survey before and after the campaign. • Impact – what impact has your campaign had on the overall sustainable development objective?
		Make sure you pick the right measures, e.g. do not tie behaviour change measures to an attitude change campaign.

Are you gaining feedback from your audience?	Refer back to your audience prioritisation in order to assess the feedback.
Are you documenting and reporting evaluation?	<p>Measurement is often expensive, but you can always measure something. Ways to evaluate your campaign (from the UNEP/Futerra survey) include:</p> <ul style="list-style-type: none"> • Web site traffic (hits, unique visits) and online feedback. • Attendees at events on sustainable development topics (and quality of the public exchange). • Media coverage (e.g. through web searches or a press cuttings service). • Public opinion surveys (e.g. for awareness levels). • Demand for published information on sustainable development (from the public, media, business, civil society, community groups, etc). • Changes in strategic priorities/objectives from other sectors (Ministries, consumer associations, etc.) and evolution of community initiatives.

The final step is to consider how you will present your plan to your team members and key stakeholders. These can be both internal and external to your organisation.

Five points for ensuring the best use of your plan:

1. Make it readily accessible to all team members.
2. Update it when significant changes occur, and communicate any changes to team members and key stakeholders.
3. Develop the story of the campaign. These questions may form a useful checklist:
 - What is the issue that you are communicating about? Why is it important?
 - Who are you communicating with? Why?
 - What are your messages?
 - How will your messages reach the audience?
 - Who is managing the campaign?
 - For how long will the campaign run?
 - How will you know if the campaign has been a success?
4. Give regular updates to team members and key stakeholders.
5. Ask stakeholders whether the level and frequency of information is helpful.



Key obstacles faced by national and local authorities

Key points

- Changes in administration can change priorities for communication
- Consistency between words and actions is key
- Using jargon will not interest the public
- Lack of funds is a constraint

National and local authorities face particular obstacles to effective communications. Not all of these can be overcome, but being aware of them enables better planning. The UNEP/Futerra survey identified the following obstacles arising from both the political process (external issues) and the nature of the governing body (internal issues):

Changes in administration can change priorities for communication

Changes in political administration can lead to less support and fewer resources for sustainable development communications. But the best communications campaigns are those which are sustained over a period of time; an inconsistent message can confuse people and inhibit action.

Solution? Building the business case for your campaign may help. Where possible link your sustainable development issue to the ones prioritised by the new administration (e.g. jobs and good health).

Consistency between words and action is key

Sustainable development messages must be simple and clear, but also credible. Communications must, therefore, be consistent with policy. But national and local authorities face challenges in two respects: the public often wants opposing things and different departments often put out conflicting messages.

1. The public can want opposing things at the same time

The public often demands conflicting policy responses for example, high public spending at the same time as low taxes. In the absence of clear demand from the electorate, it can be difficult for governing bodies to show leadership.

Solution? Attitude change campaigns can shift public opinion; this is an easier target than behaviour change and can provide the appetite for radical policy change.

2. Different departments may put out conflicting messages

Due to varying demands from the public (as discussed above), sustainable development messages can sometimes conflict with promises made by other government bodies. This inconsistency can make people sceptical of government's commitment to sustainable development. Even within one government department, it may be hard to ensure consistent messages without support from staff.

Solution? Internal communications campaigns can ensure that staff are motivated and understand the relevance of sustainable development to their own department (see UK case study, p.54). When communicating externally, consider whether other organisations are better placed to put the message out on your behalf.

Attitude change campaigns can shift public opinion; this is an easier target than behaviour change and can provide the appetite for radical policy change.

Using jargon will not interest the public

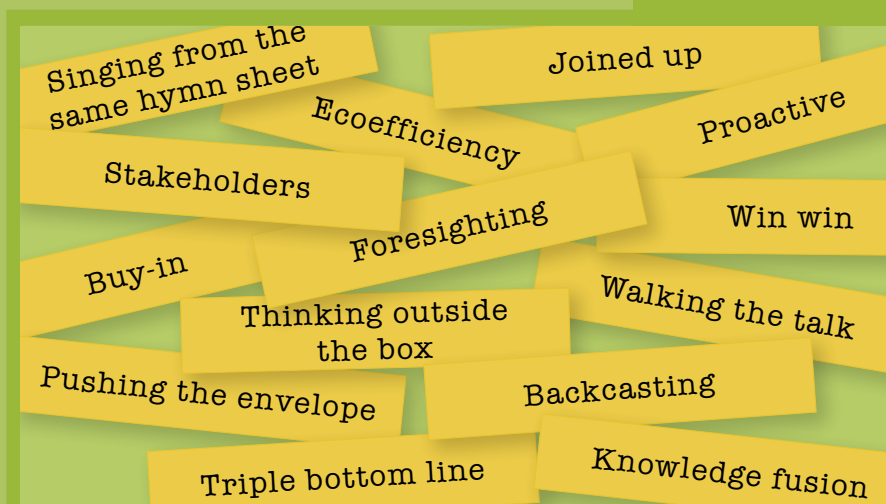
Relevant to all sectors, our survey highlighted jargon as a particular barrier to successful government communications. We must guard against sustainable development appearing to be an exclusive club for those in the know.

Solution? Test all messages with your personal circle; if your friends do not understand, it stands to reason that few other people will.

Lack of funds is a constraint

Our survey indicated that lack of funding is often a barrier to the effective communication of sustainable development issues; hardly a surprise. This has a major impact at the measurement stage. Evaluation of previous communications campaigns – and therefore the evidence base for future communications – is often inaccurate or missing.

Solution? Keep it simple. Without the funds for full-scale measurement, informal evaluation can play a part: pick up the phone, gather qualitative feedback.



Test all messages with your personal circle; if your friends do not understand, it stands to reason that few other people will.

Seeking expert guidance



Key points

- Communications agencies can provide expert advice, from strategy development to creative work
- Communications capacity can be built from other sources: staff skills, NGOs or networks
- A good brief is built on three principles: clearly defined objectives, clarity of thinking and a written brief

It is not necessary to be a communications professional, only to approach communications in a professional way. Part of this is knowing when you need expert help and guidance. Help available will depend on your situation. Some national and local authorities have access to communications agencies, others to resources through NGOs, and others will recruit specialist in-house staff.

Below we give guidance on finding an agency, what skills to look for in staff and how to provide a good communications brief. The Resources section lists helpful organisations.

Six steps to finding an agency

Before embarking on this process, please ensure that you are complying with national, local and organisational procurement guidelines.

A communications agency can help with:

- Strategy development
- Market research
- Media management
- Strategy development
- Web communications
- Creative work, such as publication design and production

The advice that follows has been put together with the assistance of The Communications Agencies' Federation.¹⁸

1. The first step is to completely familiarise yourself with what you want the agency to do, the resources you have available to do it and the key decision-makers you need to work with. Then:

2. Create your selection criteria

Does the agency have:

- The ability to do the work - the necessary knowledge, policy understanding and range of skills?
- The resources to do the work - creative ideas, proven delivery, and contacts in the sustainable development community?
- The track record to prove it - examples of high quality work, and perhaps even trade association awards?

The key question to ask yourself here is, "Will the agency be able to translate my objective into easily understood messages for my target audience?"

It is not necessary to be a communications professional, only to approach communications in a professional way. Part of this is knowing when you need expert help and guidance

¹⁸ The Client Brief, http://www.cafinfo.com/documents/full_client_brief.pdf

3. Put together a list of potential agencies

- Look for comparable communications work that you like and think is suitable.
- Talk to colleagues in other organisations about their experience with agencies.
- Consult appropriate trade associations for advice and guidance. See Resources section.

4. Ask the two or three candidate agencies who best match your criteria to submit a proposal. Send them a detailed communications brief. You will need to give them adequate time to respond and be mindful that most agencies will invest this time without charging. Be aware that they are submitting their ideas with an understanding of confidentiality and you will not be entitled to use their ideas unless you hire the agency.

5. Hold a pitch where agencies present their ideas in person

Points to remember for holding a pitch:

- Ensure all your decision makers attend.
- Establish an evaluation system for assessing each proposal.
- Ensure that the agency presentation team includes the people who will actually be working on the project should they win.

6. Sign a contract

Ensure you formalise your agreement with the agency through a written contract to be signed before work begins. You can seek guidance on contractual terms from procurement divisions, professional bodies or trade associations.

Recruiting In-House Staff

This section gives tips on the skills you should look for when recruiting in-house communications staff. It is unlikely you'll find all of these skills in one person; rather this is what you could aim for in building a communications team:

- Influencing and negotiating skills
- Good copy writing
- Cultural and political awareness
- Project management expertise
- Ability to "translate" complex issues into simple and clear messages
- Knowledge of design and production processes
- Experience in managing the media
- Literacy in e-communications

What makes a good brief?

No matter how talented the communications agency or staff member, their performance will only ever be as good as the brief you give them to begin with. A quality brief is built on three principles: written brief, clarity of thinking and clearly defined objectives.

You should include the following key sections in your written brief:

1. Project management – Who is expected to do what. Reporting procedures.
2. Where are we now? – Your organisation's history, its aims and where it is now.
3. Where do we want to be? – Your objectives in terms of message delivery and impact on the audience's attitudes and behaviour.
4. What are we doing to get there? – The organisation's strategy for achieving its aims.
5. Who do we need to talk to? – What are the target audiences? You can specify this as an area for research if necessary.
6. How will we know we have arrived? – How will you measure the campaign's success? Who will measure it? This may have budget implications as research can be costly.
7. Practicalities – Budget, timings, legal constraints, brand guidelines, etc.
8. Approvals – Details of who will be responsible for approving the agency's work.

Bringing the story to life

Case studies from around the world

In this section we tell the story of a few real campaigns from around the world. The following case studies are just a taster of the examples we have found from each continent. They cover a variety of sustainable development issues and use a range of communications methods.



We follow *The Environment Train* as it travels through **Algeria**, taking with it an exhibition about environmental issues to people in all but the most remote areas of the country.

In **Austria** the government campaign *Das bringt's. Nachhaltig.* is engaging with retailers to promote ethical consumerism, through product promotion and the launch of new eco-friendly products.

In **Brazil**, the Department of Health is involving the private sector in innovative ways to extend its national campaign *Não deixe a dengue estragar o seu verão* to eradicate dengue.

The *Clean Air Day*, facilitated by the **Canadian** government, provides an effective focus for innovative activities, such as the web-based "Commuter Challenge" on sustainable transport.

In **Costa Rica** the methyl bromide campaign is using participatory workshops, supported by high profile media coverage and policy change, to tackle destruction of the ozone layer from pesticides.

The **French** Agency for Environment and Energy Management is tackling climate change with its *Economies d'énergie. Faisons vite, ça chauffe* campaign, focusing on domestic energy issues.

The **Greek** government is convening meetings and hosting a network, to help develop partnerships to improve decision-making on water resource management around the Mediterranean.

We then skip to **Hungary**, where an exhibition is being held in the national airport, providing the focal point for a large campaign on the trafficking of endangered species.

In **Ireland** we have found the national sustainable development partnership working on new education for sustainable development tools and methodologies.

New Zealand is tackling waste, air pollution and energy use issues at the individual level with *The Big Clean Up* campaign, using advertising, direct mailing and commercial incentives.

The **Polish** *Eco-Media Forum* provides a common ground for all those involved in environmental education, to meet and take part in a range of interactive activities.

In **South Africa**, the *Cleanest Town Competition* is seeking the town that has most improved the local environment and that has the best waste management infrastructure.

In **Spain**, the Ministry of Environment's *Campana de Comunicacion sobre Desarrollo Sostenible* has used a three-stage advertising campaign to increase awareness of sustainable development.

The evidence-based **Swedish** *Climate Campaign* aims to increase knowledge about climate change science, and persuade 'dozing community activists' that it doesn't take much effort to tackle the problem.

thinksustainable is a campaign developed by the **UK** government to make sustainable development relevant to staff, and therefore improve communications to the public, through a package of innovative interactive tools.

