



Campaigning with Partners for the MDGs: a case study of Brazil

• eradicate extreme poverty and hunger • achieve universal primary education • promote gender equality and empower women • reduce child mortality • improve maternal health • combat HIV/AIDS, malaria and other diseases • ensure environmental sustainability • develop a global partnership for development • eradicate extreme poverty and hunger • achieve universal primary education • promote gender equality and empower women • reduce child mortality • improve maternal health • combat HIV/AIDS, malaria and other diseases



Part of a series to share good practices from countries successfully promoting and advancing the Millennium Development Goals (MDGs), this case is intended to help UNDP Country Offices, national governments and their partners to determine whether a campaign could help to advance the MDGs in their countries, and, if so, how Brazil's experience can be adapted to other contexts. The case focuses on campaign methodologies, partnerships and products in order to provide concrete ideas to practitioners. At the same time, it recognizes the importance of coordinated action by the Government of Brazil, UN Country Team and partners on implementation of policy, programme and monitoring initiatives.





Brazil at a Glance

Location: Eastern South America, bordering the Atlantic Ocean

★ Capital: Brasilia

Total Population: 176.3 million

Human Development Index Rank: 72

GDP per Capita (PPP US\$ 2002): \$7,770

Life Expectancy at Birth: 68.0 years

Poverty (% of population): 11.8%

Adult Literacy: 86.4%

How A Campaign Advanced Action Toward the MDGs

Brazil is a country of contrasts. Its flourishing culture, middle income status and leadership in the Americas is coupled with entrenched poverty, persistent inequality and strains on its natural environment. A confluence of events, including the election of a President with a strong social welfare agenda, created the opportunity to reinvigorate poverty alleviation efforts. A group of public and private partners and the UN Country Team launched an MDG campaign that was highly creative, rooted in Brazilian culture, and complementary to national efforts to improve public policies and service delivery. The campaign has increased awareness of the MDGs and helped to:

- form a pro-MDG movement by unifying diverse civil society organizations, private companies, Government officials and citizens around a common goal;
- encourage national debate on the relevance of MDGs to Brazil, and spark processes to adapt MDG targets and indicators to Brazil;
- increase attention to the large variations in development status within Brazil;
- support long-term planning and efforts to align national, state and municipal pro-poor policies;
- improve national capacity to monitor development progress, including providing additional means by which the population can hold Government accountable for progress; and
- build new partnerships in support of development.

*Source: Human Development Report 2004. Poverty data from On Progress Toward Achieving the Millennium Development Goals: Albania National Report 2004.

Socio-economic and Political Context

The deepening of democratic institutions, gains in macroeconomic stability and rapid expansion of prosperity contribute to an overall encouraging context for sustainable development in Brazil. Yet, despite these numerous advances, real poverty has only moderately declined, and inequality persists.

In Brazil, economic and social status tends to vary by geography, race and gender, a legacy of the country's history. Imposed and de facto colonial and post-colonial divisions among indigenous peoples and descendants of Portuguese settlers, African slaves and European, Middle Eastern and Asian immigrants created persistent structures of exclusion and inequality. In the 1950s, during the military government, a strategy of import substitution prioritized rapid industrial expansion, and helped to bring about significant, sustained economic growth. Benefits, however, accrued disproportionately to the upper classes at the expense of workers and unions. The industrialization contributed to the expansion of the *favelas* (urban slums), one of Brazil's greatest contemporary challenges, by promoting urban migration while infrastructure and social support did not expand at the same pace.

Today, Brazil faces extreme income distribution: at the end of the 1990s, the richest 1% and the poorest 50% of the population each commanded 10% of national income; 3% of Brazilians hold approximately 66% of the country's arable land. There is an urgent need to clarify property rights—in agricultural, the Amazon and indigenous peoples' areas as well as in the *favelas*—and to extend water and sanitation, primary education and other social services, especially to rural areas in the north. Closely related to these issues are environmental concerns. The rain forest is being cleared, legally and illegally, for timber and agricultural land, further threatening the diversity and welfare of indigenous peoples, natural flora and the Amazon basin. Table 1 shows Brazil's MDG status.

