A DEFINING MOMENT, A DEFINITIVE MISSION

We partner to end extreme poverty and to promote resilient, democratic societies while advancing our security and prosperity.

USAID Message Manual

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INTRODUCTION

In January 2014, our Agency adopted a new mission statement. Shortly after, at the launch of the U.S. Global Development Lab in New York City, Former Secretary of State Hillary Clinton reminded us of the value of communications:

"I would advise that don't get so caught up in doing the work, and believing how important the work is, and what a difference it will make, and neglect telling the story of the work. And why you're doing it. And why you think everybody who knows about it should understand and support it."

We invite you to accept this challenge as we embrace our new mission. This message manual will show you how to put the new mission at the center of our efforts. It includes a message triangle that provides the pillars for our communications. It also features messages from several of our key focus areas, including samples of communications materials, as well as help to develop messages for your own project.

We are confident this manual will help make your job easier. With the right tools, excellent communications are both possible and powerful.

A DEFINING MOMENT, A DEFINITIVE MISSION

For the first time in history, we have the tools, technologies and approaches to end extreme poverty and its most devastating corollaries – widespread hunger and preventable child death – within two decades.

In a world of shocks and uncertainty, we also have the ability to protect this progress by promoting resilient, democratic societies that can provide for the safety, health, and wellbeing of their people. In order to solve the greatest challenges known to humanity, while protecting our shared planet, we will have to employ a more expansive, more sustainable approach to development.

One that harnesses our biggest hearts and brightest minds.

To seize this moment, USAID is fundamentally changing the way we work: integrating innovation, science and technology into all of our work; leveraging our resources for greater impact through partnership; and focusing like never before on measuring and delivering results. After more than four years of reform, we have built a "New Model" for development that replaces closed, top-down approaches with local leadership and collaboration at a scale we have never seen before.

The United States has long achieved what others thought impossible. Now, it's time to put our minds and might together to achieve what we know is within our reach: the end of extreme poverty. Imagine being part of a movement that will enable 1.2 billion people to emerge from extreme poverty, live better lives, contribute more, and make the world healthier and safer. By building a stronger, more secure world, we are doing the right thing and we are advancing American and global security and prosperity.

OUR MESSAGE FRAMEWORK

Mission: We partner to end extreme poverty and to promote resilient, democratic societies while advancing our security and prosperity.

At the center of our communications framework is our mission, expressed by our core message and supported by the three cornerstones of the message triangle. The three cornerstone messages of the triangle explain the "what," "how" and "why" of our work. This construction is designed to allow us to tell a clear and compelling story of our collective efforts and to engage our audiences in our work.

Our core message is:

USAID will mobilize a movement to achieve what technology, ingenuity and progress have now made possible: a world where the most vulnerable are emerging from extreme poverty and contributing to stable, resilient democratic societies. Building a better, safer, more sustainable world promotes the dignity and freedom of people everywhere and advances our security and prosperity.

The message can be further broken down into "what," "how" and "why," which can be described as the following:

What: USAID is mobilizing a movement to:

- Eliminate extreme poverty by 2030
- Promote resilient, democratic societies that reach their full potential

This is our achievable goal. This is where we explain the problem we are working to solve and provide the reason why our goals are within reach. A successful "what" statement provides our audience with a reason to believe.

For our Agency-wide messaging this can be articulated as:

In the last 20 years alone, economic growth, bolstered by human ingenuity and entrepreneurship around the world, has reduced poverty rates by half. Now, for the first time in history, we have the tools, technologies and approaches to finish the job. We can end extreme poverty in two decades, and ensure that all men, women and children can live in societies that provide for their health, security and wellbeing.

What does "our" mean in the mission statement? The word "our" recognizes the common interest of both Americans and people from around the world. It is used to express a shared interest in progress and a common humanity. The sentiment was well stated by President John F. Kennedy: "Our most basic common link is that we all inhabit this small planet, we all breathe the same air, we all cherish our children's futures, and we are all mortal."

