



# UN Millennium Campaign

EXTERNAL EVALUATION 2009

USA subreport



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External evaluation 2009  
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**Prepared for the  
UN Millennium Campaign**

**By**


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## **Executive summary**

In 2000, the US Government endorsed Millennium Deceleration; however, tensions emerged when the MDGs were introduced a year later, in 2001. Particularly, goal 8 included a call for .7 percent of GNI; and the US argued that they signed-up to the Millennium Deceleration, not the MDGs. Given this and other tensions between the US and UN, this created a difficult operating environment for the US Millennium Campaign. However, since 2009 the political environment has improved considerably, with the Obama Administration explicitly supporting the MDGs.

The Millennium Campaign has just one staff member who covers the US and Canada, leaving less than one full time position to cover this large and complex country. Previously, operating within in a strained political environment and with limited staff, some modest impacts have been achieved. In terms of campaign impacts, media achievements were primarily attributed to Stand Up. It is not known if the campaign has contributed political impact, but it is clear they conduct targeted policy analysis and lobbying. Finally, the campaign does not appear to have made any major direct impact on US public awareness; however, informants believed significant impact was achieved through partnerships, while the Millennium Campaign contributed to MDG awareness among the development community.

At present, the political context is becoming progressively MDG friendly and the ground work for a significant, large-scale MDG campaign is underway. To help bring about such a campaign, the Millennium Campaign is positioned to play a strong supporting role. However, informants advise the Millennium Campaign that their strength is helping to bring about such a campaign, but not carrying it out alone. Moreover, they advised the Millennium Campaign to mobilize high level political support while matching the operational capacity to the prospects. At present, the US Millennium Campaign is pursuing this opportunity.

## **1. Evaluation background**

This report is part of a series of evaluations examining the Millennium Campaign at the global, regional and national levels. Unlike the other national reports, that were allocated thirty days per region and approximately ten days per country, this is a short five day desk review intended to provide a brief overview of the US campaign. The scope of this evaluation is limited to a historical review and assessment of the campaign's impacts and current situation. The closing section on the Millennium Campaign's future focuses on broad strategic considerations, rather than operational details. This evaluation was conducted by Brian Cugelman, University of Wolverhampton, Statistical Cybermetrics Research Group, as a member of the Millennium Campaign evaluation team coordinated by Leitmotiv.

This evaluation followed the same systematic approach, evaluation criteria and methodology used by all evaluators. The full methodology is described in the global evaluation report. This evaluation draws on six interviews, documentation from various internal and external reports, news sources and third party data. A list of interviewees and research sources is presented at the end of this paper. As the US Millennium Campaign is intrinsically involved in work of the United Nations Foundation (UNF), attribution between the two organizations is easily confounded. Consequently, this evaluation does not consider MDG work by the UNF per se, but only activities clearly linked to the Millennium Campaign. Valuable input and feedback on early drafts were provided by Millennium Campaign Director and US Coordinator; however, the final text rest entirely with the evaluator.

This report is organized into three sections. First, the history provides a descriptive account of the campaign's political context and activities. Second, the domains of influence section assesses impact. Finally, the last section discusses the campaign's future.

## **2. History of the US campaign**

This section presents an overview of Millennium Development Goals (MDGs) activities in the US from 2000-2009. The purpose is not to produce a comprehensive historical account; but rather, to provide an overview of events relevant to the Millennium Campaign. The first part looks at the US Governments' engagement with the MDGs; the remainder focuses on the Millennium Campaign, its partners and key events.

### **Early days for the US Administration**

**2000-2005:** The early days of the US campaign could be described as bitter-sweet, with a number of pro-development activities, but also, heightened tensions between the UN and US. Starting in 2000, at the Millennium Summit, the US Administration endorsed the Millennium Declaration (MD). Two years later, the US Administration announced the Millennium Challenge Account (MCA) which became operational with the creation of the Millennium Challenge Corporation (MCC) in 2004. The MCC is a US Government run corporation that works with some of the world's poorest countries; it operates independently of USAID. The MCA is a bilateral development fund focused on a few recipient countries, encouraging national ownership, and providing assistance with governance, education, health and economic policies. The President's Emergency Plan for AIDS Relief (PEPFAR), an initiative to combat the global AIDS pandemic, was announced and enacted into law in 2003. This initiative was not without controversy due to the "global gag rule" which was later overturned by the Obama Administration. Ahead of the G8 summit at Gleneagles in 2005, President

Bush promised to double overseas development aid for Africa, stressing aid would go to countries willing to undergo political and economic reform.