Setting the Stage: A New President Opens Political Space

Luiz Inácio Lula de Silva, a former labour leader, made the fight against hunger and poverty a national priority when he became President in 2003. The new Government launched a 'Zero Hunger' campaign and social programmes that target causes of poverty and the poorest groups. It also sought to resolve some of the land tenure problems. The President took advantage of the meeting of the UN Millennium Project Task Force on Urban Slums in Brasilia in July 2003 to call attention to homelessness and to distribute the first set of new land titles to *favela* residents.

President Lula also reaffirmed Brazil's commitment to the MDGs. In mid-2003, the President established an inter-Ministerial Task Force led by the Chief-Minister to define and monitor national policies, annual targets and programmes for the MDGs. Concurrently, President Lula made global eradication of poverty and hunger a foreign policy concern. Together with India and South Africa, Brazil called for the establishment of an international MDG fund. The President's speeches at the UN in 2003 and 2004 generated global attention¹ and increased space for dialogue on the MDGs within Brazil.

¹ In 2004, following a meeting organized by President Lula, representatives of more than 100 countries signed the New York Declaration on Action against Hunger and Poverty.

Table 1: Brazil's MDG Status–Select Indicators

The national MDG Report relied on the minimum wage to estimate the percent of Brazilians living in poverty and extreme poverty.

Source: *Brazilian Monitoring Report on the Millennium Development Goals*, September 2004. Notes: data from: a) 1990 b) 1997 c) 1998 d) 2001

MDG	Select MDG Indicators	1992	2000	2002
MDG 1	poverty (% of population living on a monthly family income of less than half a minimum wage per capita)	39.7% ^a		30.6%
	extreme poverty (% of population living on a monthly family income of up to one quarter of a minimum wage per capita)			11.6%
	participation poorest 20% in national income or consumption (% total income of families)	3%		4.2%
MDG 2	primary school attendance	78%		90%
MDG 3	participation in labor force – women	47.2%		50.3%
	participation in labor force – men	76.6%		73.2%
MDG 4	Child mortality (deaths per 1,000 births)	53.7 ^a	35.1	33.7
MDG 5	% of live births whose mothers had at least seven prenatal appointments		49% ^b	46% ^d
MDG 6	HIV/AIDS incidence (per 100,000 people)		18.7 ^c	12
	orphans due to AIDS (estimated new cases annually)	1514	5498 ^b	
MDG 7	Residents in permanent private housing with no sanitary sewer (% in relation to total population)			
	urban	6.2%		2.9%
	rural	49%		32.9%
	urban permanent private housing units with adequate conditions	50.5%		59.5%

Initiation of an MDG Campaign with One Common Message

President Lula's leadership, however, would not automatically translate into effective local action; it would require much advocacy and support. First among practical challenges was Brazil's political structure. As a Federation with 27 states and 5,562 municipalities, many with strong leaders, aligning federal, state, and municipal policies is a challenge. Federal positions do not always trickle down quickly. Moreover, debt burdens limit public social spending at the federal, state and municipal levels.

A second need and opportunity lay in using the MDGs as a framework to channel philanthropy and social responsibility practices toward a unified, sustainable goal. To align efforts around MDGs, it would be necessary to show how the MDGs apply to Brazil and that their outcome depends on local, not international, action.

The UNDP Country Office also saw that an MDG campaign could help it to meet its own mandates. Campaigning is one of four reinforcing pillars of the UN strategy to advance the MDGs.² UNDP Brazil felt it could use its years of experience advancing human development to support national action toward the MDGs.

The UNDP Country Office designed an MDG campaign to achieve six objectives:

1. to raise national awareness of the utility of using the MDGs as a framework to address Brazil's development concerns;
2. to galvanize public opinion in favour of MDG policy-making;
3. to 'Brazilianize' the MDGs by adapting the targets and indicators, thereby also helping to instil a sense of ownership;
4. to increase space for debate on how to align the federal, state and municipal development policies;
5. to improve national capacity to monitor development progress, especially at state and local levels; and
6. to mobilize private and public resources to support implementation of pro-MDG activities.

The UNDP Country Office envisioned a two-phase campaign: first, outreach to raise awareness and to educate; and then advocacy to leverage awareness into action.

The campaign sought to raise nation-wide awareness because ultimate success depends on action by many and diverse people. A single overarching message was chosen to unite the campaign. It is simple, yet empowering, resonates with many audiences and combines education with a call to action: '8 ways to change the world. Yes we can.' The campaign became known by its Portuguese tagline, *Nós Podemos*.