Finally, we hear about a new educational radio drama series called *My Homeland* in **Viet Nam**, which is reaching farmers across the country and tackling problems of pesticide misuse.

The case studies show a bias towards environmental issues, rather than social or economic. This is reflective of the information that national and local authorities volunteered. It begs the question whether environmental issues are easier to communicate, or are given policy weight over social and economic issues; further research would be required to establish this. The UNEP/Futerra survey indicates a trend towards engaging the public on other sustainability issues. Communications are planned in the coming months on social inclusion, poverty reduction and education for youth and children.

The UNEP/Futerra survey indicates a trend towards engaging the public on other sustainability issues other than the environment, such as social inclusion and poverty reduction.

Algeria

Scope	National
Organisation	Ministère de l'Aménagement du Territoire et de l'Environnement; GTZ - Deutsche Gesellschaft für Technische Zusammenarbeit
Audience	Public
Dates	29 October 2002 – 31 March 2003
Budget	US\$122,000 (GTZ contribution)
Theme	Environmental awareness

The Environment Train

(Le Train de l'Environnement)

Campaign summary

The Environment Train was an exhibition that introduced people to environmental issues and national policy, shown in a train carriage. The 'gallery' travelled round the Algerian rail network for five months, visiting 23 cities and reaching over a million people.

Objective

The Environment Train had two clear aims:

1. To introduce members of the Algerian public to four environmental issues: the urban environment, biodiversity, the industrial environment, and environmental education.
2. To inform the public about the Ministry of the Environment's new national environment policy. This was introduced following the World Summit on Sustainable Development (held in Johannesburg in 2002).



External view of the environment train after decoration.

The story...

Four train coaches were arranged to provide information on the exhibition's four themes. The 'gallery' included an exhibition, video presentation and educational and information materials, such as leaflets. Outside, the carriages were decorated with pictures related to each theme.

As a relatively clean mode of transport, the train offered an environmentally friendly way to reach populations in towns and cities all over Algeria, including those located in the remote southern areas of the country. The train stayed between three

and ten days in each town, and entry was free. Visitors were guided by a team of energetic volunteers who helped bring the exhibits to life and to engage individuals with the issues covered. The stations provided an ideal location for fringe exhibitions and events laid on by non-governmental organisations and local government departments.

These events sparked considerable local media attention. Regional press was supplemented by a national advertising campaign, including a daily TV announcement giving the train's itinerary.

Outcomes

The campaign has been successful at every level. It was so popular with members of the public – especially young people – that many cities requested that it should stay longer. The level of co-operation with the train companies was also a great achievement.

There has been no formal evaluation of the impact of the campaign. However, over one million people visited the exhibition, and the knock-on effect at the local government level and in the private sector has been huge. 35 mayors have signed environmental charters, and 22 companies have officially committed to establishing an environmental management system for their operations.

The characters

The Algerian Ministry of the Environment worked jointly with GTZ (a corporation owned by the German government which works for sustainable development) to organise the train as part of the Algerian-German Integrated Environment Management joint programme.

GTZ took care of the technical aspects relating to the installation of electronic devices in the coaches. They also managed the external design of the coaches, and worked with two communications agencies based in Algeria and Tunisia on the production of the TV advertisement.

The Ministry of the Environment facilitated the communication and organisation of the campaign, including the design of communication tools and devices, coach rental, and logistical organisation of the train's route.

End of story?

The Ministry of the Environment intends to run this campaign again, and has recently signed an agreement with the railways in order to carry it out. The Environment Train's next journey will be expanded to include more cities than on the 2003 campaign network.

Over one million people visited the exhibition on the Environment Train. 35 mayors have signed environmental charters, and 22 companies have committed to establishing an environmental management system.



Campaign leaflets on water resources issues in Algeria.



Campaign leaflets on conservation issues in Algeria.

Commentary

This is a great example of generating interest by using unusual campaign packaging. The train really drew attention to the exhibition on board and the surrounding fringe events. The campaign supported the introduction of the new national environment policy, and drove changes in regional policies.

Key contacts

GTZ Deutsche Gesellschaft für Technische Zusammenarbeit
Programme Environnement Algérie – Gestion Intégrée de l'Environnement
BP 450 Hydra, 16035 Alger
ALGERIA
Further information: <http://www.enviro-gestion.org>

Austria

Scope	National
Organisation	Department of Environment; Department of Trade and Industry; the Treasury; regional authorities
Audience	Consumers (grocery, pharmaceutical and home improvement)
Dates	2004
Budget	US\$240,000
Theme	Sustainable consumption and production

That's the way to do it. Sustainably.

(Das bringt's. Nachhaltig.)

Campaign summary

Das bringt's. Nachhaltig. ("That's the way to do it. Sustainably.") changed consumer behaviour through advertising, product promotion and the launch of new eco-friendly products. It was developed by the Austrian Ministry of Environment, in partnership with a range of large shopping outlets.

Objective

The campaign had four objectives:

1. To encourage consumers to buy sustainable products.
2. To use products and special offers to raise awareness of sustainability and give practical examples of sustainable development.
3. To highlight good examples of local sustainable development initiatives.
4. To give publicity to the partners (government and retailers) in the media.

The story...

Sustainable products are slowly emerging from niche to mainstream markets in the grocery, pharmaceutical and home improvement sectors in Austria. This month-long campaign was developed to show how certain products in these ranges could fit a sustainable lifestyle.

The campaign branding was carefully designed by an independent advertising agency. A clear brief was provided by the Ministry of the Environment, based on the campaign objectives and audience research.



Promotion of organic foods using campaign graphics.

The 'branded statement' needed to:

1. Convey sustainability in a simple way.
2. Be short and concise.
3. Be adaptable for different advertising formats.
4. Be flexible for use in different media.
5. Relate to a wide variety of themes, such as fair trade, environment, etc.
6. Be easy to recognise – catchy but not annoying.
7. Aid the sale of products.

No high-profile advertising was used; rather, partner shops included inserts, advertisements and features in their own magazines. A range of materials was also developed, appropriate to the target audience:

1. A sixteen-page product booklet (650,000 copies distributed to shops).
2. 3,000 posters, used in shop entrances and at local markets and fairs.
3. A website that provided in-depth product information and details of local outlets.
4. Public relations (PR) activities attended by the Environment Minister (e.g. fair trade breakfasts).

Outcomes

The campaign team came up with a series of criteria to evaluate its success. Levels of awareness were tested by an independent research institute.

Following the campaign, the number of women who recalled seeing sustainable products at least once in the supermarket had increased by 13%, and the number who were not at all aware of sustainable products had decreased by 14%.

Evaluation criteria	Outcome
Get several large supermarket chains on board	Supermarket chains in all of the target sectors were partners in the campaign.
Increase sales	Sales increased, but lasting effect will only be determined following a planned survey of the stores involved.
Raise awareness	Pre- and post-campaign surveys indicate that the campaign had a significant impact on awareness.
Media coverage	191 media reports were recorded (the target was 100).
Involve NGOs	A number of NGOs were involved in local events in each of the regions.
Involve local initiatives in at least three regions	21 separate initiatives were carried out in four regions.

End of story?

Planning for the 2005 campaign is underway. The government aims to consolidate efforts with existing partners, and to include at least one new firm per year. New initiatives, such as workshops on sustainable development for employees, are also being considered. It is hoped that these will add to the long-term impact of the campaign, by encouraging real people to communicate with customers about sustainability, rather than only relying on printed material.



The logo and slogan developed for the campaign.

Key contacts

Federal Ministry of Agriculture, Forestry,
Environment and Water Management
Division II/3
Stubenbastei 5
A-1010 Vienna
AUSTRIA

Further information: <http://www.nachhaltigewochen.at>



A campaign poster used to advertise the campaign in supermarkets.

Commentary

Austria made effective use of partnerships, linking disparate communications together with a clear brand. Shops used point-of-sale promotions, reducing the need for an expensive independent advertising campaign. The campaign led to increased sales of targeted goods; a great achievement.

Brazil

Scope	National, regional & local
Organisation	Ministry of Health
Audience	Public
Dates	Annually for the last 12 years
Budget	US\$4 million (advertising); \$40,000 (commercial partnerships)
Theme	Health / behaviour change

Don't let dengue mess up your summer

(Não deixe a dengue estragar o seu verão)

Campaign summary

Don't let dengue mess up your summer was a national campaign that got people to adopt simple actions to improve their local environment. Focused around the national "D-Day" (Dengue Day), it also raised awareness of ways to prevent dengue fever.

Objective

The objective of the campaign was to reduce the number of cases of dengue fever throughout Brazil by encouraging people to engage in actions to prevent the gestation of mosquito larvae.



**CUBRA CAIXAS D'ÁGUA,
TONÉIS E PNEUS.**

The campaign logo used with one of the key campaign messages - to keep areas of stagnant water covered.



An information leaflet from the campaign.

"The dengue issue is like a compressed spring – it can be suppressed but will never be eradicated – so communication efforts must be sustained over time."

Andre Falcão Communications Adviser,
Ministry of Health, Brazil

The story...

Campaigns on dengue fever have been going for over ten years in Brazil, but picked up pace in 2002 following a major epidemic. At that time, approximately 1,000 people per day were being infected with the disease.

A breakthrough was made in linking aspects of human behaviour with mosquito gestation. Communications aimed to tackle the issue at its root by getting citizens and communities to take simple actions such as keeping stagnant water covered, storing bottles upside down, and disposing of waste correctly. Messaging focused on the benefits of managing the risk, balancing these against a potentially small cost.

The Ministry of Health oversees the whole initiative, which operates at several levels:

1. Nationally:

- 15 days of TV and radio advertisements, before and after D-Day.
- Distribution of over three million posters to supplement local activities.
- Production of leaflets and branded clothes.

2. State and city level:

Local initiatives were set up to match the needs of the local community and the local epidemic, e.g. school parades and communal waste collection activities.

Disparate communications were linked to the national campaign through identical branding and slogans. The messages emphasised the fact that everyone was susceptible to dengue fever by involving members of the public rather than celebrities, who have been used to raise the profile in campaigns on other health issues.

In the 2004-2005 campaign, the Ministry used a new approach: building partnerships with the private sector. Companies were asked to include the slogan *Don't let dengue mess up your summer* and the logo on their own advertising. An overwhelming 20% of companies responded, resulting in identical messages cropping up in all sorts of unexpected areas. Phone companies sent out text messages to mobile phones, supermarkets added it to plastic bags, and credit card companies included it on their bills. It is estimated that eight million people were reached. This element of the campaign was much cheaper than large-scale advertising, costing only US \$40,000.

Key contacts

Ministerio de Saude
Esplanada dos Ministerio
Bloco G
Brasilia/DF
CEP: 70.058-901
BRAZIL
Further information: <http://portal.saude.gov.br/saude/>

The links between environment and health were reinforced with the establishment of new "Eco-Point" facilities by the National Tyre Industry Association. Old tyres provide an ideal nesting site for mosquito larvae. Encouraging people to dispose of these correctly has meant that these old tyres have been recycled for use in asphalt.

Outcomes

There have been no formal measurements of public awareness and understanding of the Dengue problem. Measurement has instead come directly from statistics on the number of cases observed and entomological surveys in selected cities. Since 2002, there has been a 92% reduction in dengue cases. It is likely that the communication campaign has played a large part in this reduction, since the prevention of dengue depends on collective public action by preventing areas of stagnant water.

End of story?

The national government has made an effort to coordinate and involve its decentralised health system. In addition, they are also running four experimental projects to tackle dengue, using the Communication for Behavioural Impact (COMBI) approach developed by the World Health Organisation. This is a participatory approach focusing on audience behaviour and using an integrated marketing communications approach.