How: USAID is spearheading a new development model that applies proven solutions to the world's greatest challenges by:

- Leveraging a unique moment: one where innovation, science, technology, partnership, and local leadership have re-defined what is possible
- Focusing relentlessly on results and accountability

This is the method we will use to achieve our goals through our unique position as USAID. It is the description of the work we are doing within the new development model. This is where we discuss partnerships, science and technology, innovation, collaboration, and local systems-change. A powerful "how" statement provides clear and concrete examples of our work and, most importantly, articulates our results.

For our Agency-wide messaging this can be articulated as:

USAID is implementing a "new model" of development that engages talent and innovation everywhere to achieve extraordinary goals. We're working to change the way development works, with new partnerships, a greater emphasis on innovation, integration with local leadership and a relentless focus on measuring and delivering results.

Why: USAID is building a better, safer world to:

- Promote the dignity, freedom and wellbeing of people around the world
- Advance American and global security and prosperity

As important to the "what" and "how" is the answer to the question "why?" A well-crafted "why" message appeals to the common interest and values of our audiences. It connects to their sense of reason and emotion and it tells them why they should care.

For our Agency-wide messaging this can be articulated as:

Supporting the world's most vulnerable populations and helping millions live in resilient, democratic societies is the right thing to do. And in doing so, we strengthen our national and global security, energize economies and ensure a safer, more prosperous future for all.

THE MESSAGE TRIANGLE

How?
Unique Positon

What?
Achievable Goal

Why?
Common Interest

The message triangle is a way of visualizing the three pillars for our communications. These cornerstone messages work together to form a coherent message and a common theme for all agency communications.

OUR AUDIENCES

As an Agency that works on the basis of collaboration, partnership and shared knowledge, we need the support and participation of multiple stakeholders. To keep them engaged, we need to ensure each stakeholder we work with feels a level of ownership or personal stake; they need to be assured of the importance and value of their contribution to the initiative. Thus, we must devise tailored communications that speak directly to each audience, in a way that consistently reinforces the significance of their participation. You should describe this participation through the three lenses of "what," "how" and "why" explained above.

Below are several of the Agency's key stakeholders, to which each of us should be tailoring our messages.

1. USAID staff: this is our team. Our core message must be understood and effectively communicated by these key communicators, both in the field and at headquarters.

2. Washington policy-makers: these influencers make decisions and propose policies based on the economic, national security and political benefits of our development efforts. Policy-makers include Congress, the White House, other U.S. Government agencies, and think tanks.

3. The American public: our primary focus is on young people aged 18 to 35 years. This generation is the most likely to believe that ending extreme poverty is possible in their lifetime. And they will be the ones to see this mission through.

4. Media: this includes both traditional (print and broadcast) and social media.

5. Development community: this includes international, national or local non-governmental organizations working in the United States and in regions where USAID does its work. These can be existing or potential partners or can be organizations with differing/conflicting interest areas or agendas. The development community includes faith-based organizations.

6. Private sector: the role of public and private companies to help achieve our mission is vitally important to achieving scale and sustainability. These can also be existing or potential partners and funders.

Here are some common in-country audiences:

- USAID staff
- USAID program beneficiaries, including youth, women of childbearing age, parents and healthcare providers
- Local, regional and national government officials
- Tribal, religious and community leaders
- Journalists, bloggers and critics writing about development issues
- Development community (NGO and private sector partners)
- Academics and researchers
- Diaspora communities (when in-country and through local media)

While we have listed the primary audiences we are targeting with our Washington-based communications, many of you in the field will have our own sets of audiences, and it is important to adapt your communications to the groups you are communicating with. For example, for a primary audience of decision-makers in Uganda, the 'Advancing American Security and Prosperity' messaging is not appropriate. So we will replace that message point with the most relevant "why" message that shows how our work benefits local communities and interests in Uganda.

ONE USAID: UMBRELLA MESSAGING

Our goal is to speak as one USAID. In all of our communications we should be explaining and championing our mission. That is our umbrella messaging, and it gives our audiences context for whatever program, event, initiative or issue we want to communicate. By drawing our audience back to a common mission we are helping them to understand what USAID is and why it matters to them. This messaging can and should be adapted for the key audiences described previously.

To that end, we have included a message matrix template (page 25) which provides more specific guidance on how to adjust the messaging to best resonate with a range of audiences.

