PROPPELLING A HEALTHIER FUTURE

VISION 2025: EXPANDING TO 30 FOCUS COUNTRIES
THE POWER OF MEDIA + PMC

“I have five girls. A doctor told me I would die if I continue to give birth. My husband insisted that I continue to bear children for him...In Yeken Kignit I heard how a couple ought to discuss such matters. After that, we agreed that we would have no more children and we would do our best to give proper care to those we have... Now I am taking birth control injections regularly. I have regained my health.”

—Yeken Kignit listener, Ethiopia

A MESSAGE FROM THE PRESIDENT

For the past two decades, Population Media Center’s entertainment programming has promoted social and cultural change and helped improve the lives of millions of people. Today, global understanding and commitment to change is growing, and the resulting goals, such as the Sustainable Development Goals, are demonstrating that effective interventions are needed on a number of fronts. We must address interconnected issues and foster behavior change individually and social change collectively. PMC is poised to meet this growing global need and has designed this strategy to guide us. I look forward to the coming years, even in the face of great global challenges, because of opportunities for expanding PMC’s impact. PMC’s work can play a key role in helping create a more sustainable and equitable world.

Bill Ryerson
Founder and President
Population Media Center
INTRODUCTION: OVERCOMING OBSTACLES TO CHANGE

Population Media Center (PMC) is a long-respected leader in creating and deploying entertainment-education to tackle complex development issues, including global health, women’s empowerment, poverty alleviation, and environmental protection. We have reached close to 500 million people in over 50 countries since 1998, driving positive changes to behaviors, attitudes, and cultural norms. We are experts in using pop culture and mass-media for social good—producing serial dramas for radio, TV, and digital platforms to model healthy behavior through relatable characters.

Our local partners, local creative teams, and authentic stories create cultural resonance and impact. PMC programs can cost less than a dollar per behavior change, making us one of the world’s most cost-effective promoters of health, human rights, and the environment. As populations grow, countries develop, media markets evolve, and climate changes increase, PMC’s tested and proven approach to entertainment will only strengthen as a powerful vehicle for creating change among future audiences. We are currently active in 10 countries and plan to expand to 30 Focus Countries by 2025.

PMC’S UNIQUELY EFFECTIVE COMMUNICATIONS STRATEGY

Due largely to a web of cultural barriers, limited knowledge, and misinformation about its safety and effectiveness, many millions of women do not want to become pregnant yet regularly decline to use contraception. PMC campaigns are ideally suited to address these and other deep, culturally-rooted issues. PMC’s approach to Social and Behavior Change Communication (SBCC) is designed and ideally suited to address entrenched development problems, those rooted in complex cultural traditions: preferences for large families, gender inequity, early marriage, etc. Long-running serial dramas, with their potential for attracting massive audiences, are the most effective form of behavior change intervention for creating new positive social norms at scale. PMC has nearly 20 years of experience creating these trend-shifting programs around the globe.

PMC is an evidence-driven mass media communications organization. PMC’s formulaic and scientifically-proven methodology to entertainment-education achieves significant and cost-effective results by creating entertaining serial dramas that model and inspire respectful and healthy behaviors on radio, television, and the web. The storyline unfolds over one or more years, engaging and retaining large regional or national audiences. Local writers create authentic, gripping stories with realistic conflicts. The storylines cause viewers to build strong emotional connections to the shows, heightening audience motivation and knowledge retention. As healthy decisions by characters are gradually rewarded in the show, audiences reflect on the programs’ lessons, engage in dialogue, and act to create change.

MEASURABLE IMPACT

National surveys and clinic monitoring allow PMC to evaluate drama listenership and its link to spurring health-seeking behaviors.

**SIERRA LEONE**

50% of clinic clients from the entire country cited PMC’s Saliwansai as motivation to seek services

**NIGER**

PMC’s Gobe da Haske listeners understood the link between family planning and reducing child labor

<table>
<thead>
<tr>
<th></th>
<th>Niger Non-listeners</th>
<th>Niger Listeners</th>
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<tr>
<td>Percentage</td>
<td>6%</td>
<td>23%</td>
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</table>

“I recognized myself in the character of François, being pushed to have children without knowing what to do...Through Yam Yankré, my wife and I learned there are ways to keep from having children.”