The logo was used for many different purposes, and was also available to download on the Internet.

Commentary

The advertising campaign was leveraged through innovative and cost-effective use of partner message channels (e.g. telephone bills). Clarity of message was maintained through strong branding. While it would be good to see indicators of success built into the campaign, the end result (a 92% reduction in dengue larvae) is impressive.

Canada

Scope	National, regional and local
Organisation	Environment Canada
Audience	General public, public and private sector, municipalities
Dates	1999 – present
Budget	Approx. US\$1million
Theme	Air quality and climate change

Clean Air Day

Campaign summary

Clean Air Day (CAD) was created in 1999 to increase awareness about clean air and climate change, and link these global issues to personal lifestyle and action. It relies on strong partnerships with all sectors of society. National and local initiatives are brought together under this campaign umbrella.

Objective

The goal of CAD is to increase public awareness and action on two key environmental priorities: clean air and climate change. Key objectives are:

1. To engage all Canadians in taking action to reduce air pollution and greenhouse gas emissions.
2. To engage Canadians in celebrating past achievements.
3. To give a focal point to various community clean air and climate change activities.
4. To generate visibility for clean air issues and highlight the linkages with climate change initiatives such as the *One-Tonne Challenge*, which encouraged Canadians to reduce their energy consumption.



The bilingual Clean Air Day graphic.



The Honourable Stéphan Dion, Minister of the Environment speaking at the launch of the 2005 CUTA Sustainable Transportation Campaign.

The advantage of interactive and web-based competitions and challenges, such as the *Commuter Challenge* (and the *One-Tonne Challenge*) is that exact numbers of participants and exact savings can be measured. For example, in the 2004 campaign it is known that 61,672 people participated and 2,834,728.85 kilometers were travelled using sustainable forms of transport, in place of private cars.

The story...

Clean Air Day builds on a tradition of community activities that target environment, health and transport issues during the months of May and June. In fact, CAD was declared by the Canadian Government in response to a request made by several non-governmental organisations (NGOs). It falls on the Wednesday of Canadian Environment Week. Cash and in-kind contributions come from other federal departments, the private sector and NGOs.

Environment Canada was given the responsibility to coordinate and facilitate this new annual event. It facilitates CAD activities across Canada, providing the common thread for many organisations, local groups and communities to help focus their clean air and climate change messages. Three initiatives are summarised below:

1. CleanAirDay.com

Operated by the New Brunswick Lung Association, this national website provides general clean air and climate change information, tips for personal action, links to national CAD activities, downloadable toolkits and resources, and a listing of local events all across the country.

2. The Commuter Challenge.

Thousands of people from communities and organisations across Canada take part in this Internet-based competition to see who can cut the greatest amount of emissions using sustainable and active transport (i.e. walking, cycling, car pooling, using public transport, etc.). Participants register via the Internet and log their results in an interactive database that records the distance travelled and emissions saved (compared to a single-occupant vehicle). The winner is the community that has the highest percentage of participation within its designated population category.

3. Sustainable Transportation Awareness Campaign.

This campaign is run by the Canadian Urban Transit Association (CUTA) in 65 communities across Canada. Delivered through member transport companies, it focuses on a national poster campaign (in buses, bus shelters and subways) that encourages sustainable modes of transport. Additional local activities can include 2-for-1 ticket offers and free transport on CAD. Linked messages, logos, graphics and slogans provide cross-promotion with other activities.

Key contacts

Environment Canada
351 St. Joseph Blvd
Gatineau
QUEBEC, K1A 0H3

Further information: http://www.ec.gc.ca/cleanair-airpur/Clean_Air_Day-WSB59A4A5F-1_En.htm
<http://www.ec.gc.ca>

Outcomes

Environment Canada's evaluation of CAD is based on overall interest and uptake of the initiative by those who deliver specific events, such as NGOs, CUTA municipalities and other government departments. Because Environment Canada takes a decentralised approach, participating organisations evaluate their own programs and judge their own success rate.

End of story?

Since its inception in 1999, the number of activities carried out across Canada at a local and regional level has continued to increase. By utilising a collaborative, decentralised approach, CAD has become the focal point for a wide variety of like-minded environmental, health and transport activities all across the country.



Materials produced for CAD include these leaflets, but also book-marks, brochures and fridge magnets.

Commentary

Clean Air Day successfully integrates numerous separate clean air initiatives carried out across Canada, often by separate organisations. A clear and well maintained website provides easy access to information and, in certain campaigns, the Internet has been used to obtain an accurate record of energy savings.

Costa Rica

Scope	Over 70 farms (each with hundreds of farm workers)
Organisation	Ministry of Environment and Energy (MINAE)
Audience	Farmers
Dates	2003 – present
Budget	Approx. \$80,000 per year
Theme	Ozone depletion / behaviour change

Alternatives to Methyl Bromide Project

(Proyecto Alternativas al Bromuro Metilo)

Campaign summary

A campaign to phase-out the use of methyl bromide pesticide by melon and flower growers in Costa Rica. Participatory workshops with farmers supported by media coverage are the principal means of communication.

Objective

The overall objective of the campaign is to eradicate methyl bromide by 2008 in line with the targets set by the Montreal Protocol.

The communications objectives include:

1. Informing producers, the public and children about the science of the ozone layer, the problems caused by methyl bromide, and the reduction project.
2. Demonstrating alternative pest management methods to farmers in order to achieve reductions in methyl bromide use.

The story...

Knowledge about ozone depletion and the impacts of methyl bromide has in the past been very low in Costa Rica. Use of the pesticide is widespread. It is a very political issue in Costa Rica, since the agricultural sector has traditionally been dependent on the pesticide in its operations. The communications campaign aims to maximise the participation of producers, through producer workshops and ensuring that feedback influences policy making.



Television coverage of the Methyl Bromide campaign.

The campaign has been very successful in achieving reductions in methyl bromide use: it is down to 480 tonnes from 1000 tonnes.

1. Producer workshops

Regular workshops are run on farms where facilitators, who are often producers themselves, present the issues surrounding methyl bromide in Costa Rica. Links are drawn to international activities, such as the difficulty of selling products to the European Union (EU) that have used the pesticide in their production. One of the main tasks of the campaign is to demonstrate how new technologies can benefit producers and to convince them that the extra effort required to implement these is worthwhile.

2. Policy making

Traditionally, policy on methyl bromide has been top-down and targets-based, which has failed to engage producers. The involvement of producers means that their needs are now reflected in decision-making. This has been aided by choosing a coordinator for the project who is himself a well-respected producer who has never used methyl bromide.

There is a range of supporting activities for the campaign:

- A video showing local farmers explaining the issues, shown in the workshops and at relevant events, e.g. the national flower exhibition.
- Local radio broadcasts with interviews with producers and the project coordinator.
- Press work to keep the national press informed.

These communications are supported through:

- A campaign logo designed by a local painter.
- A website.
- Standard presentations to suit different meetings and different audiences.

The Ministry of Agriculture and Environment has also set up an award scheme to recognise producers who have successfully reduced their consumption of methyl bromide.



The campaign graphic, designed by a local artist.

Key contacts

Ministry of Environment and Energy (MINAE)
Calle 25 y Avenida 8
Barrio Gonzalez Lahman
Apartado 10104-1000
San Jose
COSTA RICA

Further information: <http://www.nobromuro.org/index.html>



Location filming in progress for the campaign documentary.

Outcomes

The campaign has been very successful in achieving reductions in methyl bromide use: it is down to 480 tonnes from 1000 tonnes. All major melon farms are actively developing alternatives to methyl bromide, and most flower producers and other agricultural farms are aware of the project.

The measurement process is ongoing and is carried out by the specialists who run the farmer training workshops. Such participatory processes have revealed important needs and differences among growers depending on topography, climate and soil conditions. This increases the effectiveness of the workshops through more specific targeting.

End of story?

A number of new activities are planned for the next stages of the campaign. To raise its profile and extend the audience reach, a television campaign will be launched on the national television network. The campaign is being extended to schools in two areas of the country, in line with the government position that education is the route to long-term sustainability. There will be lessons and activities on ozone pollution including painting, essays, sculpture and puppet shows. Reporting and publishing of the research results and workshop feedback is being encouraged to help the development of the campaign and provide transparency.

Commentary

This is a great example of how the involvement of the target audience aids their behaviour change. Workshops are used to raise awareness, to make the links between theory and individual practice, and to gather data about on-the-ground performance.

France

Scope	National and local
Organisation	ADEME (Agence de l'Environnement et de la Maîtrise de l'Energie)
Audience	Public
Dates	2004 – 2006
Budget	US\$12 million (over 3 years)
Theme	Energy and climate change

Energy savings. Hurry up, it's getting warmer

(Economies d'énergie. Faisons vite, ça chauffe)

Campaign summary

In 2004, the Agency for Environment and Energy Management (ADEME) launched a three-year national campaign linking energy use and climate change. The campaign combined a high-profile advertising campaign to raise awareness with activities implemented by partners at a national and local level to encourage behaviour change.



A clip or 'vox-pop' from one of the campaign's television adverts.

Objective

Objectives were defined through research indicating that 73% of the population were aware that changing lifestyles is important for climate change, but less than 10% were aware of the environmental impacts of their everyday energy use.

The campaign therefore aimed to:

1. Increase awareness amongst the public on the environmental cost of energy use.
2. Increase awareness amongst the public on the economic costs of over-consumption.
3. Change public behaviour to deliver energy savings.



Branded statement of the campaign.

Communications partners were gathered in a club called *Planète Gagnante* (Winning Planet) whose monthly newsletter provided updated information on the ongoing campaign.

The story...

The campaign relied on two complementary communications methods: a national advertising campaign and a partnership platform.

Tool 1: National advertising campaign

This awareness-raising device focused on the benefits of reducing energy use to improve quality of life, now and in the future.

Key stages of the campaign were:

Phase 1:

Advertising placed in regional newspapers asking "Is it for today or tomorrow?" with no explanation, to draw attention and enhance curiosity.

Phase 2:

Short TV clips with people in the street being interviewed about individual actions that can help save energy. This aimed to show that people know how to save energy, but do not act on this knowledge.

Phase 3:

Radio promotion, giving simple and practical life-style advice, e.g. improving insulation or managing air conditioning more carefully. These were repeated later in the year, but adapted to the season.

In addition to the communication campaign, ADEME developed and distributed a communications tool called CLIMAcT. This simple card device connected personal energy consumption and environmental impact with specific energy saving solutions.

Tool 2: Partnership platform

35 national and over 100 regional partners were brought together to implement a behaviour change campaign on the ground. Partners ranged from companies to local authorities and NGOs, in sectors as diverse as transport and entertainment.

Activities were varied but linked, including:

- Home improvement stores organised a *Week for a successful heating* to promote good products and methods of energy saving.
- WWF launched a partner national communication campaign on behavioural change: *Planet Endangered: Let's change our everyday life*.
- On the launch day of the movie *The Day After Tomorrow*, two national film agencies (Gaumont and Pathé) distributed 300,000 CLIMAcT tests for people to assess their own practices.

Key contacts

ADEME
27 rue Louis Vicat
75015 Paris
FRANCE

Further information: <http://www.ademe.fr>

Outcomes

In one year (2004-2005), more than 2,000 activities took place at the national and local levels, over 80% of which were carried out by communications partners. The campaign reached a large number of people, with at least 71% of the respondents having seen one of the TV clips. The live interview concept was appreciated, and 55% welcomed the fact they were given simple facts and information to save energy. 80% of the people who remembered the campaign declared they would pay more attention to energy savings in their everyday lives, and 45% claimed that they had changed at least one of their habits to save energy.

End of story?

From February until April 2005, the radio and TV clips were played again nationally. The radio clips focused on information showing how to save income tax by buying environmentally friendly domestic heating and insulation systems. More than 1,000 calls were made every day to the free information number provided by ADEME.