UMBRELLA MESSAGING

Core Message: USAID will mobilize a movement to achieve what technology, ingenuity and progress have now made possible: a world where the most vulnerable are emerging from extreme poverty and contributing to stable, resilient democratic societies. Building a better, safer world promotes the dignity and freedom of impoverished people everywhere and advances American and global security and prosperity.

Achievable Goal (What): In the last 20 years alone, human ingenuity and entrepreneurship around the world have reduced poverty rates by 48 percent. Now, for the first time in history, we have the tools, technologies and approaches to finish the job. We can end extreme poverty in two decades, and ensure that all men, women and children can live in societies that provide for their health, security and well-being.

Unique Position (How): USAID is moving from a traditional model of top-down development to a "new model" that catalyzes talent and innovation everywhere to achieve extraordinary goals. We're working to change the way development works, with new partnerships, a greater emphasis on innovation, integration with local leadership and a relentless focus on measuring and delivering results.

Common Interest (Why): Supporting the world's most vulnerable populations and helping millions live in resilient, democratic societies is the right thing to do. And in doing so, we strengthen our national and global security, energize economies and ensure a safer, more prosperous future for all.

DON'T FORGET THE "WHO"

Whenever possible we should aim to humanize the work of USAID, its staff and most importantly its beneficiaries. While not appropriate for all communication vehicles, incorporating the human element can be an extremely effective tool in telling our story to a broader audience. Examples of communications focused on incorporating personal stories and shared human connections are:

- YouTube: #MomandBaby are Just Fine: India
  #MomandBaby are Just Fine: Ethiopia
- FrontLines articles

SAMPLE MESSAGING FOR KEY FOCUS AREAS

In the following section, we demonstrate how our framework and umbrella messaging can be used across several of our focus areas. Our examples include one that is issue-specific (Maternal and Child Survival), one cross-cutting approach (the U.S. Global Development Lab); one USAID-led Government Initiative (Power Africa); and a key partnership program (The Global Resilience Partnership). These examples are intended to help you develop similar tools for your focus areas and projects.

LEGEND

Twitter

Facebook

Press Release

Blog

Event Invite

ACTING ON THE CALL

ending pereventable child and maternal deaths

MATERNAL AND CHILD SURVIVAL

Maternal and child survival is a critical focus of USAID's work to end extreme poverty and create resilient, democratic societies. Our efforts in maternal and child survival cross many disciplines, including science and technology, behavior change (breast feeding, family planning, hand washing), the improvement of health systems (midwives, access to clean water, training, facilities), and integration with local government planning. While each of these could be a separate piece, we should work to ensure that we communicate the holistic power of these interventions when combined together.

Achievable Goal: In two decades, we've cut in half the number of children who die from preventable deaths. Yet, more than 6 million children and hundreds of thousands of mothers still die each year from treatable causes such as pneumonia, diarrhea, and under-nutrition. We are narrowing this gap and success is now within reach. We are scaling up high-impact interventions – especially in the top 24 countries where the majority of child and maternal deaths occur. Our five-year goal is to save 600,000 women and 5 million babies.

Unique Position: Maternal and child survival is a critical focus of USAID's work to end extreme poverty and create resilient, democratic societies. We are leading a global effort to bring more high-impact interventions to the 24 countries most at risk for maternal and child death. By focusing on what works, aligning our programs, integrating with local government programs, leveraging diverse partnerships, including faith-based communities, nonprofits, governments, and the private sector, we are improving services, systems and increasing healthy behaviors.

Common Interest: Maternal and child death are most prevalent in countries with high rates of extreme poverty and in communities that lack stability and safety. It is in our common interest – and our shared responsibility – to help all children have a fair chance at life and to ensure that all mothers have the opportunity to raise healthy sons and daughters.

NARRATIVE BREAKOUT EXAMPLE

When an infant is born in a mountain village far from a hospital, how can we protect her from a deadly infection?

In Nepal, one in every 22 infants still dies before turning one. The problem is that nearly two-thirds of babies are born at home, often in unhygienic conditions. Using information handed down to them for generations, mothers often treat freshly cut umbilical cords with turmeric, mustard oil paste, or even cow dung. Infections are rampant, and many infants die.