One year after the Millennium Summit, US and UN tensions over the MDGs began to emerge. The MD contained the general agreements that were later transformed into the MDGs. In 2000, the development community still had the OECD DAC's International Development Goals (IDG). Subsequent work by multilateral organizations in 2001 managed to reach consensus on merging the IDGs with the MDGs, and much of this work happened under the banner of technical, not political consultation. The MDGs were then presented to the General Assembly on 6 September 2001. Although many nations accepted them, America and India argued that that they signed up to the MD, not the MDGs.

US officials charged the UN bureaucracy with changing the original MD objectives by formulating them into the MDGs without Governmental endorsement. Further, while reworking the goals, parts of the MD that did not fit into a coherent conceptual package were moved into goal 8, which further called on donor countries to spend 0.7 percent of GNP on development aid, an obligation the US opposed. As a response, the US Administration said they were being asked to live up to goals that they never endorsed, and this led to a major disagreement over the MDGs. What emerged was an endorsement of the MD, but disagreement over the MDGs. This resulted in the Bush Administration making a number of major contributions under the MD, while at the same time, taking an averse position towards the MDGs in general, and an adverse position to MDG 8.

Differences over the Iraq war in 2003 and the oil for food scandal in 2004 further increased tensions between the US and UN. Later, in 2005 a US taskforce made numerous recommendations on UN reform and introduced bills calling to improve the UN by increasing effectiveness and reducing political biases. It has been suggested that these tensions may have contributed to successive negative perceptions of the MDGs in conservative circles and media, through guilt by association with the UN.

Around this same time, in response to the heightened concern with national security, in the post 9/11 era, foreign aid started to be regarded as an instrument of national security. This shift was subsequently reflected by an expansion of the 2Ds of US foreign policy (defense and diplomacy), to the 3Ds of foreign policy (defense, diplomacy and development). This policy shift is further echoed by the notion of "smart power", the ability to combine hard and soft power into a winning foreign policy strategy. Although there are many national motives for development assistance, the growing association between security and development is regarded as an important factor that has driven development up the US policy agenda.

### **Start of the US Millennium Campaign**

**2003:** The first steps towards setting up a US Millennium Campaign began in October 2003, one month after the Millennium Campaign Director was appointed. At a two-day retreat, numerous stakeholders formulated a US campaign strategy. They decided to hire one staff member to conduct outreach and MDG-related education. They also set arrangements for coordinated action between the Millennium Campaign and the ONE Campaign that was in the planning phase.

**2004:** The Millennium Campaign and the ONE Campaign, America's leading anti-poverty coalition, began operations in 2004. In this year, the emerging GCAP coalition presented a common platform for both campaigns.

In March 2004, the first US Millennium Campaign Coordinator joined with support from the Better World Fund, the advocacy arm of the UN Foundation. This staff member was stationed at the UN Foundation, an organization whose identity bridges the UN and civil society, similar to the Millennium Campaign. One advantage of this placement was the UN Foundation's legal status, which offered a safe environment for the Millennium Campaign to conduct political advocacy. In July 2004, campaign staff started engaging the US public and civil society. For example, an address was given at LaRoche College in Pittsburgh to help facilitate the launch of an MDG campaign; there was collaboration with students at the Art Centre School of Design; and Eveline Herfkens addressed CEOs at an InterAction retreat.

At this time, perhaps the most significant US anti-poverty coalition was launched on 16 May 2004. The ONE Campaign was founded by 11 organizations: Bread for the World, CARE, DATA, International Medical Corps, International Rescue Committee, Mercy Corps, Oxfam America, Plan USA, Save the Children U.S., World Concern and World Vision. Later in the year, Micah Challenge, a global evangelical network dedicated to achieving the MDGs, was launched globally on 15 October 2004 at the UN in New York.