The CLIMAcT leaflet with a scale providing an easy way to measure energy consumption, environmental impact and possible solutions.

Commentary

France made great use of both ordinary people (talking about lifestyle changes they have already made) and celebrity power (the campaign used a popular national song). The coalition of like-minded actors allowed the messages to be tailored to specific audiences, and existing events to be linked to climate change. Good results were shown for levels of awareness, but behaviour change is more difficult to ascertain.

Greece

Scope	Regional and international
Organisation	Ministry of Environment; Ministry of Foreign Affairs
Audience	MED EUWI partners
Dates	2003 – present
Budget	Approx. US\$856,000 (in cash or in kind)
Theme	Water supply and sanitation, integrated water resources management

The Mediterranean Component of the EU Water Initiative

Campaign summary

The *Mediterranean Component of the European Union (EU) Water Initiative (MED EUWI)* is a strategic partnership between local, national and international stakeholders in the Mediterranean region, led by the government of Greece. Stakeholder dialogue contributes to the water-related Millennium Development Goals (MDGs) and World Summit on Sustainable Development (WSSD) targets.

Objective

Outreach activities of the MED EUWI focus on information sharing, motivation and partnerships between its stakeholders. They aim to:

1. Raise awareness of the EU Water Initiative and reinforce political commitment to action on water-related issues in the Mediterranean.
2. Define regional and national priorities for water sanitation and integrated management.
3. Facilitate better coordination of water programmes and projects.
4. Enhance co-operation for better design and proper implementation of water programmes.



The MED EUWI conference in Athens in 2003.

Consultation is often held in conjunction with high profile events, such as Greece's *Hellenic Water Week*.

The story...

Water supply and sanitation is essential for everyone, but particularly important for the poorest parts of society. The Eastern and Southern Mediterranean is an area that falls under particular water stress, where solutions to water-related issues require co-operation at local to international levels. Stakeholder dialogue has proven to be one of the most effective ways to raise awareness and increase commitment to change. So far, meetings have been organised in Athens, Brussels and New York. Participants include EU governments, regional NGOs and companies, academia, regional networks and donors.

The lead country, Greece, relies on a large web-based network to coordinate stakeholders. Meetings are advertised through this network and information disseminated (e.g. agendas and discussion documents). Progress reports and news are also posted. Perhaps most importantly, it enables networking between all those involved in the consultation. This promotes the sharing of knowledge and experience from more diverse sources than can be achieved through more formal publications. All documentation is made publicly available on the websites of EUWI and the Hellenic Ministry of Environment for the sake of transparency.

The meetings are often held in conjunction with major national, regional or international events that address themes related to water resource management. For example, the second meeting in Athens in 2003 was held during the *Hellenic Water Week*. Side events ran during the 12th and the 13th sessions of the United Nations Commission for Sustainable Development (UNCSD) that took place in New York, in April 2004 and 2005. These have reinforced political commitment, increased press coverage and linked the meetings to more public-facing activities.

Outcomes

The number of countries and partners involved in this interactive multi-stakeholder process are an indication of its success so far. Participants demonstrate high levels of interest and feedback, e.g. offering recommendations and proposals. MED EUWI has been recognised by all partners as a means of achieving the MDGs and WSSD water targets in the region, and has strengthened relationships with investment donors.

Key contacts

Hellenic Ministry for the Environment
Physical Planning and Public Works
147 Patission str
112 57 Athens
GREECE

Further information: <http://www.euwi.net>
<http://www.minenv.gr>

End of story?

The latest meeting took place in Athens on 22 June 2005, back-to-back with the 10th meeting of the Mediterranean Commission on Sustainable Development (MCSD). This focussed on strengthening synergies between the MED EUWI and important ongoing political activities in the region. In future, it is hoped that meetings will be held in partner countries to facilitate the identification of national needs, gaps and priorities in the water sector. This will aid in directing allocated funding more appropriately.

Ultimately, the web-based network may facilitate the transfer of technology, capacity-building, education on water and sharing of good management practices.



Water resources for irrigation are an important transboundary issue in the Mediterranean.

Commentary

Water resources are increasingly becoming an international issue, involving stakeholders at all levels. Effective stakeholder engagement is essential to manage this resource in water scarce areas like the Mediterranean that bridge national boundaries. Public awareness has been maximised by linking to relevant events and other on-going political processes in the region.

Hungary

Scope	National
Organisation	Ministry of Environment and Water; WWF Hungary; Rex Animal Welfare Foundation
Audience	National and international travellers
Dates	July – August 2003
Budget	US\$240,000
Theme	Biodiversity

Campaign on CITES

Campaign summary

Centred on an exhibition at the national airport, the campaign on the Convention on International Trade in Endangered Species (CITES) was a major initiative aimed at reducing the environmental risks arising from citizens importing endangered species. It was supported by a strategic mass media campaign and high profile public relations (PR) activities.

Objective

The campaign had four objectives:

1. To raise awareness of the trafficking of endangered species among Hungarian tourists travelling abroad.
2. To provide them with specific information on protected species.
3. To help people to identify protected species.
4. To reduce illegal trade in endangered species.



The tram painted to advertise the campaign to the people of Budapest.

The audience reached has been measured approximately through number of visitors to the campaign website hosted by WWF-Hungary. The number of visitors tripled during the campaign, from the usual 6,000-7,000 visitors per month to more than 20,000 in August.

The story...

The number of Hungarian tourists travelling abroad for holidays has been increasing in the past decades. Most of them are not aware of the fact that importing protected species and their derivatives is illegal and detrimental to the environment.

The implementation of the CITES campaign involved an extensive set of communications tools. The three major aspects are summarised below:

1. The National Airport Exhibition

Glass cabinets – placed prominently in the transit lounge – displayed frequently confiscated items (e.g. leopard skins, traditional Asian medicines and ivory products). Thirty billboard posters were placed along roads to the airport and other major border-crossing points. The opening Ministerial press conference took place at the exhibition; journalists from 22 media bodies attended.

2. Leaflets

An informative and illustrated leaflet was widely disseminated (150,000 copies in total) to sites where people are open to travel advice (e.g. travel agents, vaccination clinics and petrol stations).

3. The mass media campaign

Radio and TV advertisements aired throughout the campaign, showing the contrast between the beauty and peacefulness of wild nature and the violence of poaching. It was supported by editorial and advertisements in the press, the metro and Internet websites.

Outcomes

The audience size has been approximated by the number of unique visitors to the campaign's website. Monthly figures tripled during the campaign, from 6,000-7,000 over 20,000 in August.

There was considerable media interest, with the opening press conference reported on four national TV channels and seven websites. More than 15 articles on the wider campaign were published in the national and local newspapers, free newspapers and environmental magazines.

Some positive feedback came from the target audience through the website and the leaflet contact addresses (e.g. they liked to be given advice by travel agents).

Key contacts

Ministry of Environment and Water
Department of International Treaties on Nature Conservation
1121 Budapest Költ. u. 21.
HUNGARY
Further information: <http://www.wwf.hu/citeskampany>

The characters

The Ministry of the Environment and Water initiated the campaign, but worked jointly with WWF Hungary and the Rex Animal Welfare Foundation. Strong central organisation was needed to manage the communications design and implementation, as the three organisations shared the work (e.g. WWF Hungary took care of the campaign website, two communications agencies adapted creative materials provided by WWF Netherlands for the Hungarian public, and the Rex Animal Welfare Foundation distributed posters and leaflets and managed the relationship with Hungarian Airlines).

End of story?

From December 2003 to February 2004, the campaign was continued in the form of a photo competition organised by WWF Hungary and Canon Hungary. In August 2004, a tram serving the most frequented areas in Budapest was wrapped up with a CITES campaign advertisement. The TV spot from the previous year was updated and broadcasted on various TV channels and in the metro.



One of the campaign billboards on the ivory trade.

Commentary

This is a great example of capturing your target audience; the context for the exhibition was cleverly set by holding it in the national airport. The Hungarian government worked closely with its partners to share the communications load of a national campaign.

Ireland

Scope	National
Organisation	Comhar; ENFO; ECO-UNESCO
Audience	Schoolchildren 7 – 16 years old
Dates	Autumn 2003 – June 2004
Budget	US\$34,000
Theme	Education for sustainable development

Sustainable Development in Schools

Campaign summary

The Comhar/ENFO Schools Pilot Project developed ways of incorporating the key principles of sustainable development into the existing school curriculum. Key outputs included prototype workshop plans and materials, along with recommendations for a whole school approach to sustainable development.

Objective

The project had four aims:

1. To identify the level of awareness of sustainable development among teachers and students, and tools already used and/or preferred.
2. To develop pilot workshops to integrate sustainable development into the curriculum.
3. To carry out and evaluate the workshops in schools.
4. To investigate a whole approach to sustainable development in schools.



Blackboard image from a brainstorming workshop on water resources.

Students enjoyed being encouraged to think in a different perspective. Many students commented on how much they enjoyed activities, which did not ask for a “right answer” and having the freedom to state their own opinion.

The story...

The national sustainable development partnership (Comhar) and the environmental information service (ENFO) contracted ECO-UNESCO (a non-profit organisation specialising in environmental education and environmental youthwork in Ireland) to develop educational tools for integrating sustainable development into the school curriculum.

Four primary and four secondary schools in the Dublin area were selected for developing the workshops. Consultation was undertaken with the teachers to establish their needs. It was found that materials must:

- Be simple to use.
- Clearly identify links to curriculum and to particular subjects in the curriculum.
- Contain all materials for a class (e.g. activity sheets and worksheets).
- Be tested via workshops.
- Provide information on any useful research materials, such as web links.
- Include guidelines on incorporating sustainable development into areas of school life beyond the classroom.

A key feature of the project was the way it bridged subject boundaries in linking sustainable development themes with disparate strands of the syllabus. Devolved decision-making, stakeholder participation and co-operation and agreement were all themes that were covered.

At the primary level, the workshops focussed on areas related to SPHE (Social, Personal and Health Education), geography and science. Workshops were run by an external facilitator and used a wide variety of child-centred teaching methods, such as discussion, simulation games, practical experiments and role-play.

At the secondary level, the workshops covered areas related to science, CSPE (Civic, Social and Political Education) and geography. They used techniques such as brainstorming and group discussion to draw links between environmental, social and economic areas of sustainable development (e.g. balance of rights, future thinking and the roles of different stakeholders in resource management).

Key contacts

Comhar
The National Sustainable Development Partnership
17 St. Andrew Street, Dublin 2
IRELAND
Further information: <http://www.comhar-nsdp.ie>



Students participating in a workshop exercise on the water cycle.

Outcomes

Both the primary and secondary workshops were evaluated using feedback from the pupils and teachers. This was gathered through a questionnaire and face-to-face interviews. At the secondary level, students were particularly keen on the workshops because they challenged them to think from a different perspective – interacting with a facilitator beyond the scope of their textbooks. Questionnaire results support this: a high percentage of pupils were able to draw links between sustainable development and their subject areas.

Teachers were also positive about the workshops and particularly keen on the group work activities, although some were concerned about related discipline issues and time constraints. An outside facilitator helped solve some of these issues by adding interest and reducing preparation time for group work activities that take a lot of planning and energy.

End of story?

Following this pilot study, it has been recommended that the practical guide be developed into a website for teachers and students giving information about sustainable development and the links to different areas of the curriculum. This will include downloadable activity sheets, worksheets, questionnaires and games. A hard copy should also be made for distribution in schools, education centres and training colleges.

Commentary

Ireland piloted this initiative – a good idea when developing new communications tools. Sustainable development is not just a concept that links environment, the economy and society. It is also a process that will require us to think, debate and act in new multi-stakeholder ways. Will we see future leaders emerging from this type of education?