These deeply rooted cultural practices are, in part, why the newborn mortality rate in Nepal stagnated from 2006 to 2011. Many people began to think that the only way to make progress would be to invest heavily for decades in a high-tech hospital system. But there was another option. By equipping community health workers with simple, innovative technologies, we could deliver essential health services right to the doorstep of expectant women and quickly save thousands of lives. Nepal could, in effect, leapfrog a slower, more traditional path in development and put the country on the path to progress that would ripple around the world.

With our support, researchers designed randomized control trials and feasibility studies to test the impact of applying an antiseptic called chlorhexidine to an infant's umbilical cord stump. The results were astounding. It cut infant mortality by 23 percent for pennies per dose—a dramatic reduction that could save 1,500 lives in Nepal this year alone.

What's more, we are scaling this success. Today, local community health workers deliver chlorhexidine free of charge to expectant mothers across Nepal. Lomus – our local partner who is manufacturing the drug – has exported 240,000 tubes to countries like Madagascar and Liberia, and a company in Nigeria just became the first in Africa to produce chlorhexidine locally. Efforts to introduce the antiseptic are underway in 15 other countries—far exceeding our expectations. This is one of several products that our Agency has guided from research to global impact. The first—oral rehydration solution and zinc—is estimated to have saved at least 3 million lives.

EXAMPLES OF COMMUNICATIONS MATERIALS

Since 1990, child mortality for under 5s has fallen by half. We have tools, momentum & evidence to bend the curve even further #momandbaby

Our five-year plan: save 600,000 moms and 15 million children from death by preventable disease: http://ow.ly/yqNt8 @time #MomAndBaby

10 reasons why #vaccines are among the most powerful health interventions ever introduced: http://blog.usaid.gov/2014/04/10-reasons-vaccines-are-the-best-protector-of-human-life/ … #MomAndBaby

Anthony Lake of @UNICEF: any time any mother or any child dies of a preventable cause, it is a moral outrage. #MomAndBaby

During Ethiopia's Call to Action Child Survival Summit, Administrator Raj Shah responds to President Obama's challenge: "Caring for our children is our first task". [VIDEO]

Malaria is still a major killer in Sub-Saharan Africa, causing about 16% of under-five deaths. See how bed nets are protecting children from mosquitos in DR Congo. [PHOTO]

USAID AND PARTNERS UNVEIL NEW EFFORTS TO SAVE MILLIONS OF WOMEN AND CHILDREN FROM PREVENTABLE DEATH

More than $600 million in major public/private partnerships and awards with 26 partners to improve maternal and child survival announced.

WASHINGTON, D.C. - The U.S. Agency for International Development (USAID) announced today that it is realigning $2.9 billion of the Agency's resources to save up to half a million children from preventable deaths by the end of 2015—refocusing resources on high-impact programs with proven track records to save the most lives.

USAID also released a transparent action plan that reveals how the Agency, working with the global community, will prioritize results for the most at-risk families in the most vulnerable countries. USAID Administrator Rajiv Shah announced these goals today, along with more than $600 million in new public/private partnerships and awards with 26 partners and representatives from the governments of all 24 priority countries (most at the ministerial level) at the Acting on the Call: Ending Preventable Child and Maternal Deaths forum in Washington, D.C.

"Every day this year, 17,000 more children will live—and 700 more mothers will survive childbirth—than 20 years ago," said Shah. "Right now, we are partnering with engines of innovation—corporations, foundations, NGOs, faith-based communities, entrepreneurs and local leaders—to solve one of the greatest development challenges: ending extreme poverty and build thriving, resilient societies. We know that, by working with the global community, we can end preventable child and maternal deaths, which is critical to our own national security, economic prosperity and moral leadership."

Since 2009, the United States has invested more than $13 billion in child and maternal survival—a 56 percent increase in annual funding. Now, after a careful review of every dollar spent across 24 countries, USAID is aligning its resources with those of partner countries—creating a double-down effect on targeted efforts to reduce child and maternal deaths.