— Burkina Faso Listener

PMC’s Yam Yankré
The 2012 London Summit on Family Planning and the continuing work of FP2020 have focused on both the supply-side and demand-side factors driving the unmet need for family planning. Contraceptive use is hindered not only by lack of supplies and limited service options, but also by lack of sexual education, by fears and misperceptions, and by social stigma.

COP21 in 2015 achieved a global agreement to maintain global temperature increase below 2°C by reducing carbon consumption and emissions.

High fertility and rapid population growth often occur in conjunction with other problematic social behaviors, especially violence against women, child marriage, and behaviors that harm the environment. Countries experiencing high rates of child marriage tend to have high population growth and low contraceptive use. High fertility rates lead to a high percentage of individual and national income being spent on the immediate survival needs of food, housing, and clothing, leaving little income at the family or national level available to form investment capital. And countries with large or rapidly growing human populations have the capacity to wreak profound environmental damage, particularly when coupled with sites of rare and vulnerable biodiversity.

PMC focuses on culturally-sensitive behavior change and increasing demand for services, products, and information. Many barriers to contraceptive use are rooted in factors outside the health system: limited girls’ education, gender inequality, and restrictive cultural norms. Generating demand—by alerting women and girls to available services and options, modeling spousal communication, and combatting misinformation and social stigma—is just as critical as addressing stockouts and supply chains.

Future climate scenarios showed that slowing population growth to meet the United Nations’ medium variant projection of 9.7 billion people instead of the high variant projection of 10.8 billion people by 2050 could provide:

- Reduce 2050 carbon use by one GIGATON (1000 times less expensive than implementing any technology solution)
- Reduce 2050 emissions 16-29%
- Familie planning is a cost-effective way to successfully advance health, human rights, and sustainability goals.

**PMC’S MISSION:**

To use entertainment-education and mass media to promote social and cultural change by addressing the interconnected issues of the full rights of women and girls, population, and the environment. Our goals are to empower people to live healthier and more prosperous lives and to stabilize global population at a level at which people can live sustainably with the world’s renewable resources.

**EFFECTING CHANGE IN A COMPLEX WORLD**

We’re seeing rising global discourse about family planning, climate change, and population growth. Historic multi-country agreements have recently been achieved regarding global goals for the first two issues. To attain these desired changes in our world, there must also be global understanding and commitments to addressing the ecosystem of our planet home, including population stabilization and its relationships to pressing development and environmental challenges. Such global commitments should guide the engagement of citizens and communities to examine their own contributions to these objectives. Initiatives to support these goals need to reflect a complex world of intertwined and interconnected issues if we are to achieve truly global impacts.
PMC began working in DRC in 2013. With three successful dramas now produced and underway, a strong local team managing them, and excellent relations with the donor community and government, PMC is committed to maintaining a major role in improving family planning, reproductive health, gender equity, maternal and child health and rights, and protecting the rich biodiversity of DRC.

DRC registers on 10 of the 11 indicators we consider important and relevant to the PMC mission. PMC has not yet worked in Mozambique. We have begun to develop new partner connections and aim to soon begin exploring development and design of our first project in the country.