New Zealand

Scope	1.4 million people
Organisation	Auckland Regional Council (ARC)
Audience	Householders
Dates	2002 – 2005
Budget	US\$2.4 million
Theme	Environment

The Big Clean Up

Campaign summary

The Big Clean Up (BCU) was launched in 2002 to encourage Auckland householders to live more sustainably by increasing understanding of environmental issues and providing simple actions they can take to reduce their impact on the environment. It uses an innovative mixture of advertising, direct mailing, school and community programmes and commercial incentives to communicate key environmental messages.

Objective

The communications strategy was based on the following aims and objectives:

1. To promote awareness of actions that individuals can take to protect the regional environment.
2. To build the links between individual action and regional environmental issues.
3. To translate public concern for the environment into action by individuals and households.
4. To mainstream environmental action.
5. To reach 1.4 million people living in the Auckland region.
6. To create a framework for public environmental education in New Zealand.
7. To create a strong campaign identity and reinforce Auckland Regional Council's and partners' activities.



Campaign posters on rubbish, with the message "would you still do it if you had your name on it?"



The initial goal was to sign up 30,000 people to *The Big Clean Up* within the first year. This target was reached just eight weeks after the launch of the campaign.

The story...

A pre-campaign survey identified key barriers and incentives for pro-environmental behaviour, segmented by target audience. Six key public requests gave a focus for the entire campaign:

- Give 'bite-sized' chunks of information.
- Keep the audience informed and show results.
- Keep it local, but show how things fit into the bigger picture.
- Make it fun, simple and rewarding.
- Give people simple things to do.
- Make it relevant to 'me' (i.e. personalise it).

Ten key environmental areas were then selected by considering these requests and where the public can have most impact. These all related to simple actions people could take to improve the environment and their quality of life. Behaviour change was sought in three ways: mass advertising campaigns, a membership programme of over 40,000 households, and school programmes.

1. Mass advertising

11 campaigns on stormwater, air pollution, waste, biosecurity, natural heritage, regional parks and transport have been run over the last three years.

2. Membership programme

Environmental "health checks" were sent to over 300,000 households. People were asked to join by filling in details of their household behaviour, some demographics and level of environmental concern. The Auckland Regional Council (ARC) processes this information and sends each member household a personalised action plan. Incentives are offered to encourage members to change behaviour: for example, air pollution information is accompanied by 10% discounts on regular engine tuning at selected garages in the region.

3. School programmes

Most campaigns have a regional schools component. This generally consists of competitions supported by a curriculum-based kit of resources, e.g. the 'Weedbuster' programme supported the biosecurity campaign.

Outcomes

The initial goal was to sign up 30,000 people to the BCU within the first year. This target was reached just eight weeks after the launch of the campaign. The campaign is now an ongoing programme, with over 41,000 members.

Public surveys indicate that 10-12% of people taking part in the campaign have changed their behaviour. Awareness of the BCU has tracked at 50% of the general public. Of those, 99% support the programme and 75% believe it is very or extremely worthwhile.

End of story?

Evaluation of the campaign will allow the ARC to refine the communications strategies and incentives. Development plans include how to give Aucklanders a greater sense of personal and community responsibility and how to reward Aucklanders for 'doing the right thing'.

The Big Clean Up has been used as a model for many local and central government programmes. Its waste campaign went national in a collaborative campaign involving over 30 agencies. An ongoing water education programme is now being developed between all regional councils and the Ministry for the Environment.



Campaign posters using stark facts to engage people with the campaign.

Key contacts

Auckland Regional Council
Private Bag 92012
Auckland
NEW ZEALAND

Further information: <http://www.arc.govt.nz/big-clean-up>

Commentary

New Zealand's campaign shows the value in conducting audience research prior to developing messages; it has smashed its targets. The environmental "health checks" were an innovative way of providing personal and practical advice to the public, whilst collecting useful information about their behaviour.

Poland

Scope	National
Organisation	Ministry of Environment
Audience	Sustainable development professionals, teachers, children and general public
Dates	November 2004
Budget	US\$144,000
Theme	Environment

Eco-Media Forum

Campaign summary

The third *Eco-Media forum*, run by the Polish Ministry of Environment in 2004, was an event bringing together a number of organisations with interests in the environmental sector. It provided a common ground for the sharing of ideas, and encouraged commitment and cooperation at all levels.

Objective

The *Eco-Media Forum* had four main objectives:

1. To provide a focal point for environmental information and education in Poland.
2. To create a common ground for stakeholders to share information and experience in ecological education.
3. To showcase new methods of raising ecological awareness using information technology within local communities.
4. To promote environmentally friendly practices among citizens, youth and adults.



Waste drinks cans used to create a mural in the entrance to the exhibition.

Around 25 educational films were screened during the Green Cinema Festival of environmental films. A showroom of multimedia presentations, games and competitions was set up where visitors could play educational games based on ecology.

The story...

The *Eco-Media Forum* was initiated to provide a common space to host a wide variety of events related to environmental education. It had great appeal, and attracted a wide range of stakeholders. These included local, regional and national authorities, environmental and educational institutions and professionals, publishers, media, NGOs and individuals.

At one level, it was a meeting ground for professionals in the field to meet and share their ideas and experiences. At another, it was a highly interactive and fun event, where children, youth and adults could experience a range of innovative activities relating to environmental themes.

The last *Eco-Media Forum* was held in parallel with two other major events dedicated to the environment: the Poleko Fair and the Green Cinema Festival. This has increased the range of activities on offer, attracting a broader audience and raising its profile.

Some of the most interesting activities held in 2004 are outlined below:

- Entertaining activities involving children and youth: At the Environmental Education Salon, regional environmental education centres, NGOs, schools and universities exhibited their projects and hosted activities. These included: a garden of environmentally friendly toys; environmental art activities where children built a huge construction from drinks cans to promote and value aluminium as a raw material; a "green stage" where theatre and fashion shows were performed by children from schools and environmental education centres; and a series of ecological drum workshops and performances using colourful recycled barrels.
- Multimedia events and activities: Around 25 educational films were screened during the Green Cinema Festival of environmental films, and a showroom of multimedia presentations, games and competitions was set up where visitors could play educational games based on ecology. The most interesting and important Polish websites devoted to environmental protection were also presented and shown on a large screen.
- Seminars, conferences and workshops, including: a seminar on Environmental education at schools and in municipalities for teachers, staff from environmental education centres and NGOs; and a workshop for local journalists on writing environmental stories.

Key contacts

Ministry of Environment
Bureau of Ecological Education and Public Communication
Wawelska 52/54 St. 00-922 Warsaw
POLAND
Further information: <http://www.mos.gov.pl>

Outcomes

The impact of the *Eco-Media Forum* has not been formally measured. However, the large and steadily increasing number of exhibitors and visitors is a significant indicator of success. Coverage in the mainstream media also indicates a high degree of public interest.

Feedback on the Forum has been collected by email and post from the participants and visitors. Their comments help to organise and plan the Forum according to people's interests and expectations.

End of story?

The *Eco-Media Forum* will be held in autumn 2005 and will focus on ecological education in the field.



Interactive educational computer games in the multimedia centre.

Commentary

Poland's *Eco-Media Forum* brought together a wide range of audiences under one roof, but tailored the communications to each of them (from a trade fair to a musical instrument making workshop). This eclectic mix fuelled inspiration and generated new partnerships.

South Africa

Scope	National, regional and local
Organisation	Department of Environmental Affairs and Tourism
Audience	Municipalities, stakeholders, public
Dates	Annually
Budget	n/a
Theme	Waste management

Cleanest Town Competition

Campaign summary

The *Cleanest Town Competition* is a friendly competition between towns in South Africa to see which ones can make the most improvement to their local environment. It is one of the key communications activities in the National Waste Management Strategy.

Objective

Promoting the importance and value of the environment in living areas, this competition aims to:

1. Make South Africans aware of, and involve them in, waste management strategies in their immediate surroundings that can contribute to a higher quality of life.
2. Recognise the efforts of municipalities in organising waste management systems.
3. Enhance South Africa's image to foreigners and contribute towards tourism growth.
4. Promote new markets that can emerge from waste management and recycling, creating jobs and boosting the economy.



A poster advertising the campaign.

The report from the *Cleanest Town Competition* stresses municipalities' strengths but also comments on their weaknesses in order to help them improve their policies and enhance their local environment. This reporting process has fuelled the evolution of local waste management and environmental strategies across the whole country.

The story...

More than 50% of South African communities do not have access to proper waste collection systems. To address this problem, the government has developed a National Waste Management Strategy that sets ambitious targets for reducing waste generation and disposal by 50% and 25% respectively by 2012, with the ultimate goal of zero waste by 2022.

The *Cleanest Town Competition* has been set up as part of public communication and engagement activities that support this strategy. It is the shared responsibility of the government (national, provincial and local), community-based organisations, non-governmental organisations, and the business sector.

The annual competition provides an incentive for urban inhabitants to engage in individual and collective actions to improve their environment. Individual municipalities carry out separate initiatives to raise awareness and improve their local area, based on a 'three R's' message:

- Reduce – only use the resources you need.
- Reuse – many products can be reused which saves costs and waste.
- Recycle – most materials, such as plastics, paper and glass can be recycled.

The competition is run in two stages:

Stage 1:

Provincial representatives visit and evaluate municipalities on their local policies and activities towards waste management. They check all areas of the local environment: the cleanliness of public places, community engagement activities, and access to waste disposal sites. From this survey, the representatives of the nine provinces select their provincial winners who are put forward to compete at a national level.

Stage 2:

A specialist panel evaluates all provincial winners, according to selection criteria that are mainly based on the physical condition of the area (70%) but also on the support they provide for addressing waste management issues (30%) such as budgetary support, monitoring and enforcement mechanisms, and public awareness and education. The panel decides on the winner of the competition, who is announced at a special event attended by all of the participants and the media.

Key contacts

South African Government
Department of Environmental Affairs and Tourism
Private Bag X447
Pretoria 0001
SOUTH AFRICA
Further information: <http://www.environment.gov.za>

Outcomes

The *Cleanest Town Competition* has been successful in developing an individual sense of environmental ownership and respect. Community members have become more responsible and cities have become cleaner.

The first participants in the *Cleanest Town Competition* expressed their need to get some feedback on their own practices and policies. An annual report has now been created which lists inspectors' findings. It highlights municipalities' strengths and weaknesses in order to help them improve their policies and enhance their local environment. This process has fuelled the evolution of local waste management and environmental strategies across the whole country. Along with the competition process, it also provides the municipalities with an opportunity to share information on innovative methodologies and good practice in waste management.



Campaign leaflets outlining judging criteria for the competition.

Commentary

South Africa provides a good example of firmly linking policy and communications. It plays on the human tendency to notice and be proud of the quality of the local environment – and encourages a spirit of friendly competition to achieve results. Continual improvement is encouraged through public communication of competition results.

Spain

Scope	National
Organisation	Ministry of Environment
Audience	Public
Dates	2002 – 2004
Budget	US\$10.4 million
Theme	Waste, air pollution, conservation, water resources, coastal conservation, noise pollution

Campaign on Sustainable Development

(Campana de Comunicacion sobre Desarrollo Sostenible)

Campaign summary

The campaign to communicate sustainable development was a mass media campaign aimed at raising awareness of key sustainable development themes. It was carried out over three years and used high-profile advertising to highlight relationships between individual behaviour and sustainable development issues.

Objective

The campaign had two main objectives:

1. To raise awareness about the diversity of the natural environment, and the importance of preserving it for future generations.
2. To define the importance of Spanish citizens' individual actions in preserving the natural environment in a wide range of areas.



Campaign poster encouraging people to separate their rubbish for recycling.

Over the three years, the messaging developed from general awareness-raising about sustainable development issues to include more information about individual and state responsibilities and the meaning of sustainable development itself.

The story...