**2005:** The following year, 2005, marked a peak year for anti-poverty campaigning. This was the year when numerous multilateral organizations addressed poverty, while the international GCAP coalition formed a complex web of citizen's movements that included numerous national campaigns, including the large US-based ONE Campaign and UK Make Poverty History campaigns. Perhaps, the peak moment happened when Bob Geldof's ten simultaneous Live 8 concerts took place, ahead of the Gleneagles G8 meeting, where GCAP played a large mobilization role. At the G8 meeting, leaders pledged to double 2008 levels of aid to poor nations from US \$25 to \$50 billion by the year 2010, with half the money going to Africa.

Starting in February 2005, the National Council of Churches endorsed the MDGs. In the same month, Millennium Campaign staff made presentations at the Idealist conference and the UNA national gathering. Then in May 2005, Millennium Campaign staff partnered with several groups to plan events in Minneapolis. Finally, a number of activities happened around the UN World Summit in September 2005. For example, events included a three-day fast and vigil, drawing attention to the UN Summit's discussions; a press launch with US religious leaders; a keynote speech and workshop at a conference for American college students; and a half-day conference organized with the America India Foundation. The Millennium Campaign also supported and participated in events on the MDGs in about 20 states while distributing over 20,000 brochures. These activities reached thousands of people while generating much media attention.

On the governmental side, the UN and US disagreement about the MDGs erupted into open confrontation when at the September 2005 UN sessions, the US Ambassador to the UN was working to remove all mentions of the term "Millennium Development Goals". In the end, alternative wording was found, and the goals remained. Moreover, at the UN Summit, President Bush explicitly endorsed the MDGs for the first time, and spoke of US actions in the framework of aid, debt and trade, a sign that Goal 8 was resonating, despite sensitivities.

**2006:** Civil society engagement with the MDGs appears to have deepened in 2006, while Millennium Campaign engagement with civil society appears to have broadened. The Episcopal Church, affirmed in June that the MDGs were their top social priority for the next three years. That same month, Bread for the World organized a high level convocation of faith leaders from many denominations to express support for US action to combat poverty and hunger. The event is considered to have attracted major media attention that led to a

meeting with White House advisors. Finally, in October 2006, the dominant Stand Up event happened in Times Square, in its most successful year in the US. The event solicited large expenditures of pro-bono creative and advertising space, and much media coverage. In 2006, Stand Up mobilized 110,332, in 2007 it dropped to 35,455 , and in then in 2008, it rose slightly to 48,106.

**2007:** In 2007, the critical MDG activities seem to have happened around the ONE Campaign's efforts to influence the election debate, pro-MDG promises during the presidential race, and the launch of America's first MDG shadow report.

Starting in April 2007 Chicago, Senator Obama stated that if elected president, he would double the United States' annual investment toward fighting extreme poverty and AIDS in Africa to \$50 billion by 2012. During May, the campaign facilitated the publication of op-eds on the MDGs by the Episcopal Church and Ted Turner. In addition, Salil Shetty's speech to Bread for the World's national conference, and Eveline Herfkens's speech in Minneapolis, both generated press coverage. Further, it is has been said that that the North American coordinator conducted major outreach and achieved significant media coverage.

Aiming to place the fight against global poverty at the top of the Presidential elections, in June 2007, the ONE Campaign launched the ONE Vote 08 campaign, which adopted the MDGs as their main framework. In this year, ONE merged with DATA (Debt, AIDS, Trade in Africa), transforming from a coalition to its own entity. During the same month, the Millennium Campaign engaged its US partners through national gatherings and workshops on the MDG, with an emphasis on Goal 8.

In November 2007, InterAction, an umbrella organization representing 150 US development organizations, launched the first US MDG shadow report in conjunction with Bread for the World, CARE USA, the International Youth Foundation, Oxfam America, the Woman's Edge, and the World Wildlife Fund. Funding for the report was facilitated by the Millennium Campaign, through the Better World Fund. The report served as a model for other MDG shadow reports; more importantly, it is considered to have pressured the US Government into producing their own MDG reporting. The shadow report outlines the status of US support for the MDGs, and presented opinions on how the US Government could deepen support the MDGs.