Transforming Challenges Into Opportunities

Time was of the essence. UNDP Brazil and its partners wanted the campaign to make an impact within a year in order to take advantage of momentum around the new Government and municipal elections in October 2004. Aligning federal and municipal policies around the MDGs would require putting the MDGs on political agendas.

A second challenge related to meaningful involvement of Brazilian society, including the private sector. The UNDP Country Office's closest relationship, however, was with the Federal and State Governments. To meet this challenge, the UNDP Country Office first tapped Brazilian signatories of the Global Compact, a UN-led initiative to engage businesses in support of development. UNDP staff also relied on personal networks. Moreover, some

of Brazil's extensive civil society were critical of the MDGs, which they saw as a diminished agenda (for example, to halve rather than to eradicate poverty). Others were critical of the UN for its perceived ownership of the MDGs and of private sector involvement in development. The UNDP Country Office's tactics included first engaging large and influential Brazilian non-governmental organizations (NGOs) that had pertinent mandates and impeccable credentials. It encouraged these partners to reach out to other parts of civil society using their own names, and sought dialogue in order to share perspectives and identify common interests.

Finally, UNDP Brazil challenged itself to keep its campaign budget small so that most of its funds would continue to support programmes for human development. This forced creative approaches to partnerships and activities. A marketing firm estimated that the resulting outreach would have cost US \$30 million through conventional means.

Building Partnerships for a Brazilian Campaign

The UNDP Country Office recognized that partnerships would be the lynch-pin to a successful campaign. It sought to recruit organizations with good reputations, that were recognized as Brazilian, and whose participation would likely generate further interest. The UNDP Country Office recruited its first partners in December 2003. Grupo Pão de Açúcar owns the largest supermarket chain in Latin America, and has 564 stores in 12 of Brazil's 27 states, in rich and poor urban areas. The two partners agreed to put the MDGs on supermarket shopping bags, a step that would be of no additional cost to either party. Since May 2004, the supermarkets have placed more than 1.8 billion MDG bags in the hands of their customers. This approach proved so successful that a market has developed for ads on shopping bags. For its part, Grupo Pão de Açúcar was attracted to displaying the UN logos next to its own, and actively promoted both the MDGs and the partnership, for example by publishing ads in leading Brazilian newspapers.³ (See Figure 2.)

In April 2004, four organizations joined together to spearhead an MDG campaign: the Committee of Entities Against Hunger and For Life (COEP), a Brazilian network of 700 civil society and public sector organizations dedicated to poverty alleviation and social development; Instituto Ethos (The Ethos Institute of Business and Social Responsibility); McCann Erickson, a global advertising firm; and, the UNDP Country Office. The campaign committee soon grew to more than twenty members.⁴ The committee resolved to give the campaign an identifiable, professional look. It also resolved to nurture a sustained social movement.

² The UN Secretary General charged the UNDP Administrator, in his capacity as Chair of the UN Development Group, to lead MDG campaigning and to assist in monitoring of country progress. The pillars of the common UN Core Strategy on the MDGs are research and analysis, monitoring, campaigning and operations.

³ *Folha de São Paulo, Estado de São Paulo, and Balanço Social da Gazeta Mercantil, August 2004.*

⁴ As of May 2005, the MDG campaign committee members include: Banco ABN-AMRO Real, BankBoston, Boxnet, Casper & Associados, COEP, Faça Parte, Federação das Indústrias de Minas Gerais (FIEMG), Federação das Indústrias do Paraná (FIEP), Federação das Indústrias de São Paulo (FIESP), Formosa, Fundação Casper Libero, Grupo de Institutos Fundações e Empresas (GIFE), Grupo Pão de Açúcar, Grupo Santander Banespa, Hewlett-Packard, Instituto Ayrton Senna, Instituto Ethos, Interamerican Development Bank, Kraft, Maxpress, McCann-Erickson, Nestlé, PATRI, Telefônica, UNDP, Universidade da Mata Atlântica (UMA) and World Watch Institute.