The campaign was initiated in 2002 by the Ministry of Environment at the time, who tendered three contracts to major advertising agencies in Spain. It was divided into three stages managed by each company, each lasting a year and covering different sustainable development themes. Over the three years, the messaging developed from general awareness-raising about sustainable development issues to include more information about individual and state responsibilities and the meaning of sustainable development itself. Themes that were covered included areas such as waste and water management, landscape and biodiversity conservation, climate change, and coastal conservation.

As an example, phase two, developed by Lowe Madrid, consisted of six concrete messages relating to six topics and issues. The Ministry of Environment defined these as priority areas:

1. Separation and recycling of domestic waste.
2. Reduction of emissions in the atmosphere.
3. Conservation and replanting of forests.
4. Proper use and efficient management of water.
5. Conservation and respectful use of coastal areas.
6. Avoidance and reduction of noise.

Each message was divided into two parts. The first part consisted of a message conveyed by Mother Nature, in which the planet appreciates and rewards all those that help in recovering and maintaining the environment. In the second part, the Ministry of Environment revealed the milestones already achieved and encouraged all citizens to continue helping in order to obtain further 'concessions' from Mother Nature. This approach was used to avoid seeming too paternalistic, to link the messages to the work of the Ministry of Environment, and to give a call to action with a humble and easygoing tone.

The delivery media included TV, press, magazines, radio and the Internet, and the campaign was rolled out over a four-month period.

Key contacts

Ministerio de Medio Ambiente
Plaza San Juan de la Cruz s/n
28002 Madrid
SPAIN
Further information: <http://www.mma.es>



Campaign poster relating energy saving and climate change.

Outcomes

All three campaigns were post-tested by an independent statistical research body, which assessed people's awareness of the campaign and the content. The results are highlighted in the table below:

	2002	2003	2004
Recall	44.7	35.7	71.0
Aware	53.0	53.0	54.0
Will take action	25.0	24.0	25.0

The differences in campaign recall have been attributed to changes in the length of the television advertisements, the complexity of material covered, and the level of saturation in different media streams. There has been no survey of changes in behaviour as a result of the campaign. Some of these figures appear to be low, but it is important to consider them in context. Comparing them to other social awareness campaigns, the statistics are lower than some of the more personal issues such as drug use, road safety and abuse, but similar to issues such as overseas development and AIDS awareness.

Commentary

This is one of the few examples of a government implementing a large-scale advertising campaign aimed at raising awareness of the natural environment and a range of sustainable development issues. It did not aim to change behaviour, but to increase 'public will' to consider sustainable development issues and adopt more sustainable lifestyles. It is also interesting to note that changes in the government have altered the approach taken to campaign planning.

Sweden

Scope	National, regional and local
Organisation	Ministry of Environment; Swedish Environmental Protection Agency
Audience	Householders (nine million people)
Dates	2002 – 2003
Budget	US\$7.95 million
Theme	Climate change

Swedish Climate Campaign

Campaign summary

The *Swedish Climate Campaign* formed part of Sweden's climate strategy. It consisted of a series of public relations (PR) activities, including advertising and direct mailing, along with local activities aimed at increasing knowledge about the greenhouse effect.

Objective

The campaign had three main objectives:

1. Increase knowledge of the causes of the accelerating greenhouse effect.
2. Increase knowledge of the effects the accelerating greenhouse effect can have.
3. Change attitudes towards individual influence on reducing greenhouse gases.



Cover of the campaign brochure.

The target audience – named “dozing community activists” – had the following profile: open to new ideas and experiences, believe that social and environmental issues are important, and do not mind doing their bit as long as it is not too difficult and also benefits them in some way.

The story...

The *Swedish Climate Campaign* was based on two firm agreements by all of the partners involved: that information used had to be scientifically founded; and that the campaign was to start with a clear consensus on the scientific facts. This ensured strong messaging and avoided a debate over whether climate change is a real threat.

A six-month research programme and public survey preceded the campaign's implementation. A target audience profile was created and named "dozing community activists" (five million people who need to be "activated"). Climate change causes this group a lot of uncertainty, which results in reluctance to make personal commitments to mitigation activities.

Two key focal points were therefore defined:

1. It is important to relate the issue to people's everyday lives.
2. Threatening scenarios need to be associated with positive solutions, in order to encourage behaviour change.

And a slogan was developed: "The greenhouse effect affects you; how do you affect it?"

At the national level, the campaign kicked off with a direct marketing initiative to improve the capacity of key opinion formers and decision-makers to support communications. Following this, a major advertising campaign entitled "Something strange keeps happening to the weather" was launched nationwide on television, on billboards and in the press. A pamphlet (translated into many languages to be accessible to all ethnic groups) containing information about the science of climate change was also distributed.

Outcomes

The campaign has been measured by ARS Research (an independent survey organisation), using a pre-campaign survey and two post-campaign surveys in 2003 and 2004. 74% of the Swedish population think that individuals can make a difference in helping to slow down the greenhouse effect.

A press survey was also run in 2003 to assess the impact of the campaign in the media. It showed that the campaign had a high level of media coverage and delivered strong consensus within the mainstream media that climate change is a real threat.

Key contacts

Swedish EPA
S-106 48 Stockholm
SWEDEN

Further information: <http://www.naturvardsverket.se/vaxthuseffekten>

The characters

The materials were developed by a number of independent advertising and PR organisations. This was overseen by a communications team comprising an advertising agency, a PR agency, a web agency, representatives from the Swedish Environmental Protection Agency and the scientific community.

The campaign also supported existing networks, such as the Business Leaders Initiative on Climate Change by providing PR expertise and information materials to businesses. In total, over 100 different organisations in every sector from local to national levels were involved.

End of story?

Areas for development include:

1. Evaluation and recommendations on how similar campaigns should be managed in the future by the Swedish EPA, municipalities, trade and industry and voluntary organisations.
2. Sharing experience with others in Sweden and abroad, through the publication of a campaign summary brochure.
3. That the organisations involved continue to keep climate change in the media spotlight, using the platform created by the campaign.



Cover of the campaign brochure.

Commentary

Sweden's Climate Campaign is an excellent example of linking science with policy, and both with communications. A thorough and rigorous research phase meant that a specific audience profile and its media preferences were identified.

United Kingdom

Scope	Initially department-wide (8,000 people)
Organisation	Department for Environment, Food and Rural Affairs (Defra)
Audience	Initially internal, then public facing
Dates	25 April 2005 – present
Budget	US\$123,000
Theme	Sustainable development

thinksustainable

Campaign summary

thinksustainable is an internal communications campaign, launched in April 2005 with a package of interactive tools. Its objective is to help employees in the Department for Environment, Food and Rural Affairs (Defra) integrate sustainable development principles into their everyday work.

Objective

Specific objectives were:

1. To provide tools for Defra staff to integrate sustainable development into their work.
2. To make sustainable development practical and relevant to everyone in Defra, and help them view it as an opportunity rather than a burden.
3. To ensure that sustainable development principles are considered at the beginning of the policy development process rather than as an add-on at the end.
4. To help staff communicate sustainable development to a range of stakeholders.



Still image from the *thinksustainable* film.

“The video was full of very useful information, and made one think - good to see it will all be going on the intranet.”

Launch attendee

The story...

Defra is the government body in charge of championing sustainable development across Government and throughout the United Kingdom of Great Britain and Northern Ireland (UK). In March 2005, the UK sustainable development strategy, *Securing the Future*, was launched. In order to help Defra staff deliver the strategy, they need the capacity and skills to use sustainable development principles confidently and to take responsibility for integrating it into their work.

Audience research was conducted through a series of interviews and focus groups involving over 100 people. This research, along with a staff survey, showed that 80% of staff understood what sustainable development is, but less than 50% understood how to integrate it into their work. Moreover, many did not understand how to communicate effectively about it to others.

The campaign team looked for innovative, interactive and fun ways to translate sustainable development principles into a reality for staff across the department. A number of tools were developed for this purpose. These included:

1. A film illustrating practical and successful examples of sustainable development in the UK.
2. An online game which, using the example of the fishing industry, gives policy makers the opportunity to see how their decisions can be translated into very different realities.
3. "Stretching the Web" tool - an interactive tool based on the Regulatory Impact Assessment, which contains a checklist used by government policy makers to assess the potential social, economic and environmental impacts of their policies. The interactive version produces a graph which helps users focus on the key issues to see how their policy could be improved to ensure a more sustainable outcome.

The campaign was launched at an event that promoted the different tools and offered staff the opportunity to test them and ask questions directly of the team.

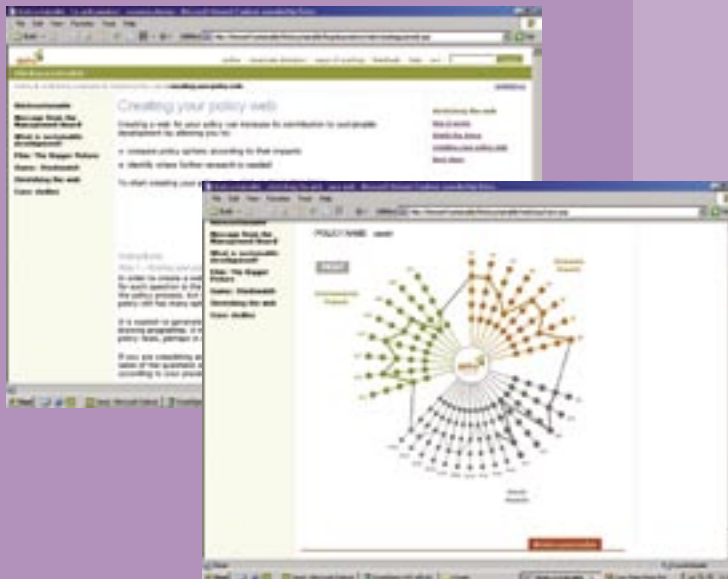
Outcomes

Over 100 people attended the campaign launch and feedback indicates that the tools have been well received by staff across the Department.

Formal evaluation is still in progress but includes measurements of website statistics, informal feedback on the website, and formal feedback from different groups on the individual tools. Most interesting is an evaluation to find out how the 'Stretching the Web' tool is helping policy makers integrate better the social, economic and environmental aspects. There will also be a comparison of policies developed early in 2005 against some being developed late in the year, to assess if policy development has improved.

End of story?

The *thinksustainable* tools are currently only available to Defra staff, but considerable interest has been expressed by other central, local and regional Government departments, and even further afield. Subject to further evaluation and testing, the project team at Defra are hopeful that the tools will ultimately be distributed beyond the department.



Screenshots from the campaign website, showing the "Stretching the Web" tool.

Key contacts

Defra
Sustainable Development in Defra Team
Sustainable Development Unit
Area 4E, 9 Millbank
c/o 17 Smith Square
London SW1P 3JR
UNITED KINGDOM
Further information: <http://www.defra.gov.uk>

Commentary

thinksustainable shows internal communications to be as important as external. The campaign aimed to highlight the social and economic implications of environmental decision-making to government staff. It brought policy to life through fun and interactive communications tools.

Viet Nam

Scope	Two million households
Organisation	Ministry of Agriculture and Rural Development; International Rice Research Institute (IRRI)
Audience	Farmers
Dates	1994 – present
Budget	US\$485,000
Theme	Sustainable agriculture

No Early Spray

Campaign summary

The pesticide reduction campaign used radio drama clips, leaflets and posters, combined with on the ground activities to encourage responsible use of pesticides by farmers. In the latest stage of the campaign, a long-running educational radio drama series has been developed.

Objective

To encourage large-scale reductions in pesticide use by rice farmers on the Mekong Delta and to increase awareness amongst farmers of pesticide related issues, such as health and environmental problems.



The target audience: farmers at work in their rice paddies. In many areas farmers listen to battery powered radios whilst they work.

Insecticide use was found to have halved, and the number of farmers who believed that insecticides increased yields had fallen by about 70%.

The story...

Despite the emergence of new ways to control pests, farmer training programmes and stricter policies on insecticide use, many farmers continue to overuse insecticides.