At his first major foreign policy speech given at DePaul University in Chicago on 2 October 2007, Senator Obama declared "The United Nations has embraced the Millennium Development Goals, which aim to cut extreme poverty in half by 2015. When I'm president, they will be America's goals." He then reconfirmed his commitment to increase US development assistance to \$50 billion by 2012. Later in the same month, UN Secretary General Ban Ki-Moon addressed US evangelical Christian leaders on the MDG; this event was convened by the National Association of Evangelicals and Micah Challenge USA.

**2008:** In July 2008, a new North American Coordinator (responsible for Canada and the USA) was set up in Washington, DC, with the UN Foundation. A month later, she and Millennium Campaign Director delivered presentations to 50 US campaigns in Washington, DC. The new coordinator helped organize US participation in several major MDG initiatives including the September 2008 G-Star fashion show in New York City, attended by the US Ambassador to the United Nations. As well as the UN high-level event for the MDGs and its numerous side events including a MTV event that highlighted the MDGs and the Millennium Promise awards; plus a discussion of the MDGs during the Clinton Global Initiative. The

Better World Fund's online campaign, called One Day One, offered citizens a chance to send messages to Presidential candidates in support of the MDGs.

On the policy front, in 2008 the US Millennium Campaign urged Congress to pass several bipartisan acts favouring MDG issues, including the Global Poverty Act, the International Violence Against Women Act, the Global Child Survival Act, and the Jubilee Act. Although receiving support, the bills were not passed and would have to be reintroduced in 2009-2010. However, the Millennium Campaign in North America worked with partners to influence the 2009 federal budget process. It is claimed that this work was associated with the passage of the Biden-Lugar Amendment to restore \$4.1 billion for international affairs, while PEPFAR was reauthorized and expanded.

**2009:** Two critical activities set the stage for what could be a new chapter in US engagement with the MDGs, in 2009. First, on the policy front, in January 2009, Barack Obama was sworn in as US President. The Obama Administration appears committed to achieving the MDGs, while relations with the UN appear to be improving. For example, one of President Obama's first orders was to withdraw the global gag rule and reinstate funding to UNFPA. Further, Secretary of State Hillary Clinton supported MDGs in her Senate confirmation; while US Ambassador to the UN, Susan Rice, reaffirmed support for MDGs in her Congressional testimony. In Congress, several bills have been presented, including a speech by Senator John Kerry on 21 May 2009 advocating for diplomatic and development reform, by making explicit calls for the US to achieve the MDGs, but also, to consider development an important component of foreign policy.

Moreover, in January 2009, InterAction, with support from the Millennium Campaign undertook a study on US organizational attitudes and willingness to engage with the MDGs. This report including a mapping of groups advocating on behalf of the MDGs, their messaging tactics, and lessons learned from previous attempts. This report suggests that the US is ready for a large scale MDG campaigning. Presently, the Millennium Campaign is pursuing this objective.

### **3. Impact Domains**

In this section, the four domains of influence are discussed; they include: political impacts, public awareness, media attention and partnerships. In a few of the domains, we provide background information so that the Millennium Campaign's activities can be placed within a meaningful context.

#### **3.1. Political domain**

In some cases, campaign efforts to influence policy can be assessed; however, such research generally requires time and expertise far beyond the scope of this evaluation. When trying to attribute causal influence without quality research, one risks drawing the wrong conclusions due to numerous factors that can influence policy. Given these methodological considerations, although internal Millennium Campaign documents suggest the campaign has conducted many activities designed to influence policy, there is no evidence which demonstrates unequivocal policy influence. For example, although Millennium Campaign and partners have lobbied for a particular bills, causal attribution can only be attributed if evidence is presented.



### **Activities and assessment**

At present, in 2009, it is clear that the Millennium Campaign conducts focused policy analysis and advocacy in consort with national actors. For example, the 2009 North American campaign's US strategy document identifies a large number of targeted policy objectives, demonstrating strong collaboration with local partners that aims to increase outreach and advocacy toward Congress and the Administration. Previously, the campaign has been involved, directly and indirectly, with various activities aiming to influence US policy towards the MDGs. Some key activities include first, the 2007 MDG shadow report which is regarded to have pressured the US Government to do their own report. Second, in 2008, lobbying on a number of bipartisan acts favouring the MDGs. Third, working with partners to influence the 2009 federal budget and the Administration's development strategy. It is not possible to judge if these activities have impacted US policy; however, numerous documents demonstrate a sharp policy focus and activities aimed at shaping policy.