Branded Campaign Products for Outreach

The committee began by visually branding the *Nós Podemos* campaign. Given the diverse target audiences, visuals needed to be easily recognized and remembered as well as striking. McCann Erickson, a committee member, created the Brazil MDG logos pro bono, as depicted in Figure 3. Bold and colourful, the logos are simple enough to be understood by young, old and illiterates, yet not too simplistic to be dismissed by the educated or elites. Even without the associated words, they relate the essence of each MDG through symbols that have meaning to most Brazilians.

Figure 1: Brazil's *Nós Podemos* Campaign Slogan and Logo

Nós Podemos (Yes we can!) sets a positive, can-do tone, while '8 ways to change the world' suggests there are actions to be taken and prompts one to ask 'how?'—without referencing 'MDGs,' an unfamiliar term to many early in the campaign.



Figure 2: MDG Shopping Bags and Advertisements

UNDP Brazil and Grupo Pão de Açúcar set the tone for Brazil's MDG campaign by placing the MDG logos on supermarket bags, an item seen by millions of Brazilians.



Figure 3: MDG Logos

Brazil's MDG logos were designed to be recognizable from afar and to convey the issue wordlessly.



Figure 4: *Nós Podemos* Campaign Website

Released under the *Nós Podemos* brand, the campaign website, www.nospodemos.org.br, is a portal to materials, ways to get involved and information on the MDGs.



Used constantly, the logos attracted much attention and contributed to a self-perpetuating cycle of expanding publicity and new partnerships. The campaign received so many requests to use the logos that it made them widely available and translated them into English and Spanish. The MDG campaign in Bosnia and Herzegovina, for example, was so inspired that it adapted the logos to Bosnian sensibilities.

The campaign committee posted a website in July 2004 as a widely and easily accessible platform. Designed around the slogan and logos, the site deepened the campaign's identity. (Supporters of the campaign are listed only within one section on the Solidarity Movement, 'O Movimento – Parceiros'.) The website explains the MDGs, suggests actions that individuals can take to contribute to the MDGs, lists upcoming events and includes radio and TV clips, and press statements. It also provides the logos for anyone to use. Most members of the campaign committee contribute as much as US \$8-10,000 annually to support the site, its staff and related materials. (See Figure 4.)

Expanding Partnerships through Targeted Outreach to Reach Diverse Audiences

While the *Nós Podemos* primary message was effective for all groups, outreach means and supporting secondary messages needed to be tailored in order to reach specific audiences. The committee grouped the target audiences into two categories: decision makers, including policy makers, prominent journalists and company executives; and, the general public. To reach decision makers, the campaign emphasized outreach through conversation, seminars, reports, presentations and on-going collaboration. Reaching audiences in the second category required more creativity and partnerships with organizations that had access to discrete segments of the population, as illustrated in Table 2. General coverage in the press helped to reach all audiences.

Identification of these communication avenues helped to give the campaign a life of its own. The bulk of the campaign's key partnerships and products were established within the first nine months of 2004. President Lula officially launched the *Nós Podemos* campaign during the first annual National Citizenship and Solidarity Week, August 9-15, 2004. Thereafter, widespread press coverage and recognition of the MDGs by senior Government officials directed new partners to the campaign. Some of the many partnerships and activities are:

- the Brazilian stock exchange posted a 257 square metre MDG banner over its façade;
- the Mayor of São Paulo posted an MDG banner on the Government office;
- Banco do Brasil, present in all 5,562 municipalities, displayed the *Nós Podemos* slogans and logos on all its 80,000 employee desktops for three days in August 2004, and on all 38,500 ATM machines for two days in each October and December 2004;
- the civil society network COEP collaborated with INFRAERO, the company that administers all 66 major airports in Brazil, to post MDG banners in airports;
- Grupo Pão de Açúcar sold at cost 300,000 school notebooks with the MDG logos on the cover in January and February 2005;
- the NGO Faça Parte and UN Volunteers sent MDG posters, booklets and teacher guides to 25,000 primary and secondary schools;

Table 2: Examples of Differentiated Communication Avenues

While the *Nós Podemos* message was addressed to all Brazilians, it required differentiated and targeted communication means to reach particular audiences.