Detailed fieldwork was carried out to identify exactly why farmers were overusing insecticides and to map their main channels of communication and interaction. The communications problem was one of misconception: the amount of rice that farmers expected to lose if they did not use insecticides was about 13 times higher than actual losses.

Following a series of workshops involving key stakeholders, a series of pilot messages and campaign materials was developed. Their dry, scientific style was modified by participants from the local radio station, introducing comedy and making them more colloquial. The team also worked on the branding of the campaign, developing slogans such as “Three Reductions-Three Gains” and visual symbols, which were easily recognised by farmers.

Radio was used as the main communication medium, as the initial survey showed it to be popular with farmers. A series of three short comedies incorporated the key scientific messages within a situation that the farmers could identify with. The series was repeated twice a week at times of the day and times of the year when the highest number of farmers listened to the radio, and when the messages were relevant to their activities. Farmers were encouraged to experiment with their own crops by comparing the amount of rice produced in areas where they had and had not sprayed. The radio campaign was supported by 21,000 leaflets and 4,000 posters, designed by local designers and artists, and distributed to villages throughout the region.

By 1997, 15 other provincial governments had implemented similar campaigns, reaching 92% of the 2.3 million households living on the Delta. During this time, the provincial governments spent about \$151,000, distributed 340,000 leaflets and 35,000 posters, organised 1,390 demonstration plots, and broadcast the drama about 1,550 times. The campaign has also unexpectedly fuelled further activities, such as TV interviews with farmers, TV game shows on the subject, and the organisation of village-level demonstrations.

Key contacts

Ministry of Agriculture and Rural Development
Department of Plant Protection (MARD)
28 Mac Dinh Chi District I
Ho Chi Minh City
VIET NAM
Further information: <http://www.irri.org>

Outcomes

The first stage of the campaign was measured using a follow-up survey. It found that insecticide use had halved and that the number of farmers who believed that insecticides increased yields had fallen by about 70%.

The wide uptake of the campaign by provincial governments helped convince the national government to alter some of its policies on pesticide use.

End of story?

The radio campaign has been developed into a long-running drama series, written by a team of scriptwriters at the Voice of Ho Chi Minh, and broadcast on two stations. It uses an “entertainment-education” approach that has been successfully applied in other fields such as HIV/AIDS awareness and social change. The advantage of using drama is that listeners or viewers can identify with characters that act as role models for their own lives. The Voice of Ho Chi Minh also organises a popular monthly competition, which encourages engagement with the stories in the drama.



Campaign poster advertising the new radio drama series *My Homeland*.

Commentary

Viet Nam undertook rigorous qualitative and quantitative research prior to setting communications objectives. This was key to the subsequent development of innovative messages and use of media appropriate to the audience. Notable highlights were the radio drama series, using symbols for illiterate audiences, and farmers being invited on to talk shows.

Taking action

Informal networks of sustainable development communicators are already beginning to form. New resources are being developed and shared. This guide is one; a new UNEP online database will be another.

UNEP database of sustainability communications

During the survey carried out by UNEP and Futerra, many national and local authorities expressed interest in:

- An interactive communications tool.
- An exchange of experience between countries.
- A way to share best practice in terms of planning, implementation and evaluation.

In response to this feedback, UNEP will follow up this guide with a new online database featuring advertising campaigns from around the world. The campaigns will be from both the public and private sectors, and will address a wide variety of sustainability issues. We hope it will provide useful ideas and inspiration.

If you would like to know when this database is launched, please subscribe to our mailing list (see feedback form on the back cover page).

UNEP also plans to carry out an international survey in mid-2006. It will assess how this publication *Communicating Sustainability* has helped authorities to develop new campaigns and what further initiatives in this field might help. It will also look at what communicators in sustainable development might gain from a more organised international network.

Three things to do today

1. Use just one tip from this guide that you think might work for you

Whatever you choose will depend on your issue and your context. For those working on sustainable development programmes and initiatives, think about how to engage the public. For communications professionals, look at techniques from outside mainstream marketing. Be brave. Push the boundaries. Experiment. It can be done on a small scale.

2. Talk to colleagues and friends

You can start the process of the change in your own department, across divisions, and in your personal circle. Let colleagues know about this guide. Does it reflect your experience? Maybe not. Share your learning and practice. Create your own myths and facts of sustainability communications.

3. Return the feedback form

Be part of a growing network of sustainable development communicators. Return the enclosed form to be alerted to the launch of the forthcoming online database of advertising campaigns.

Resources

This guide can only be an introductory step in helping national and local authorities around the world to meet their needs in communications for sustainable development. The publications and websites listed below provide an overview of cutting edge thinking from around the world. Some of these resources were used to develop the Guide's recommendations; all will help in developing sustainable development communications.

A list of networks and organisations that may aid in building capacity for communications follows.

Publications and web resources

English language

Publications in hard copy

Collins, J., Thomas, G., Willis, R. and Wilsdon, J. (2003). Carrots, Sticks and Sermons: Influencing public behaviour for environmental goals. London: Demos/Green Alliance

Looks at how influencing strategies can be used in support of policy to help government achieve its environmental goals. It identifies current thinking and best practice in the art of public influencing, and concludes by proposing seven steps for successful influencing.

Jackson, T. (2004). Motivating Sustainable Consumption, a review of evidence on consumer behaviour and behavioural change. Guildford: University of Surrey

Review of the evidence on consumer behaviour and behavioural change. It addresses why we consume in the way that we do, and explores how to encourage more sustainable attitudes, behaviours and lifestyles.

Jackson, W. (2002). Brand Green: Mainstream or forever niche? London: Green Alliance

Gives an insight into the mind of the consumer and the implications for connecting green brands to everyday lives.

Stevenson, G., ed. (2003). Green choice: What choice? London: National Consumer Council

Summary of research into consumer attitudes to sustainable consumption. Includes research and analysis on low-income and disadvantaged consumer attitudes and behaviour.

Publications available on the Internet

A Field Guide to Designing a Health Communication Strategy - A resource for health communication professionals Population Communication Services, Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs, U.S., 2003

In-depth step-by-step guide to planning behaviour change campaigns in the health sector. Many of the lessons may be adapted to sustainable development communications.

<http://www.jhuccp.org/pubs/fg/>

Communications Toolkit Economic and Social Research Council (ESRC), U.K., 2005

Toolkit giving step-by-step guidance on putting together a communications strategy.

http://www.esrcsocietytoday.ac.uk/ESRCInfo-Centre/Support/Communications_Toolkit/communications_strategy/index.aspx

Journal of Industrial Ecology, Vol. 9 Issue 1-2, Winter-Spring 2005

(also available in Chinese)

Features a selection of articles from scientists, sociologists and environmental experts on societal changes and consumption patterns.

<http://mitpress.mit.edu/jie/consumption>

Motivating Home Energy Action - A handbook of what works Australian Greenhouse Office (AGO), Australia, 2000

A handbook on designing and implementing home energy action programs that work. Fact sheets show how to improve the effectiveness of strategies based around information approaches, financial incentives, and attitude changes.

<http://www.greenhouse.gov.au/coolcommunities/motivating/index.html>

Opportunity Space - How communications agencies can turn CSR into business European Association of Communications Agencies/United Nations Environment Programme/SustainAbility, Belgium, 2003

Gives background information targeted to advertising agencies on the CSR agenda and describes ten steps for successful communication on sustainability issues.

http://www.uneptie.org/pc/sustain/advertising/events_specifics/EACA_SustainAbility_UNEP_Guide_Adv_Agencies.htm

Public Communication Campaign Evaluation - An environmental scan of challenges, criticisms and opportunities
Communications Consortium Media Centre, Harvard Family Research Project, U.S., 2002

Reviews various communications models that are used to explain human behaviour and plan campaigns, with a particular focus on measuring the impact of a campaign.

<http://www.gse.harvard.edu/hfrp/pubs/onlinepubs/pcce/>

State of the World 2004 - The consumer society

Worldwatch Institute, U.S., 2004

Series of articles detailing the extent and urgency of global sustainable challenges, focusing on consumption behaviours and the notion of human well-being.

<http://www.worldwatch.org/pubs/sow/2004/>

Sustainable Development Strategies - A resource book National Strategies for Sustainable Development (NSSD), U.S. and U.K., 2002

(also available in French and Spanish)

Provides guidance on how to develop, implement and assess national sustainable development strategies. Comprehensively reviews approaches to sustainable development, and includes a section on communications.

http://www.nssd.net/res_book.html

The Rules of the Game - Evidence base for the UK Climate Change Communications Strategy

Department for Environment, Food and Rural Affairs (Defra), U.K., 2005

Summary of the evidence available on attitudes towards and behaviour on climate change. Created as part of the UK Climate Change Communications Strategy.

<http://www.defra.gov.uk/environment/climatechange/02.htm>

French language

Communication pour le Développement

Online CD-ROM, Organisation des Nations Unies pour l'Alimentation et l'Agriculture (FAO), Groupe de la Communication pour le Développement, 1999

http://www.fao.org/sd/cddirect/cdpub/intro_fr.htm

Eco-Communication - Vers une communication plus éco-responsable
Agence de l'Environnement et de la Maîtrise de l'Energie (ADEME), France, 2005

Provides tools and techniques to reduce environmental impacts when producing publications and organising events.

<http://www.ademe.fr/eco-conception>

Modes de Consommation et de Production Durables - Pour en savoir plus
Programme des Nations Unies pour l'environnement, Division Technologie, Industrie, Economie, 2004

(also available in English)

Composed of fact sheets on 12 different topics (including "advertising" and "lifestyles"), this Kit provides a selection of tips for individuals, companies and local authorities to put environmental principles into practice. Includes a wide range of websites for further reading.

http://www.uneptie.org/sustain/10year/SCP_Resource_Kit.htm

Spanish language

Catalogo de Buenas Practicas - Uso eficiente de agua en la Ciudad
Fundación Ecología y Desarrollo, Zaragoza, Spain, 2003

<http://www.ecodes.org/>

Guía de Consumo Responsable en Aragón Cuadernos de Consumo No. 6. Gobierno de Aragón. Fundación Ecología y Desarrollo, Spain, 2002

<http://www.ecodes.org/pages/boletin/boletines/boletin6.htm>

Guía para Compras Ambientales Grupo Bio, Mexico, 2000

<http://www.vinculando.org>

La Inversión Socialmente Responsable
Victor Viñuales and Ramón Pueyo (Coordinadores). Fundación Ecología y Desarrollo, Zaragoza, Spain, 2002

Networks

International networks

Association for Progressive Communications

International network of civil society organisations dedicated to empowering and supporting groups and individuals working for peace, human rights, development and protection of the environment, through information and communication technologies (ICTs), including the Internet.

<http://www.apc.org/english/index.shtml>

Communication for Social Change Consortium (CFSC)

Seeks to increase the capacity of communication specialists, development workers, aid agencies, non-profit organisations and communities to use communications in order to improve the lives of the excluded.

<http://www.communicationforsocialchange.org/publications-resources.php?id=228>

Communications Initiative

Partnership of development organisations supporting improvements in communications for positive international development.

<http://www.comminet.com>

Complus Alliance of Communicators for Sustainable Development (Com+)

Partnership of international organisations and communications professionals that actively support creative and inspiring communications worldwide for sustainable development. Offers a platform to share expertise, develop best practice and create synergies.

<http://www.complusalliance.org/templates/Complus5/layout.asp?MenuID=415>

Food and Agriculture Organisation of the United Nations (FAO)

(also available in French and Spanish)

Offers several tools and techniques, as well as an online CD-ROM to develop communication on sustainability issues.

http://www.fao.org/sd/kn1_en.htm

Global Environment Information Centre

(also available in Japanese)

Joint initiative of the United Nations University and the Ministry of the Environment of Japan. Supports environmental networking facilities.