### **3.2. Public domain**

According to the World Values Survey in 2006, 4.8% of Americans were aware of the term "Millennium Development Goal". What we know from the 2007 EuroBarometer report on MDG awareness is that on average, 18% of Europeans had heard of the MDG, but only 4% actually understood what the MDGs were. US awareness of the MDGs is well below European levels. Further, if we generalize this same proportion of awareness versus actual understanding from Europe to the US, then we would claim that 4.8% of Americans have heard of the term MDGs, but only about 1% understood what they were. However, US campaigners are not just dealing with low levels of MDG awareness, they are also dealing with some negative perceptions of the United Nations and the MDGs. The word awareness does not mean favourable attitude, it means knowledgeable. Moreover, the 2009 MDG survey commissioned by InterAction presents views of development workers. Overwhelmingly, 90.5% of respondents believed the MDGs were perceived more negatively in the US, rather than the rest of the world. The primary reason cited for these negative perceptions were: lack of understanding/awareness (55.1%), bias towards the UN (14.1%) and perceptions of US foreign aid (14.1%), among others.

Interviewees agreed that US public awareness of the MDGs has been rising. There seemed to be an agreement that 4.8% of public awareness is not bad in the US considering the context: a huge population, lack of endorsement by the former US Administration, and competition for citizens' attention from approximately 1.5 million NGOs and an even larger marketing oriented private sector.

Before looking at the Millennium Campaign's contribution to raising public awareness, it is important to understand the magnitude of resources required to impact public awareness in the US. During the interviews, it was put forward that the cost to build brand awareness in the US, in terms of commercial marketing costs, could range from \$50-200 million. This is close to the price of the Verb campaign which aimed to motivate US tweens to be more physically active, and which required \$200 million for 5 years of operation. Budgets at this scale are likely to exceed the Millennium Campaign's global operating budget, and in-kind donations, for its entire lifespan.

### **Activities and assessment**

The Millennium Campaign has undertaken numerous awareness raising activities directly, and with their partners. Some of the larger activities include Stand Up in 2006, though levels have dropped off since that time. As noted previously, during September 2008, there were a large number of events that generated media attention. The Millennium Campaign has further undertaken many smaller activities, which are too numerous to be listed in this brief report.

Campaign reports indicate some significant public engagement and media coverage; also, the partner reports further suggest some noteworthy public events and media coverage.

Informants considered that the Millennium Campaign made no direct impact on public awareness, though they believed that the Millennium Campaign's partners helped increase public awareness, as well as other actors. Further, though they agreed that the Millennium Campaign may not have contributed any significant direct impact, there was a consensus that the Millennium Campaign helped increase awareness of the MDGs among the development community.

Informants noted the following factors that influenced US public awareness of the MDGs. First, they cited the ONE Campaign, as having influenced awareness. Though, when trying to assess the strengths of collaboration between the One Campaign and Millennium Campaign, we received mixed messages. Informants also cited the work of the UN and US champions, particularly Prof. Sachs. In regards to the Millennium Campaign, informants cited partners as drivers of MDG public awareness. These included voluntary and faith-based organizations. The informants agreed that awareness of the MDGs was high in the development community, and that the Millennium Campaign played a strong role in impacting the development community's MDG awareness.

### **3.3. Media domain**

The US media market is enormous. With the UN's New York headquarters heavily influencing media interest in the MDG during large UN summits, one could expect this location to impact media coverage, to some degree. However, three separate global media analyses suggest that print news coverage of the MDGs is less popular in North America than many other parts of the world. From 2004-2008, the average distribution of three MDG media studies shows that coverage is distributed as follows: Europe (29%), Africa (24%), Asia and the Pacific (23%), Northern America (10%), Latin America and the Caribbean (10%) and the Middle East (4%). For details on these figures, see the media section in the global report.

Consistent with these three media reports, informants generally agreed that the MDGs were rarely mentioned in the US media. This was further demonstrated by the InterAction survey. Although the MDG package has received little attention, there was agreement that there is considerable interest in the issues associated with each goal. One informant expressed the view that more liberal radio may discuss the MDGs, however, as a consequence of the strained US and UN relations, and the association between the MDGs and the UN, conservative media may be highly critical of the MDG package, despite being generally supportive of individual goals.

