

About the Center for Development Communication

CDC specializes in communication for and about development. Acting as a bridge between the private and public sectors, its goal is to apply state of the art communication strategies to address social issues in a cost effective manner. The Center was founded in 1997 by Moncef M. Bouhafa after a long career in development mainly with the United Nations Children's Fund (UNICEF). CDC focuses on two main lines of work: Training and Communication Leadership. All the activities are aimed at helping decision-makers advocate and promote the work of their organizations and to design targeted communication strategies that maximize efficiency and effectiveness of their work.

Communication is an increasingly important tool of governments and development organizations for social change. Media are essential to communicating with a wider public and to advocating and promoting real social, political and economic change regardless of whether the form is mass, personal or social. But visibility also entails risks. It means greater public scrutiny and misunderstandings about what governments and development organizations are doing. It is imperative that development program officials and staff understand how to work with media to effectively communicate their messages.

Training Courses

Using a problem based interactive methodology the Center's coaches help participants focus on strategically interacting with the media to advocate and promote particular development issues and activities. At the same time, participants learn to tailor their messages to the specific needs of international and local media and the audiences they are trying to reach. Media training has several objectives which are to provide participants with:

- Confidence and control in front of cameras and microphones
- The ability to respond appropriately to various sorts of interviews
- Awareness of the various needs and requirements of journalists and media
- The ability to communicate purposefully and strategically so as to target a message and build credibility

“Enriching -- I would recommend it to all of my colleagues -- The trainers are great.”

The International Executive Media and Television Workshop (IEMTW)

IEMTW is the Center's flagship workshop that has gained prominence throughout the development community working in the Middle East and is now held in English, French and Arabic (in collaboration with the American University of Beirut, a leading academic institution in the Middle East.) The course is offered for 7 to 14 people in order to provide each participant with a mix of individual coaching and group sessions. Courses are offered several times a year and the schedule is posted on CDC's website at www.cendevcom.org. CDC has delivered more than twenty-five courses so far in Africa, Asia, Europe and the Middle East. The workshop is designed to:

• Provide practical skills.

“When we were suddenly confronted with of demands for TV and radio interviews during the Child Trafficking case involving Benin, I quickly went back to my workshop notes to get organized and devise an emergency strategy”

-Nicholas Pron, Programme Coordinator UNICEF.

• Help organizations re-think the role of communications

“Whereas previously many [staff] had relegated the provision of information to the Press Office, participants learnt that they too had a responsibility to reflect the organization's image clearly”

-David Lazarus, Chief of Information for the Economic Commission for Asia and the Pacific (ESCAP), Bangkok, Thailand.

• Focus on the practical problems faced by the participants, thanks to our comprehensive knowledge of the UN system.

“With your deep understanding of the media/image/publicity/communications issues that UN agency heads are confronted with in a country setting, you were able to right away pinpoint the gaps and shortcomings we have in dealing with the media.”

-Romulo V. Garcia, Senior Official, United Nations Development Programme, New York.

• Help develop strategic communication thinking within organizations.

“The training module offered by the Center for Development Communication responds to a need amongst development specialists to add strategic communications as a key tool for effective development management.”

-Steven Ursino, UN Resident Coordinator, Niamey, Niger.

• Help build capacity in the United Nations System.

“Through this workshop, you provided the newly appointed Resident Representatives of the United Nations Development Programme with the necessary practical tools to implement a communications strategy, to create and maintain positive relations with the media and to orchestrate successful media coverage.”

-Francis Dubois, UN Resident Coordinator, Baghdad, Iraq.



Tailored Events

CDC has the privilege of working with more than 25 UN organizations, governments, NGOs, as well as companies from the private sector, to provide made-to-order learning events for both practitioners and decision makers. CDC has delivered training in Africa, Asia & the Pacific, the Middle East and North Africa, Latin America & the Caribbean, Eastern Europe, and Europe and North America. Courses have been organized in English, French, Arabic, and Spanish. The following options are available.

Individual Coaching for Chief Executives and Heads of Agencies

CDC has worked with more than a dozen Chief Executives in the United Nations System and in Government to provide individual coaching for media interviews. Clients have included the International Labor Organization in Geneva, the United Nations Secretariat in New York, The World Meteorological Organization, the Special Representatives of the Secretary General, Economic Commission for Europe, Economic and Social Commission for Asia and the Pacific and the Executive Privatization Commission in Jordan. CDC focuses on primary concerns of the CEO or Executive Secretary, and works to improve message content as well as delivery.

Strategic Media Skills for Senior Managers

CDC provides this course to help senior managers in organizations better interact with the media. These usually include coaching and message development as they are important points in dealing with the media. Participants learn the distinction between various types of interviews and gain an understanding of what the media are looking for and how to converge a good message with a good story. Training has recently been provided to the ILO staff in Geneva and field offices, CGIAR spokespersons, UNFPA, UNDP among others. The course often includes exposure to (and session leadership by) working journalists.

Spokesperson Training

CDC trains spokespersons in media relations, strategic communication and crisis management. The course responds to the need for governments to communicate in transparent and effective ways as part of good governance. This learning has been delivered to newly appointed United Nations Resident Coordinators, UNICEF country representatives, United Nations Country Teams, Consultative Group on International Agricultural Research (CGIAR) media spokespersons,

Civil Society Representatives, and Government Officials. CDC's training differs from other organizations in that it provides a mix of individual coaching as well as classroom sessions, and through use of digital technology is able to share edited sound-bites with participants during the course. CDC has offered this training in Asia, Africa, Europe and the Middle East. CDC focuses around a number of different scenarios that one might encounter in different cultures because there is no single global recipe for being a successful spokesperson. The course builds on CDC expertise with governments in Africa, Latin America and the Caribbean, and in the Middle East.