Mozambique is of urgent priority to PMC in terms of its development challenges.
PMC’S UNIQUE ROLE IN THE COMMUNICATIONS FOR DEVELOPMENT LANDSCAPE

<table>
<thead>
<tr>
<th>Communications Approaches (a selection)</th>
<th>stickers</th>
<th>posters</th>
<th>billboards</th>
<th>flyers</th>
<th>PSAs</th>
<th>single-issue programs</th>
<th>call-in programs</th>
<th>talk shows</th>
<th>interpersonal communications</th>
<th>peer-to-peer</th>
<th>long-running serial dramas</th>
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**Emphasis of Communications for Development Field**

**Emphasis of PMC’s Strategy**

**Social & Behavior Change Objective**
- Raising awareness: improving knowledge
- Individual behavior change: specific behavior, use of services
- Community behavior change: long-lasting, intersocial attitudes & norm change

**WHY USE PMC’S METHODOLOGY FOR LONG-RUNNING SERIAL DRAMAS?**

Communications for Development, or C4D, is a growing field within international development which employs a range of approaches to Social and Behavior Change Communication (SBCC) to effectively connect people with key messages. The C4D field in large part uses short-run, single-issue projects, and direct messaging to achieve immediate outcomes. PMC stands out in its focus on long-running serial dramas that address multiple, interconnected issues with entertainment-education. Audiences are simultaneously entertained and inspired by carefully designed storylines and role models.

In addition to individual behavior change, PMC’s drama-based strategy enables respectful interpersonal and peer-to-peer communications among our listeners. This creates a uniquely powerful opportunity for impacting both long-term behavior change and shifting social norms. PMC dramas are designed to gain traction on deeply entrenched beliefs and behaviors – proving successful time and time again. Rarely is an intervention so cost-effective, so measurable, and so scalable.

Combining national-scale impact, local capacity building, rigorous evaluation, and the power of multi-issue campaigns to catalyze behavior change and new social norms, PMC’s dramas should be considered a “must have” approach, more capable than other approaches for motivating major shifts on sensitive issues.
FOCUS: LOOKING AHEAD

Since 1998, PMC has built upon its methodology of drama creation by drawing upon a history of entertainment-education serial dramas dating back to the 1940s. PMC has integrated lessons and methods from the past and continues adapting to today’s media markets and the diverse world of development needs. Through PMC dramas, co-productions, advisory roles, and stand-alone trainings, PMC has worked in over 50 countries, reached approximately half a billion people with more than 30 unique dramas, and trained more than 500 professionals in our methodology. We are currently active in 10 countries.

Between 2016-2025, PMC aims to drive growth and impact by

1. leveraging PMC’s high-impact approach to influence key factors effecting a healthy global future by focusing on countries facing immense demographic, health, social, and/or environmental challenges;

2. expanding our training program in order to increase the capacity of PMC country offices to become local PMC Affiliate Organizations, able to self-sustain operations and provide lasting pro-social behavior change communication expertise for their country; and

3. advocating for and increasing funder requests for an integrated multi-issue approach to development communications, creating a coalition of support for addressing integrated health, social, and environmental themes in programming.

Following consideration of multiple factors key to PMC’s mission and strategy, PMC has identified 35 Focus Countries where we will prioritize efforts to develop new programs in the coming decade with a goal of expanding to 30 countries in total. This roster includes large industrialized nations with significant populations, as well as less developed countries where governments struggle to provide basic health care, human rights protection, and economic opportunities for their citizens.

By implementing and expanding our products and services from 10 to 30 Focus Countries by 2025, PMC intends to drive significant improvements on several global indicators of health and well-being, ultimately contributing to a decrease in the global population growth rate and a healthier future for all.

1) PRIORITIZE: DEMOGRAPHICS, RIGHTS, HEALTH, AND THE ENVIRONMENT

PMC is guided by an understanding of the many factors that block progress on human rights and health, economic equity (especially gender issues), and environmental protection, all of which create the conditions for ongoing population growth at national and global levels. We recognize the negative impacts that human population size and growth have on both socio-economic development and on the planet’s ecosystems, and the interconnectedness of all these elements at the community and national levels.

To determine where PMC can effectively drive collective social changes that help surmount these problems, PMC examined 11 global development indicators relevant to our mission and vision and crucial to human development, and the countries struggling most to advance on them.
To determine the geographic priorities that will guide development of PMC programs in the next ten years, we gathered data and scored countries ranking low on the indicators below. Several dozen countries register on multiple indicators, providing urgent reason for PMC to dedicate efforts towards helping improve those particular situations and creating conditions to increase prosperity and minimize population growth.