#### **Activities and assessment**

With the Millennium Campaign's global communication staff stationed in New York, it is sometimes difficult to distinguish between the campaign's global media efforts and US-based media work, making differentiation and attribution difficult. There are no systematic reports focused exclusively on US media per se, but rather various ad hoc report of media impact across different sources, such as small grant reports, campaign reports, media analysis reports. Some events appear to generate large levels of media attentions; however, the reports tend to focus on the big media achievements. Further, the partner reports are not structured in a way that would allow media inputs and outputs to be systematically compared. These factors render systematic analysis of US media impacts difficult.

Interviewees attributed MDG media coverage to Stand Up, but not any other Millennium Campaign activities. Nonetheless, a few of the major reported media highlights include the

June 2006, Bread for the World's level convocation of faith leaders, which attracted media attention; and the reported Stand Up media coverage. There were a number of media achievements in May 2007 and September 2008. There are many other smaller activities, though a complete listing is beyond the scope of this investigation.

Considering all the evaluation complications and US media environment, the Millennium Campaign's various ad hoc reports suggest their activities are probably generating media coverage that could be in excess of what would be expected from a small office. Though in a country the size of the US, even large achievements will tend to look small.

### 3.4. Partners and networks

Before looking at the Millennium Campaign's work with civil society, it is important to understand the scope of US civil society. The National Center for Charitable Statistics provides data on the non-profit sector in the US. In 2008, there were slightly more than 1.5 million registered non-profit organizations. In 2007, public charities reported over \$1.4 trillion in total revenues and nearly \$1.3 trillion in total expenses. In 2008, foundations gave \$45.6 billion.

An issue that emerged during the interviews was the Millennium Campaign's limited capacity to make a difference, in a country the size of the US, if they try to make an impact on their own. The US Millennium Campaign has one staff member, strong institutional support by the UN Foundation, some strong partners, and the global Millennium Campaign stationed in New York. However, they are operating in a network of over 1.5 million non-profit organizations. Their 2008 small grants budgets was just under \$200,000, and is virtually insignificant in a country whose non-profit sector takes in \$1.4 trillion per year. The community of pro-development organizations will be smaller than this, though the scope is likely to be overwhelmingly large.

#### Activities and assessment

The table below presents a breakdown of partnership funding from 2007-2008. The data are from the Millennium Campaign's small grants records. This table includes the US and Canada. While reading through the partner reports, it is clear that a few partnerships were formed with large umbrella networks, such as InterAction and faith-based networks, whose networks and sphere of influence appear to be contributing some impacts.

**Partnership funding (2007-2008)**

<b>Recipient</b>	<b>2007</b>	<b>2008</b>	<b>Grand Total</b>
Bread for the World		\$34,100	\$34,100
Christian Reformed Church of North America (Micah Challenge USA)	\$50,000	\$31,500	\$81,500
Jubilee Oregon Chapter, Jubilee USA Network		\$1,550	\$1,550
Jubilee USA Network	\$60,000	\$25,000	\$85,000
The American Council for Voluntary International Action (InterAction)		\$33,610	\$33,610
The Center for Art and Spirituality in International Development (CASID)		\$5,000	\$5,000
Oxfam Canada		\$50,000	\$50,000
The North South Institute		\$10,000	\$10,000
<b>Grand Total</b>	<b>\$110,000</b>	<b>\$190,760</b>	<b>\$300,760</b>

The Millennium Campaign's partnerships with faith-based organization is regarded as having made a strong contribution to public awareness of the MDGs. Likewise, engagement with US

development organizations appear to be regarded as successful partnerships. Likewise, the Jubilee campaign funding reports demonstrate a highly professional approach to political analysis and lobbying. The MDG shadow report is considered a key partnership outcome; the subsequent survey of organizational dispositions towards the MDGs is clearly a key preliminary activity that may lead to larger MDG engagement from 2009 onward. However, recognizing the size of the US, the partnerships to date have been small and appear to have achieved small scale public engagement while setting the stage for potentially bigger activities to come. Based on the very limited resources placed in the US, the achievements appear proportional to the input, though the activities at present offer the biggest potential return on investment and perhaps, in a few years it will be possible to evaluate the impact of these efforts.