Target Audience	Communication Avenue
Children	Outreach and distribution of materials at volunteer primary and secondary schools, in a partnership with UN Volunteers and Faça Parte, an NGO.
Youth	MTV Brazil, youth magazines
Students	Mailing MDG posters and booklets to schools MDG themes included in university entrance exams
Women	Catalogues of Natura, a cosmetics company
General public	Bank statements, energy bills, ATM machines, supermarket shopping bags, banners, outdoors, magazine ads, etc.
NGOs	Initiatives by COEP, a coalition of 700 Brazilian organizations concerned with poverty and development, and presentations by campaign core members
Mayors	Capacity building and training in partnership with the National Confederation of Municipalities and Inter-American Development Bank
Corporate Executives	Presentations by Ethos Institute of Business and Social Responsibility and other partners of the National Movement for Citizenship and Solidarity

- MTV Brazil published a feature on the MDGs in its magazine in September 2004, has been running nine public service announcements since October 2004 and is incorporating the MDGs into its talk show programming;
- Executives of the largest Brazilian savings bank, CAIXA, conducted a two-day national seminar with 500 people, including six Ministers and the UN Resident Coordinator, to discuss support for the MDGs;
- Zero Hunger Support (an NGO), the Presidency of Brazil, the Federation of Industries of Bahia State, the UNDP Country Team and private companies initiated a programme to construct and repair schools, create health facilities, and generate sustainable employment in communities with low human development indicators in 12 municipalities in Bahia State. Similar partnerships are expected to begin in two more states;
- Indústrias Tevah, a textile producer, dedicated a day of its production to charity, donating 11,000 pillows, blankets, clothes, and pyjamas to orphanages and hospitals. Tevah also placed the MDGs outdoors in every municipality of Rio Grande do Sul State;

- Universities, the foundation EDUCAR and UN Volunteers are working to change an often violent university initiation ritual, the *trote*, into social activities to support MDGs;
- Universidade de Brasilia incorporated the MDGs into its English, Portuguese and Sciences exams, and placed the campaign logos on its entrance exam covers; and
- some business schools added MDGs to their curricula on corporate social responsibility.

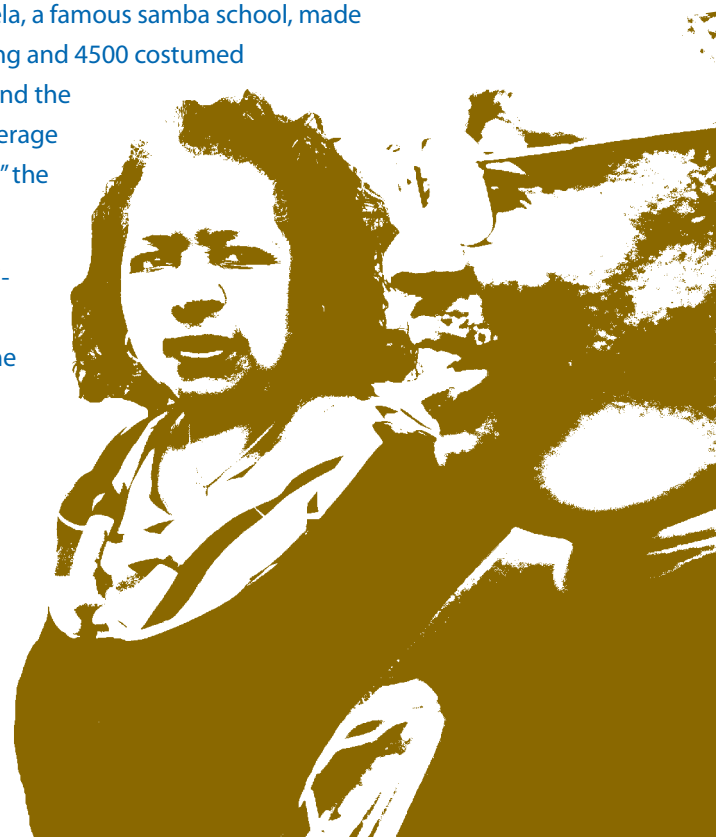
The proliferation and visibility of the many partnerships had a quick and widespread impact on popular identification of the MDGs. At the same time, it obscured emerging challenges. One-time contributions were frequent. The campaign had to work harder to maintain levels of engagement. More sustained support will be needed to spread awareness and to maintain pressure for action over a longer-term. New partnership and initiatives are helping to extend the campaign to rural areas and to deepen understanding of steps that can reduce inequality and exclusion.