<table>
<thead>
<tr>
<th>Demographics</th>
<th>Health</th>
<th>Rights</th>
<th>Environment</th>
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<tbody>
<tr>
<td>Biggest Contributors to Global Population Growth (UN Pop. Prospects 2015)</td>
<td>Lowest Modern Contraceptive Prevalence Rates (mCPR) as of 2015 (PRB)</td>
<td>Highest Rates of Child Marriage (Girls not Brides)</td>
<td>Biggest Carbon Emitters, Total and Per Capita (EDGAR 2014)</td>
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<tr>
<td>Highest Total Fertility Rates (TFR) 2015 (PRB)</td>
<td>Highest Under-5 Mortality Rates (World Bank 2015 estimates)</td>
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<tr>
<td>Countries with population greater than 14 million</td>
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Total country population was considered because a mass-media approach requires a mass audience to be cost-effective. Countries with a minimum of 14 million people are ideal for the application of PMC’s approach. Along with these indicators, two additional filters included: PMC does not seek to begin operations in countries with active conflict; and we aim to continue working in countries where we currently or previously have trained staff and run operations.

2) BUILD: IN-COUNTRY CAPACITY TO SUSTAIN OPERATIONS

To support PMC’s geographic growth, while also sustaining strong local teams in each country, PMC intends to bolster the professional development and capacities of our teams to the eventual point of self-sustainability as PMC Affiliate Organizations, fully expert in our methodology and able to remain strong implementing partners to PMC. We will establish periodic trainings and targets for our teams, notably in the functions of fundraising, financial management, and brand management.

3) RALLY: SUPPORT FOR INTEGRATED-ISSUES COMMUNICATIONS

PMC seeks to build a coalition to advocate for the use of holistic multi-issue programming that addresses the layered and interrelated challenges facing communities and countries. These communication activities have stronger impact because they reach bigger audiences and consider the full ecosystem of factors when designing the intervention, especially the relationships between issues (such as family planning and the environment; nutrition and the economy). Multi-issue programming also leverages and maximizes diverse funder interests.
THE NEED FOR PMC

NIGERIA

AMONG 30 “WORST IN WORLD” FOR PMC INDICATORS?

- Major Contributor to Global Population Growth: YES
- Demographic Vulnerability: YES
- High Total Fertility Rate: YES
- Population 14 million+: YES
- Low Modern Contraception Prevalence: YES
- High Maternal Mortality Rates: YES
- High Under 5 Mortality Rates: YES
- High Rates of Child Marriage: YES
- Low Primary Education Completion: NO
- Major Carbon Emitters: NO
- Biodiversity Hotspot: YES

Nigeria registers on 9 of the 11 indicators we consider important and relevant to the PMC mission, and we have worked here before. Corruption, in addition to urgent health, social, and environmental issues, is a focus. This rich nation with vast natural resources (a GDP similar to Sweden and 10 times higher than most of its African counterparts) has a wealth gap that’s only growing.

PMC has worked in Nigeria since 2006 and has produced four radio serial dramas in the country. Two additional PMC dramas are planned to commence production in 2016, each with a new focus theme of environmental protection issues, as well as health and social issues.

PMC intends to keep building on the impacts that our programs have achieved on social and health norms and behaviors in our now 10-year history in Nigeria.

PAKISTAN

AMONG 30 “WORST IN WORLD” FOR PMC INDICATORS?

- Major Contributor to Global Population Growth: NO
- Demographic Vulnerability: NO
- High Total Fertility Rate: NO
- Population 14 million+: YES
- Low Modern Contraception Prevalence: NO
- High Maternal Mortality Rates: NO
- High Under 5 Mortality Rates: NO
- High Rates of Child Marriage: YES
- Low Primary Education Completion: YES
- Major Carbon Emitters: NO
- Biodiversity Hotspot: YES

Pakistan registers on 4 of the 11 indicators relevant to the PMC mission. We have not worked here. It suffers from many of the other indicators, such as high fertility rate, but is not in the worst 30 in the world to get a “Yes” on PMC’s scoring rubric. However, on the indicators where it is in the top 30, such as contributing to global population growth, it is often in the top 10.