U.S. GLOBAL DEVELOPMENT LAB

LAUNCH OF THE U.S. GLOBAL DEVELOPMENT LAB

The U.S. Global Development Lab is a cross-cutting example of the new model of development in action. The messaging exercise below focuses on the launch of the Lab.

Note: Please note that in general, the Lab is more powerfully understood through its key problem sets. These co-created problem sets should lead in the majority of messaging. By starting with the problem we aim to solve, we are providing a concrete and tangible explanation of the Lab's overall work.

Achievable Goal: In the last two decades, we have helped reduce global poverty rates by half—lifting over 700 million people above the dollar-and-a-quarter poverty line. But the hardest work remains. To reach our goal of helping the remaining 1.2 billion men, women and children escape the harshest forms of poverty we must think big, create new technologies, and ensure that proven solutions can reach and benefit the widest number of people.

Unique Position: In creating the U.S. Global Development Lab, USAID is using its influence and convening power to bring together a community of solvers – major corporations, NGOs, universities, foundations, local leaders, science and research institutions – to test, shape and scale breakthroughs. Together they will put into action a new development model that will allow us to solve some of the world's most intractable problems.

Common Interest: Whether you are an entrepreneur or health worker, a student or research scientist, a corporation, foundation or NGO, you can contribute to a goal that is making the world better, safer and more prosperous.

EXAMPLES OF COMMUNICATIONS MATERIALS

#DidYouKnow: There are < 500 million mobile phones in Sub-Saharan Africa alone. How will they change the world? [Link] #DevTalk

At the end of 2013, @USAID had over 200 active public-private partnerships working for global change #DevTalk

Today, USAID launched the new Global Development Lab: A new way of solving the world's biggest problems. Learn more: [Link] #DevTalk

New #technology for #olive harvesting in #Lebanon increases harvests 8 times over, cuts costs by half. #DevTalk

THE U.S. WAR ON GLOBAL POVERTY STARTS IN THE 'LAB'

WASHINGTON, D.C. – U.S. Agency for International Development (USAID) Administrator Rajiv Shah will announce today the establishment of the U.S. Global Development Lab at an event in New York City. The launch event will feature a keynote address by former Secretary of State Hillary Rodham Clinton, who has been a strong supporter of the use of science, innovation, and partnerships to further U.S. development goals. The Lab and its 32 inaugural Cornerstone Partners will advance a science-and technology-based approach to development, creating a new global marketplace of innovations and taking them to scale to help end extreme poverty by 2030.

A U.S. Global Development Lab was a key recommendation made in the first Quadrennial Diplomacy and Development Review, a sweeping evaluation led by then-Secretary Clinton to redefine diplomacy and development to deliver results for the American people. Secretary of State John Kerry has continued to underscore the importance of science, technology, and innovation as cornerstones of the American economy and invaluable tools for engaging our foreign partners.

The Lab will support breakthrough solutions in water, health, food security and nutrition, energy, education, and climate change, reaching 200 million people in the next five years (…)

The Launch of the U.S. Global Development Lab

With Former Secretary of State Hillary Rodham Clinton and USAID Administrator Dr. Rajiv Shah

Please join former Secretary of State Hillary Clinton and USAID Administrator Dr. Rajiv Shah for the launch of the U.S. Global Development Lab.

A first of its kind, the Lab will develop and scale groundbreaking solutions to end extreme poverty and improve the lives of hundreds of millions of people. It is a bold, new collaboration between USAID and a diverse group of partners from the private sector, NGOs, universities, foundations, and science and research agencies.

The event will engage world-class innovators to discuss how we are tackling the greatest challenges of our time--from ending child death, to fighting climate change, to giving every child a light to read by at night.

When

Thursday April 3, 2014 from 1:30 PM to 3:30 PM EDT

Where

New World Stages
340 W 50th St
New York, NY 10019


POWER
AFRICA

POWER AFRICA

Power Africa is USAID's new model for development in action: facilitating private sector investment to advance development outcomes. By leveraging U.S. strengths in energy technology, engaging the private sector, and encouraging policy and regulatory reform, Power Africa is achieving quick-impact results and facilitating future investment that will benefit both Africans and Americans.