Building a National MDG Movement

The campaign organized a capstone National Citizenship and Solidarity Week to be held each August until 2015 as a means to raise awareness, increase discussion about development progress, and foster a sustained, national movement for the MDGs. President Lula inaugurated the week and MDG campaign in the presence of nearly 700 Senators, Ministers, Governors, and Mayors, and leaders of civil society, the private sector and the UN agencies in Brazil. Diverse sectors of society participated in more than 3,000 events, including workshops, public speeches, distribution of flyers and street fairs. A boy scout troop released balloons filled with seeds to re-plant deforested areas. Politicians debated strategies to fund development, and private and public sector managers debated how to alleviate poverty in the most marginalized communities.

Carnival, a uniquely Brazilian event, was also leveraged for the MDGs. Portela, a famous samba school, made the MDGs the theme of its 2005 parade through floats, lyrics to a samba song and 4500 costumed participants, including members of the UN Country Team, the World Bank and the International Monetary Fund. Portela's parade receives extensive press coverage globally. Commercials during Carnival cost US \$30,000 per minute; "buying" the 80 minute broadcast of the parade would have cost \$2.4 million.

MDGs were a prominent part of the debate when global civil society organizations met at the World Social Forum in its originating city, Porto Alegre, Brazil in January 2005. There, President Lula participated in the launch of the advocacy campaign *The Global Call to Action Against Poverty*. Civil society leaders, however, expressed continued concerns about the MDGs, political processes, participation and inclusion.



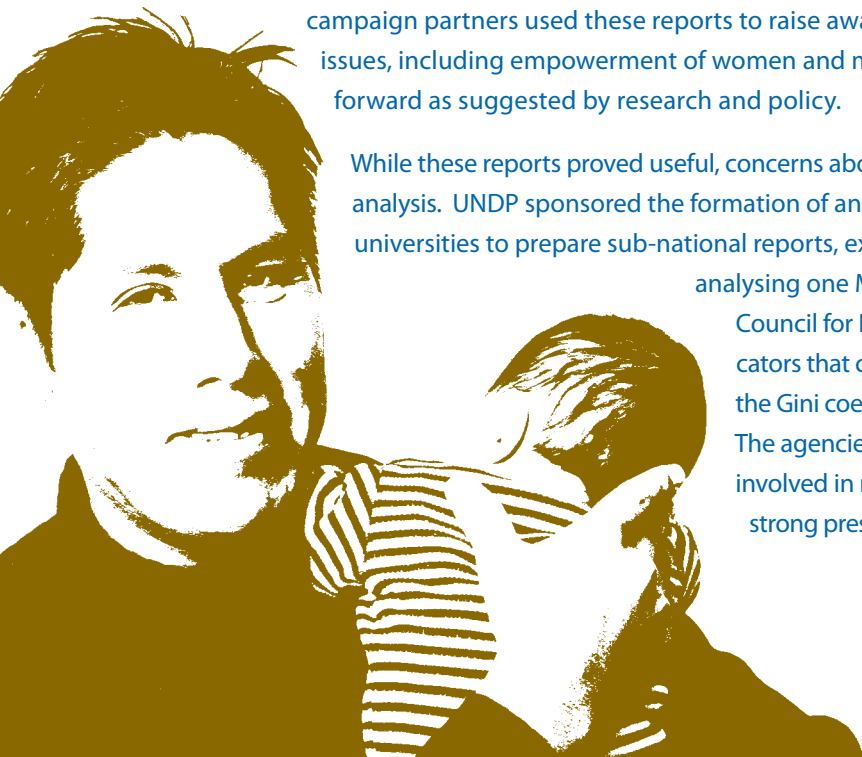
Linking Campaigning and Monitoring to Action for Development Progress

As the campaign kept spotlighting the MDGs, policy makers and the public became more interested in Brazil's status. The *Nós Podemos* campaign linked with monitoring efforts to provide this information. Concurrently, President Lula's personal interest in the MDGs deepened as more people became interested. As the President spoke more about the MDGs, Government offices in turn increased their attention and action. The UN system's relationship with the Government was expedient; at the Presidency's invitation, members of the UN Country Team established an on-going dialogue with senior officials on MDG issues. Combined, all this helped the campaign moved into its second, advocacy phase to encourage specific actions, policies and programmes, as well as disaggregated data and reports, which will help to identify inequitable situations and solutions.