PMC has not yet worked in Pakistan. In late 2016, PMC will begin exploring and designing a television drama project because we consider Pakistan a country of urgent priority.

With one of the world’s biggest populations, Pakistan’s total fertility rate is 3.2 - higher than India and Bangladesh, and the highest of any of the largest countries. Because Pakistan is one of the biggest contributors to global population growth, PMC will support efforts to reduce family sizes and model low-carbon lifestyles for current and future generations.

8th most populous country in the world; most populous in Africa

61% of population living in absolute poverty (less than $1 per day) in 2014

3.54% annual population growth rate

Nigeria registers on 9 of the 11 indicators we consider important and relevant to the PMC mission, and we have worked here before. Corruption, in addition to urgent health, social, and environmental issues, is a focus. This rich nation with vast natural resources (a GDP similar to Sweden and 10 times higher than most of its African counterparts) has a wealth gap that’s only growing.

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6th most populous country in the world

More than 20% of girls suffer early and forced marriage

36% of population is below the age 15
**FOCUS: GEOGRAPHIC PRIORITIES**

PMC’s global situational analysis of development indicators identified 35 Focus Countries with the potential to see the most improvement from our tested and proven mass-media, multi-issue communications approach. Two distinct categories of countries emerged from our review.

<table>
<thead>
<tr>
<th>Developmental Priority Countries</th>
<th>Population Priority Countries</th>
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<tbody>
<tr>
<td>Countries struggling to provide the most foundational health, rights, and opportunities for their citizens (underlined countries register on nearly every indicator):</td>
<td>Countries contributing most substantially to global population growth and/or carbon emissions:</td>
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<tr>
<td>Afghanistan*</td>
<td>Bangladesh</td>
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<tr>
<td>Angola*</td>
<td>Brazil</td>
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<tr>
<td>Burkina Faso*</td>
<td>China</td>
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<tr>
<td>Burundi</td>
<td>Ghana</td>
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<tr>
<td>Cameroon*</td>
<td>India</td>
</tr>
<tr>
<td>Chad*</td>
<td>Kenya</td>
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<tr>
<td>Côte d’Ivoire*</td>
<td>Mexico</td>
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<tr>
<td>Democratic Republic of the Congo*</td>
<td>Nepal</td>
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<td>Ethiopia*</td>
<td>Niger*</td>
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<tr>
<td>Haiti</td>
<td>Nigeria*</td>
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<td>Madagascar*</td>
<td>Rwanda</td>
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<tr>
<td>Malawi*</td>
<td>Senegal</td>
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<td>Mali*</td>
<td>Sierra Leone</td>
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<td>Mozambique*</td>
<td>Tanzania*</td>
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<td>Nepal</td>
<td>Uganda*</td>
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<td>Niger*</td>
<td>Yemen</td>
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<td>Nigeria*</td>
<td>Zambia*</td>
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<td>Rwanda</td>
<td>Zimbabwe</td>
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<td>Senegal</td>
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<tr>
<td>Sierra Leone</td>
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* countries with an asterisk are also major contributors to global population growth.
EXPAND: OUR PLAN FOR GROWTH

PMC is well-regarded for its breadth of dramatic programming and impacts on family planning, reproductive health, and gender issues. PMC has developed a model for national-scale communications that can shift the needle on long-stuck societal issues – without breaking the bank. PMC will continue to address these all-important issues, and will also broaden our impacts and potential funder base by extending our strategy to effect related economic, agricultural, and environmental development outcomes as well. By focusing our strategy on the most pressing challenges, addressing the ecosystem of issues at play, and building the capacity of our local teams to keep addressing them, PMC will make a global impact.