Recently CDC trained government spokespersons in Albania, Guinea, Haiti, Syria and Ministries of Education and Health in Guinea. CDC provides the spokespersons with the necessary skills to design a communication strategy, and to make more effective use of different tools to engage the media. Participants came from a number of sectoral ministries as well as the parliament and the Prime Minister's office.



Communication Skills for Diplomacy

Diplomats require strong communication skills, as they often are called upon to represent their country's viewpoint in the local media, often as the result of a crisis. CDC has worked closely with the UN's International Training Centre, based in Turin, Italy to develop a two day training component for the Diplomatic Institute of the Italian Ministry of Foreign Affairs. The course is offered several times a year to diplomats that have qualified for the rank of counselor and is also offered through the ITC for diplomats from other countries, with funding from the United Nations.

Training for Practitioners

CDC has worked closely with the United Nations Development Programme (UNDP) to design a training component on strategic communication for communication officers serving in more than 100 locations around the world. The course has been delivered in both French and English to practitioners serving in Africa, Asia, and Europe. A comprehensive training manual is also available. CDC has also provided similar training to the Executive Privatization Commission in Jordan, the Women's Movement in Morocco, Child Rights Advocates in West Africa, World Bank Project Staff in Guinea, staff of UNIFEM, and OCHA staff in Africa and Asia. This training includes a strong focus on tools and tactics to engage the media. This training can be tailored to the needs of any organization and delivered in English, French, and Spanish.

COMMUNICATION LEADERSHIP

CDC is a center of excellence for all aspects of communication for development. Beginning with audience research, through evaluation of communication interventions, CDC helps organizations develop and implement communication strategies for social development programmes. CDC's founder helped develop the concept of Social Mobilization while in UNICEF, and worked extensively in social marketing and behavior change communication in UNICEF and with the Johns Hopkins University's Center for Communication programmes, a recognized leader in the field.

Research

Research is the center piece of any strategic communication intervention. CDC helps organizations plan and carry out cost effective research. CDC can design and carry out both qualitative and quantitative studies, based on the need and resources of the client. CDC has partnered with a number of the leading research agencies in developing countries; including the CDC 6 Focus Group in Niger and Market Research Organization in the Middle East to help agencies better understand audiences' knowledge, attitudes and practices. A major study was conducted in collaboration with the University of Niamey for UNICEF in Niger to identify ways of reaching rural women.

More recently, CDC worked with the World Bank to conduct a stakeholder analysis to help inform the larger communication strategy for promoting public private partnerships for health services delivery in Africa. In Ethiopia, a five and a half day course on "Development Communication" was designed to include a field trip where data could be collected from different projects so participants could actually formulate a communication strategy based on real research and not a fictitious case study.

Strategy and Project Design

CDC provides counsel through its Director and other experts in developing communication strategies that address audiences, behavior objectives, messages, methods of delivery (tactics and tools) and monitoring and evaluation. Recently, CDC worked closely with UNDP in Haiti, UNICEF in the Middle East, and with two major projects funded by the World Bank in Guinea. CDC designed a strategy for Climate Change Awareness for the United Nations Environment Programme, and has worked with Civil Society Organizations in Mali to develop advocacy strategies for cooperatives, decentralization and primary education. CDC recently worked with the World Bank to develop a communication strategy for boosting public private partnerships for health service delivery in Africa. This strategy targets a variety of audiences including African Parliamentarians, health practitioners and decision makers, donor agencies and specialized

media. The strategy provides specific messages designed for each audience and lists the best tools to reach them effectively. Monitoring and evaluation criteria are also provided for each suggested activity. CDC recently partnered with the Abu Dhabi Authority for Culture and Heritage in developing a promotion department and media section for cultural heritage in Al Ain.

Training Manuals

CDC produces a number of communication training manuals on a range of issues. Production of these materials has resulted from adapting course content, usually conducted by CDC, into a workbook format. We produce "how to" manuals for trainers, learning materials for participants and support materials including CDs containing additional readings and video clips which participants and trainers can both use. Examples include working with the United

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Nations Department of Public Information and the Department of Peace Keeping Operations (DPKO) to produce the "Rapid Public Information Response in UN Peacekeeping Operations" course into a manual format. This is an extensive manual with 7 modules which can be taught together or as stand-alone workshops.

We also designed the ILO self-learning package consisting of individual sessions ranging in communication topics. These sessions included targeted readings as well as practical activities which help fine tune the learned skills (i.e. actual press conferences where ILO staff briefed media, design a message for an interview, review media clips of ILO staff and identify which were effective in getting their message across). The content and case studies used were specific to current ILO issues. A DVD with video materials was also developed by us as part of the learning. CDC also designed a learning package for the Consultative Group on International Agricultural Research (CGIAR) based on the training course we conducted for them at the Harvard Business School.

Program Evaluations

CDC's director is often called upon by major international agencies to lead or participate in evaluations of communication projects or projects with a significant behavior change and communication component. He served as team leader for the mid-term evaluation of the \$22 million dollar USAID funded CHANGE project and was the communication expert on the mid term evaluation of the USAID contribution to the Global Polio Eradication effort. CDC has carried out programme evaluations for other clients including a children's radio programme implemented by Plan International in Senegal and other countries in West Africa.