#### **4. Future**

During our interviews, we asked one sceptical question, asking it in a sceptical tone, “Does America really need the UN Millennium Campaign?” Our informants agreed that the Millennium Campaign’s hybrid role, as civil society and UN actor, placed it in a unique role to support civil society engagement with the MDG. There was recognition that the Millennium Campaign can never realistically expect to be a front running campaign, as the US is overwhelmingly large, but the Millennium Campaign could play a strong back stage role as a soft influencer and facilitator. This was put well by stating the Millennium Campaign, “could never be the US campaign”, but with limited resources, it could “ensure a US campaign exists.” In this regard, the campaign was advised to continue focusing where they could create the most impact: on foundations and umbrella organizations who can create the conditions for wider participation in achievement of the MDGs. They underscored that such activates could leverage influence far in excess of what the Millennium Campaign could achieve alone.

The most promising direction that emerged during the interviews was the potential of a large US MDG campaign. Several indicators suggest that US civil society is ready to help achieve the MDGs in a big way. First, the US Government is progressively adopting pro-MDG policies and increasing their expressed support. Second the InterAction survey shows that 80.2% of organizations support coordination of communication and advocacy towards the MDGs. Further InterAction has clearly expressed interest in moving this forward in conjunction with other US-based actors. Finally, a five year target date, towards 2015 could serve as a short, but highly motivating timeline to drive the campaign. However, one of the missing critical elements is financing.

Given the size of the US, it is hard to imagine anything less than large scale coordinated action could raise public awareness of MDG in a way that could possibly influence pro-MDG policy. Although large scale coordinated engagement may appear tempting, there are also potential risks. For example, if a coalition structure is considered, the ONE Campaign’s past US coalition experience appears to be regarded with mixed emotions. By expanding out, the Millennium Campaign would have to adapt to the priorities of US civil society, and would have to navigate issues, such as aversions to being too-UN, too-white band, or too focused on aid volumes. Moreover, there may be tensions over formulating the campaign around the individual MDGs versus the entire MDG package. In the US, there seems to be many forces that will pressure any MDG campaign to disregarding the MDG packaging in favour of focusing on the individual goals. However, this is likely to be a point of conflict with the Millennium Campaign who generally promote the full MDG package. One solution was that organization could promote those MDGs closest to their mandates, while the Millennium Campaign could help unify such action around the bigger picture MDG context. For more ideas on resolving the tensions between focusing on a few priority goals versus promoting the whole package, the media section of the global report contains an insight guide on solutions

to packaging the MDGs. Finally, informants agreed that the global economic slowdown would complicate the playing field, but they seemed to feel the game could still be played, despite the added difficulty.

To help facilitate such a campaign, it was expressed that the Millennium Campaign would have to provide support at a high political level, as well as at an operational level. First, at a higher-political level, to support and help finance such an initiative, it was expressed the Millennium Campaign would need to engage major players in US foundations, civil society and potentially government. However, concern was expressed that the Millennium Campaign did not have senior staff with the right combination of high-profile status and US connections/influence capacity. To supplement their capacity, it was expressed that the Millennium Campaign may need to solicit high-level political support from within the UNDP or beyond their network, to help move a major US campaign forward.

Second, at an operational level, the InterAction survey showed disagreement on how organizations should get together and what sort of structure was best suited to coordinated action. However, there seemed to be agreement among informants that the Millennium Campaign was in a good position to help facilitate a large US MDG initiative. The staff and resources required for this ends will be better assessed in the future should a concrete plan of action emerge from this vision.

## **5. Annexes**

### **5.1. Interviews**

**(Arranged in alphabetical order by last name)**

- Kathy Calvin, Executive Vice President and Chief Operating Officer, UN Foundation
- Jamie Drummond, Executive Director of DATA (former Executive Director, ONE Campaign)
- Richard Morford, Managing Director, Donor and Multilateral Relations, Millennium Challenge Corporation
- Anita Sharma, North America Coordinator, UN Millennium Campaign
- Marc Suzman, Director of policy and advocacy for the Global Development Program, Melinda & Bill Gates Foundation
- Sam Worthington, CEO, InterAction

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