The Government had linked budgeting and performance to the MDGs in March 2004 when the Federal Accounts Court, which audits expenditures, adopted the MDGs as the guideline to evaluate the efficacy and relevance of most public federal expenditures. On-going discussions between the Court and UNDP on effective budgeting contributed to this outcome. The Government then moved to establish a baseline. It quickly issued the first *Brazilian Monitoring Report* on the Millennium Development Goals in September 2004 in collaboration with the UN Country Team, the World Bank, the Inter-American Development Bank and two national research institutes. The report shows improvement in most indicators and that Brazil is close accomplishing MDG1 and MDG2. The report, however, presents mostly national averages. The disaggregated data that was available shows some disparity among Brazil's five regions and age groups. For example, child mortality in the Northeast remains higher than the national average, despite overall decreases and narrowing of the gap.

Two months later, 27 NGOs and UN agencies published *Brazil Fit for Children*, which became a strong tool for campaigning. This shadow report shows how children relate to nearly all MDGs, provides data disaggregated by age and urges action, including alignment of Government policies to redress rampant inequality. *Brazil Fit for Children* also introduces child-related targets⁶ and rates the likelihood that they will be reached. The campaign partners used these reports to raise awareness of MDGs, inequality and more neglected groups and issues, including empowerment of women and malaria. At the same time, they stressed ways to move forward as suggested by research and policy.

While these reports proved useful, concerns about continued inequality sparked interest in more detailed analysis. UNDP sponsored the formation of an Academic Network for the MDGs with five of Brazil's leading universities to prepare sub-national reports, expected in late 2005. Each participating university is also analysing one MDG for a national thematic report. Concurrently, Brazil's Council for Economic and Social Development began discussions on indicators that can track equality and social and economic disparities, such as the Gini coefficient. Civil society groups are also contributing research. The agencies of the UN Country Team, including UNDP, are heavily involved in monitoring and dissemination of reports, complementing the strong presence of the UNDP Country Office in campaigning.



Concurrently, the *Nós Podemos* campaign began to link MDG attainment with leadership and with aligned local and national policies. The National Confederation of Municipalities, Inter-American Development Bank and UNDP Country Office held four-day trainings for 7,200 new mayors and senior advisors on public policy principles, municipal management practices, legislation and the MDGs in late 2004. At least three Ministers presented sector plans at each session. In a related initiative, the Presidency and UNDP Country Office will bestow the first Municipal MDG Awards in late 2005 to cities with public policies that are conducive to advancing the MDGs and that show promising early results. In future years, as refined data becomes more readily available, the award may be given for advances toward the MDGs.

Initial Impact and Next Steps

There is early evidence of impact. The Rio de Janeiro State Assembly announced 2005 as the Year of the MDGs. A year-long series of discussions on each MDG will culminate with an MDG report on cities in Rio de Janeiro—the first state-level MDG report. The Rio De Janeiro State Assembly is urging other State legislatures to do the same.

Additionally, the Federal Government began to collaborate with the dozens of Civil Society Councils to adapt the MDG targets and indicators to Brazil. This will benefit the preparation of the second national MDG Report, which is scheduled for release in late 2005. Each Council represents a particular group or theme. Some Councils are recommending ways to disaggregate data, for example by race, while others seek to include issues like violence against women. This process is helping to boost stakeholder participation, ownership and ‘Brazilianization’ of the MDGs – and to overcome civil society criticisms. The UN Country Team is supporting this work and discussions on permanent mechanisms for Government-civil society consultations, greater sharing of information on MDG programmes and progress, and increased substantive input of civil society in monitoring and shaping the MDG agenda.

In December 2004, President Lula launched *Brazil in Three Times*, one of the few clear long-term visions for Brazil in several decades. The strategy defines time bound objectives with targets for progressive achievements marked against three years: 2007, when a new Government will begin; 2015, by when Brazil is to have achieved the MDGs; and 2022, commemorating 200 years of independence. The strategy reaffirms Brazil’s commitment to the MDGs and development beyond 2015, and places the MDGs at the heart of the social agenda. It is helping Brazilians to identify what kind of society they want and to lengthen the operative concept of long-term.