Note: While USAID is the coordinating agency for Power Africa, it must be presented as a whole-of-government initiative.

Achievable Goal: Two out of three Africans lack access to the electricity that allows businesses to flourish, clinics to store vaccines, and students to study long after dark. In doesn't have to be this way. Our goal is to work with local governments to double access to power on the continent by 2020.

Unique Position: Power Africa is an initiative announced in June 2013 by U.S. President Barack Obama that aims to leverage U.S. expertise in energy technologies, private sector transactions, and policy and regulatory reform to support sub-Saharan African nations' energy plans. Power Africa is a critical focus of USAID's work to eliminate extreme poverty and create resilient, democratic societies. Within one year of its launch, Power Africa has closed deals that will generate nearly 2,500 megawatts of power and is in the planning stages of securing more than 5,700 more. For every dollar that the U.S. Government has committed, the private sector has committed more than two—$15 billion thus far.

Common Interest: Africa hosts vast reserves of natural resources, from geothermal and natural gas reserves to hydro and solar power potential. Tapping into these plentiful, sustainable resources will advance efforts to mitigate the effects of climate change, promote economic development, and improve education and health care. Cleaner energy and new technologies can power Africa's growth by bringing new businesses and jobs, and improving quality of life, while jumping past old generation technologies that pollute the environment and harm public health.

EXAMPLES OF COMMUNICATIONS MATERIALS

USAID backs partner investments in #Ethiopia's energy future to bring #geothermal to Rift Valley #PowerAfrica [LINK]

An Ethiopian-born #entrepreneur from Canada was hoping to operate a mining facility in his homeland, but his plans were thwarted by one thing - a lack of energy to power the mine. Read how Nejib Abba Biya and the #Ethiopian Government, with support from USAID, are working to use the country's natural #geothermal energy as a reliable, #renewable power source: [LINK].

"Come Back at Night and You Will Understand"

Written by Rajiv Shah, USAID Administrator

This plain-spoken answer—from a father who lived in a village without access to electricity—came in response to the question: What is life like without electrical power?

For most of the world, electricity allows business to flourish, students to study, and clinics to run long after the sun goes down. But for 600 million Africans, these opportunities simply don't exist(…)

(…)At its core, Power Africa represents a new model for development that is beginning to define the way we work around the world. Like the New Alliance for Food Security and Nutrition and the Call to Action in Child Survival, Power Africa harnesses public-private partnerships and demands greater accountability from our partners to deliver incredible results (…)

(…) Once the first Power Africa projects succeed in bringing electrical power to African communities, the impact of those examples will encourage other ventures to follow in their footsteps. Electricity provides the countless opportunities and freedoms that define development. It will take a great deal of commitment and patience to solve this problem, but today we know it can be solved.

GLOBAL
RESILIENCE
PARTNERSHIP

GLOBAL RESILIENCE PARTNERSHIP

USAID's new work with the Rockefeller Foundation is an example of a cross-sector partnership. While broader messaging may be created with the Foundation on the overall initiative, it is still important that we use the message framework in discussing USAID's role.

Achievable Goal: An escalation of a conflict, a public health emergency, or an extreme weather event happen time and time again – often in the same locations. But it is possible to help societies prepare for and bounce back from crises and ensure our development dollars are spent on sustainable, long-term solutions. Tens of millions will benefit from new efforts to help vulnerable societies prepare for and recover from shocks and uncertainty.

Unique Position: Resilience is a key focus of USAID's work to eliminate extreme poverty and promote democratic societies that can withstand shocks associated with crises. USAID's early efforts to build resilience – and mitigate climate change - have already directly benefited an estimated 11.9 million people in the Horn of Africa and the Sahel. Now, we are launching a new partnership with the Rockefeller Foundation. The Global Resilience Partnership is a $100 million initiative designed to scale-up and accelerate innovative approaches, promote a shared knowledge, and align ongoing activities.

Common Interest: The 2004 tsunami in Asia, the 2010 floods in Thailand, and the earthquake-tsunami-nuclear meltdown in Fukushima triggered economic, social, and ecological impacts that spilled far beyond the focal point of the disaster. By helping build resilient societies we are taking an essential step toward ending a cycle of destruction that can lead to and keep people trapped in extreme poverty, and are advancing global security and prosperity.