<http://geic.hq.unu.edu/index.cfm>

National Strategies for Sustainable Development (NSSD)

Provides tools to assist in promoting dialogues on national strategies for sustainable development, plus background information and reference material in support of these dialogues.

<http://www.nssd.net>

OneWorld.net

This network and portal has links to hundreds of different communications resources and organisations worldwide, covering all aspects of sustainable development in 11 different languages.

<http://www.oneworld.net/>

PANOS

Stimulates informed and inclusive public debate around key development issues in order to foster sustainable development. Promotes an enabling media and communications environment worldwide.

<http://www.panos.org.uk/>

The Access Initiative

Global civil society coalition promoting information, participation and justice in environmental decision-making.

<http://www.accessinitiative.org>

The Sustainable Development

Communications Network (SDCN)

Group of leading civil society organisations seeking to accelerate the implementation of sustainable development through broader, integrated information and communications.

<http://www.sdcn.org>

The World Conservation Union (IUCN), Commission on Education and Communication (CEC)

Global membership network of active, voluntary and professional experts in learning, education, communication, capacity building and change management.

http://www.iucn.org/themes/cec/cec/home_page.htm

World Business Council for Sustainable Development (WBCSD), Advocacy and Communication

Concerns the advocacy and promotion of sustainable development through communication strategies. Mainly targeted to business, this website might also be a source of inspiration for governments and local authorities.

<http://www.wbcsd.org/templates/TemplateWBCSD5/layout.asp?type=p&MenuID=NjQ&doOpen=1&ClickMenu=LeftMenu>

Regional networks

Calandria

The Association of Social Communication (Peru) website includes resources (publications and videos) in Spanish on communication for sustainable development in South America.

<http://www.calandria.org.pe/mapa.html>

Knight Center for Journalism in the Americas

Hosted in Texas, but with a focus on Latin America, and Brazil particularly. Source of initiatives, ideas and trends in communication for professional communicators and journalists.

<http://knightcenter.utexas.edu/index.php>

Réseau pour l'Environnement et le Développement en Afrique (REDDA)

(also available in French)

Assists African governments, institutions, the private sector, NGOs and local communities involved in capacity building for strategic planning and implementation.

<http://www.nesda.kabissa.org>

Rits: Rede de Informações para o Terceiro Setor (Information Network for the Third Sector)

Explores initiatives, ideas and trends in communication for development. Source of communications and lobbying activities with the Brazilian and Mercosur NGOs. Very active in action for development action in the Amazon region.
<http://www.rits.org.br/>

The Acacia Initiative

International programme to empower sub-Saharan communities with the ability to apply information and communication technologies (ICTs) to their own social and economic development.
<http://www.idrc.ca/acacia/>

National networks

Associação Brasileira para o Desenvolvimento de Lideranças (ABDL) (Brazilian Association for Leadership Development)

Network for sustainability and communications initiatives, linked to LEAD International. Runs a leadership program with Mercosur countries.
<http://www.abdl.org.br>

Centre for Environmental Education and Communication (CEEC), China

(also available in Chinese)

National network for environmental education and communication initiatives, a base for national environmental protection TV and film productions and training, and a window for international cooperation projects in the field of environmental education and communication.
<http://www.chinaeol.net/en>

Centre for Environmental Education in Ahmedabad, India

Institute that develops programmes and materials to create awareness about the environment. Selects, organizes and disseminates information on environmental education to support environmental educators and communicators.
<http://www.greenteacher.org/> and
<http://www.ceeindia.org/cee/index.asp>

China Development Brief

A website for NGOs based in China, including a number dealing with environmental and sustainable development themes.
<http://www.chinadevelopmentbrief.com/>

Global Village of Beijing (GVB)

(also available in Chinese)

A non-government, non-profit organisation dedicated to environmental education and strengthening civil society.
<http://www.gvbchina.org/EnglishWeb/index.htm>

Advertising/Marketing Associations

International Associations

IAA - International Advertising Association

Strategic partnership which champions the common interests of all marketing communications disciplines. The website includes a list of useful international, regional and national advertising and marketing associations with related websites in different languages.
<http://www.iaaglobal.org/viewfullink.asp?articleID=44>

Regional associations

AFAA - Asian Federation of Advertising Association

Formed to upgrade standards, ethics and practices of advertising and to bring a more meaningful contribution from advertising activities to both regional and national socio-economic development.
<http://www.afa.co.kr>

EACA - European Association of Communications Agencies

A Brussels-based organisation whose mission is to represent full-service advertising, media agencies and agency associations in Europe.
<http://www.eaca.be>

Latin American Advertising Agencies

This website features a selection of advertising industry resources within the Latin American region.
<http://www.zonalatina.com/adagent.htm>

Glossary

Communications Terms

Audience research

Research to gather information about the attitudes, knowledge, interests, preferences, or behaviours of an audience. Audiences may be grouped into various segments, for example ethnicity, age, education, or family income.

Awareness, attitude, and behaviour change

See Myths & Facts, page 12.

Brand

A set of visual and textual characteristics which link a product to a known source (for example a company), often through a name or logo. More than a logo, agencies design brands to elicit a certain emotional response from an audience.

Branded statement

A short phrase conveyed in a particular visual style. Often developed when the user organisations have their own logo, e.g. cross-department campaigns.

Campaign evaluation

See Developing a communications plan, page 16.

Communications channel

Anything used to transmit information from one person or organisation to another, for example TV, radio, newspapers and magazines, leaflets, personal contact, professional networks, email or the Internet.

Communications model

A method of describing how information is transferred between different actors in a system. Numerous models have been proposed, based on psychological and sociological research and observation of human behaviour. See Resources section for more information.

Copywriting

Usually used to describe the process of writing for journalistic publications. More formally it refers to any writing that sells a product, service or individual.

Desk-based research

Research that is conducted using published resources, such as journals, books, magazines or the Internet.

e-communications

The term e-communications refers to communications carried out over the Internet. This might be through personal email, group emails and newsletters, or through postings on websites or, in the case of campaigns, through hosting a specific campaign website.

Market research

The collection and analysis of data from a sample of individuals or organisations relating to their characteristics, behaviour, attitudes, opinions or possessions. It includes all forms of marketing and social research such as consumer and industrial surveys, psychological investigations, observations and panel studies.

Media

Usually used to refer to TV, radio, newspapers and magazines. “New media” can refer to the Internet or email. The term media can also refer to any communications channel.

Pitch

A meeting at which an agency presents a proposal to a prospective client. A verbal presentation is often supported by a written proposal containing technical information such as timelines and budgets, along with creative ideas.

Press work

In the context of a communications campaign this would include strategic activities that increase press coverage, such as writing press releases, holding press conferences and phoning journalists to ensure placement of an article.

Qualitative Research

Research involving detailed, verbal descriptions of characteristics, cases, and settings. Typically uses observation, interviewing, and document review to collect data.

Quantitative Research

A research method based on collecting statistical data through questionnaires or surveys.

Social marketing

Use of marketing techniques to improve social well-being by changing attitudes and behaviour in regard to a specific product or concept. Emphasises that consumer or target audiences should be the focus of the planning, strategizing, and implementation of a marketing programme.

Target audience

The people who are intended to be reached by a communication. This group may be defined within various demographic sectors, e.g. ethnicity, age, education, or family income.

Sustainable development terms

Agenda 21

A comprehensive plan of action to be taken globally, nationally and locally by organizations of the United Nations System, Governments, and Major Groups in every area in which human activity impacts on the environment.

<http://www.un.org/esa/sustdev/documents/agenda21/index.htm>

Millennium Development Goals

Goals set at the United Nations Millennium Summit in 2000. World leaders from all 191 member states pledged, by 2015, to:

- Halve extreme poverty and hunger.
 - Achieve universal primary education.
 - Promote gender equality and empower women.
 - Reduce under-five mortality by two thirds.
 - Reduce maternal mortality by three quarters.
 - Reverse the spread of major diseases, including aids and malaria.
 - Ensure environmental sustainability.
 - Develop a global partnership for development
- <http://www.un.org/millenniumgoals/>

Stakeholder

Anyone with an interest (or “stake”) in the decisions made by an organisation, or anyone affected by those decisions. Understanding what stakeholders think, what motivates them and how they relate to each other is vital to ensure positive and lasting change.

Sustainable consumption and production

Sustainable consumption and production can be seen as the two faces of a same coin related to the “the use of goods and services that respond to basic needs and bring a better quality of life, while minimizing the use of natural resources, toxic materials and emissions of waste and pollutants over the life cycle, so as not to jeopardize the needs of future generations.”

Symposium on Sustainable Consumption, Norwegian Ministry for the Environment, Norway, 1994

Sustainable development

A model of development founded on the idea that society, the natural environment and the economy depend on each other and are equally important. Normally defined as: “Meeting the needs of the present generation without compromising the ability of future generations to meet their own needs”

World Commission on Environment and Development (the Brundtland Commission), taken from the report *Our Common Future* (Oxford: Oxford University Press, 1987).

Sustainable lifestyles

Sustainable lifestyles are patterns of action and consumption, used by people to affiliate and differentiate themselves from other people, which:

- Meet basic needs.
- Provide a better quality of life.
- Minimise the use of natural resources and emissions of waste and pollutants over the lifecycle of products.
- Do not jeopardise the needs of future generations.

Notes

About the authors

About Futerra Sustainability Communications

Futerra Sustainability Communications is a UK-based sustainable development communications company.

Driven by a passion for motivating change, Futerra acts as a professional communications agency, think tank and an innovative public campaigner. Working with clients and partners that include multinational companies, government bodies and charities, Futerra constantly seeks new and creative ways of promoting sustainable development and corporate responsibility around the world.

Recent activities include:

- Creating the UK's national climate change communications strategy.
- Launching Shell Springboard – a new fund to encourage an entrepreneurial approach to climate change.
- Running training for the BBC on sustainable development communications.

For more information,
see **www.futerra.org**

About the UNEP Division of Technology, Industry and Economics

The UNEP Division of Technology, Industry and Economics (DTIE) helps governments, local authorities and decision-makers in business and industry to develop and implement policies and practices focusing on sustainable development.

The Division works to promote:

- > sustainable consumption and production,
- > the efficient use of renewable energy,
- > adequate management of chemicals,
- > the integration of environmental costs in development policies.

The Office of the Director, located in Paris, coordinates activities through:

- > **The International Environmental Technology Centre** - IETC (Osaka, Shiga), which implements integrated waste, water and disaster management programmes, focusing in particular on Asia.
- > **Production and Consumption** (Paris), which promotes sustainable consumption and production patterns as a contribution to human development through global markets.
- > **Chemicals** (Geneva), which catalyzes global actions to bring about the sound management of chemicals and the improvement of chemical safety worldwide.
- > **Energy** (Paris), which fosters energy and transport policies for sustainable development and encourages investment in renewable energy and energy efficiency.
- > **OzonAction** (Paris), which supports the phase-out of ozone depleting substances in developing countries and countries with economies in transition to ensure implementation of the Montreal Protocol.
- > **Economics and Trade** (Geneva), which helps countries to integrate environmental considerations into economic and trade policies, and works with the finance sector to incorporate sustainable development policies.

UNEP DTIE activities focus on raising awareness, improving the transfer of knowledge and information, fostering technological cooperation and partnerships, and implementing international conventions and agreements.

For more information,
see **www.unep.fr**

This guide shows how the power of communication can be harnessed for achieving the goal of promoting more sustainable lifestyles. It is designed to be read by local and national government authorities, and everyone else who wants to develop and implement public awareness campaigns on these issues.

Key highlights from the text:

- **Myths and facts: what works and what does not in sustainable development communications**
- **How to develop a communications plan**
- **Key obstacles to government communications**
- **Recommendations for seeking expert guidance**
- **Sixteen case studies from around the world**
- **Resources: publications and organisations for further help**

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