The ultimate effectiveness of *Brazil in Three Time Periods* will depend on sustained, increased budgets for programmes and effective national policies. Next steps include defining additional advocacy and programmes to reduce inequality, a focus of the UN Country Team’s work, as well as continued work to align pro-MDG policies and to increase national capacity for monitoring. In this context, the *Nós Podemos* campaign is seeking to deepen and expand its partnerships in order to maintain momentum, to monitor progress, and to advocate for action, resources and results.

⁶The World Fit for Children (WFFC) goals are divided in four categories: promoting healthy lives (reduce maternal mortality by at least one third by 2010); providing quality education (reduce the number of primary aged children who are out of school by 50%); protecting against abuse exploitation and violence (protect children from all forms of all forms of sexual exploitation); and, combating HIV/AIDS.

Lessons Learned

- **Political events can provide timely openings.** The strong social-welfare agenda of President Lula created space for pro-MDG action in Brazil. Similarly, municipal elections created an opportunity to raise awareness with new mayors while also building institutional capacity through training sessions.
- **Presidential leadership can be important to a cause, but may not be sufficient by itself to achieve the desired outcomes.** In Brazil, federal directives do not automatically translate into successful local action and outcomes in part due to Brazil's size and political characteristics. Aligning federal, state and municipal policies around the MDGs requires much advocacy and support, and mandated an MDG campaign.
- **Early engagement of partners can increase commitment and meaningful collaboration, and boost the impact of a campaign.** In Brazil, partners are the lynch-pin of the MDG campaign. The close involvement of reputable private sector and civil society organizations in shaping the campaign, slogans and logos resulted in high quality product, a strong sense of ownership and a core group of proactive, committed organizations.
- **Limited funds do not necessarily mean a small campaign with limited impact.** In Brazil, limited funding forced the UNDP Country Office to be creative in its partnerships and approaches, for example, by placing the MDG logos on supermarket shopping bags. This approach proved so successful that organizations in Brazil now pay to place ads on shopping bags.
- **A clear overarching message and well-designed logos that resonate with all groups can give a campaign an identity, attract partners, and boost the life of the campaign.** Tailored outreach can then deliver this message effectively to specific groups. The Brazil campaign slogan, '8 ways to change the world. Yes we can.' is empowering, resonates with many audiences, combines education with a call to action, and does not use unfamiliar terms. The logos' bright colours and silhouettes are recognizable from afar and convey themes wordlessly to all audiences.
- **A professional approach can be an important part of a successful campaign.** In Brazil, the core campaign partners committed themselves and their resources to a multi-faceted, branded campaign with a slogan, logos, website with dedicated staff, and capstone events. While outreach began almost immediately, the campaign was launched only when all parts were ready.
- **Using the country's cultural traditions and social habits can facilitate a campaign, increase ownership, empower partners and yield greater results.** For example, a partnership with the Portela samba school tapped Carnival to raise awareness of the MDGs in Brazil. Also, the MDG logos were presented to millions of Brazilians through ATM machines, customer newsletters, substantive publications, energy bills, supermarket shopping bags, brochures, magazine ads, T-shirts, bumperstickers, bank statements and many other means.

- **An MDG campaign may require distinct phases of education and advocacy to build the necessary foundations for action.** In Brazil, the *Nós Podemos* campaign had two phases: first, large-scale outreach to raise broad, national awareness and to educate; and then advocacy to leverage this awareness into specific action. The second phase includes efforts to deepen understanding of development challenges, including inequity and exclusion.
- **Monitoring development progress can fuel MDG advocacy by providing evidence of needs, inequalities and successful policies.** Disaggregated data are essential to identifying pockets of poverty and excluded groups. In Brazil, the MDG campaign helped to increase interest in the unequal development status of different communities. In turn, this helped to prompt state and municipal Governments and universities to partner to prepare sub-national MDG reports with data disaggregated by geography and demographics. These will help the population to monitor progress.

This case is one in a series of good practices prepared by the Bureau for Resources and Strategic Partnerships/MDGs Unit in conjunction with the Regional Bureaux and Country Offices. For information see the website below, or send an email to mdgsfeedback@undp.org

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Web Sites and Reference Documents

Nós Podemos campaign: www.nospodemos.org.br

UNDP Brazil MDG Site: www.pnud.org.br

MDGNet:www.undg.org

MDG Intranet:<http://intra.undp.org/mdgs> (UNDP staff)

Other cases in the good practice series:www.undp.org/mdg/goodpractices.html



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