EXAMPLES OF COMMUNICATIONS MATERIALS

A mother in #Niger learns to grow and sell drought-resistant, fast-growing moringa, a tree with highly nutritious leaves #Resilience [LINK]

Kenyan dairy farmers participating in a USAID program are learning more efficient techniques to increase milk production. As a result, their incomes have increased, helping them adapt to unforeseen environmental shocks and stresses [LINK].

OP-ED: RAJ ON RESILENCE

Just over one year ago, the worst drought in six decades brought 13.3 million people to the brink of hunger and starvation across the Horn of Africa. As the suffering mounted, the United States joined its partners to mobilize a large-scale humanitarian response to save lives as quickly as possible. But because the crisis occurred on a scale so difficult to comprehend and so far away, we didn't see the public come together to respond in the same way they did after the earthquake in Haiti.

So we decided to try something new and launched a public awareness campaign. It was our attempt to make the world smaller, connecting people with clear knowledge and understanding of exactly what was happening in the Horn and providing them with a powerful way to respond. The campaign included interactive maps with real-time information, tool kits and public service announcements with some familiar faces, like Josh Hartnett, Uma Thurman and Geena Davis.

The campaign also represented something else: a turning point in decades of work responding to humanitarian crises around the world. Instead of just encouraging the public to help in a crisis, we also introduced them to Feed the Future, President Barack Obama's initiative to strengthen food security and enable long-term solutions to hunger and malnutrition.

In addition to sharing the heroic work of our humanitarian teams in the field, we also shared new development breakthroughs that can put millions on the path out of poverty. These breakthroughs include crop seeds that can resist climate change, lift tens of millions of people out of poverty and save several billion cubic meters of water annually; innovative microinsurance packages for pastoralists to cover them against loss of their livestock in a lean season; and advances in nutrition, including vitamin A-rich orange fleshed sweet potatoes to protect children against diseases.

Now, instead of just talking about how the crisis in the Horn shouldn't ever happen again, we are taking real and meaningful steps to ensure it won't.

We know we cannot prevent droughts or floods, but we can work much harder and more strategically to ensure these shocks don't devastate families or set back hard-won development gains. That is the goal behind our Agency's new emphasis on resilience—to change the basic concept of humanitarian assistance so that even as we save lives, we help communities move out of a state of chronic vulnerability.

Last month, we released our first-ever Policy and Program Guidance on Building Resilience to Recurrent Crisis, which draws from decades of experience responding to humanitarian crises and outlines concrete steps to turn our aspirations for resilience into real results. For example, instead of sending in different types of teams to complete separate analyses and draw up separate plans, we've forged one unit—called a Joint Planning Cell—to maximize our impact by integrating humanitarian and development efforts. Instead of just reporting on how many people we're reaching with humanitarian assistance, we're also reporting on how many people we've helped stay in their communities. For example, in the Horn, we have set the goal of ensuring that 1 million will no longer need emergency assistance in the next crisis because of our work in resilience.

Ultimately, with this new emphasis, we seek to save and improve lives while reducing the need for repeated infusions of humanitarian assistance. It won't be easy, but it will help us make the difference between enduring vulnerability and thriving human dignity.

MESSAGE WORKSHEET

The following is a worksheet designed to help you outline your key communication messaging. It is designed to help you align your messaging by key cornerstone messages and audiences.

INITIATIVE / BUREAU / MISSION OBJECTIVE

CORE MESSAGE

AUDIENCE	WHAT	HOW	WHY	WHO
1. USAID staff A. U.S. based B. Mission				
2. Washington policy makers				
3. American Public, especially young people				
4. Media				
5. Development community A. U.S. based B. Parner countries				
6. Private Sector				

USAID
FROM THE AMERICAN PEOPLE

"I would advise that don't get so caught up in doing the work, and believing how important the work is, and what a difference it will make, and neglect telling the story of the work. And why you're doing it. And why you think everybody who knows about it should understand and support it."

— Former Secretary of State Hillary Clinton