HEADQUARTERS CAPACITY
PMC currently has programs in 10 countries. We aim to add two programs in additional Focus Countries per year, while maintaining our current country operations. In order to manage a program load of 30 countries by 2025, PMC will increase staff size, notably in programs, fundraising, and research. These changes to headquarters staff will occur largely during 2016-2020, steadying in 2023. Based on the anticipated resources and personnel required, along with the increases in country programs (both new and renewal), the necessary annual PMC budgets have been estimated and forecast.

PMC BOARD OF DIRECTORS
PMC’s Board intends to add several new members in the coming years, with the express intention of growing their ability to raise funds for PMC.

BUILD IN-COUNTRY CAPACITY AND SUSTAIN OPERATIONS
PMC will elevate the capacity of our in-country leadership’s fundraising, networking, finance, and brand management skills. Once established, several country teams will begin the training process to transition to PMC Affiliate status.

DEEPEN THE EVIDENCE BASE
PMC’s extensive monitoring and evaluation standards demonstrate our commitment to measuring program impacts. Audience surveys and clinic monitoring allow us to evaluate listenership and its link to specific behaviors as well as cost-effectiveness. To add to the body of research on effective communications approaches, PMC will increase its submissions of these research findings to peer-reviewed journals. PMC will also seek funding opportunities that will allow us to assess our programs’ long-term contributions to reductions in total fertility rate (TFR) and increases in contraceptive prevalence rate (CPR) in individual countries, via either randomized control trials or subsequent research two, five, and eight years after a program’s completion.
<table>
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<tr>
<th>HOW WILL PMC CONTRIBUTE TO A HEALTHY GLOBAL FUTURE?</th>
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<tr>
<td>DEVELOP IMPACTFUL PMC PROGRAMMING IN PRIORITY COUNTRIES</td>
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<tr>
<td>In order to effect positive behavior change and improvement of well-being and opportunity on a global scale, PMC aims to begin new serial dramas each year in several Focus Countries where we believe our strategy will be the most effective.</td>
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<tr>
<td>CULTIVATE LOCAL SELF-SUSTAINING EXPERT ORGANIZATIONS</td>
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<tr>
<td>PMC’s use of all-local teams to develop and run PMC programs is a unique asset. As part of maintaining a long-term presence in a country, PMC plans to deepen and grow the capacity of our local teams to be recognized leaders in effective communications for development. This capacity building allows us to expand and build on programmatic impacts.</td>
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<tr>
<td>ADVOCATE FOR HOLISTIC MULTI-ISSUE COMMUNICATIONS APPROACHES</td>
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<tr>
<td>By addressing an ecosystem of issues, media efforts can more effectively communicate pressing information and nuanced messaging across various key development sectors, presenting a realistic route to positive change for a country. Without overwhelming the audience, PMC dramas make the interconnectedness of health, society, and environment apparent.</td>
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<tr>
<td>ADVANCE CONSERVATION EFFORTS AND ENVIRONMENTAL PROTECTION</td>
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<tr>
<td>The conservation and environmental sectors have faced difficulties reaching beyond the converted to drive positive behavior and attitude changes broadly across a society. Through the expanded application of PMC’s strategic communications approach, PMC aims to expand concern and activism on behalf of the environment to everyday citizens in many countries.</td>
</tr>
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</table>

**How we will achieve this:**

**DEVELOP IMPACTFUL PMC PROGRAMMING IN PRIORITY COUNTRIES**

Development of new dramas for radio, television, and the web will be focused on countries that are struggling to provide the most foundational health, human rights, and opportunities for their citizens. Partnerships spanning these issues will be sought and established.

**CULTIVATE LOCAL SELF-SUSTAINING EXPERT ORGANIZATIONS**

PMC will expand our range of trainings for our in-country teams, building the capacity of internal management towards becoming sustainable local PMC Affiliate Organizations. They will be prepared to continue designing, funding, and creating effective behavior change communications projects for their respective countries with reduced oversight from PMC.

**ADVOCATE FOR HOLISTIC MULTI-ISSUE COMMUNICATIONS APPROACHES**

PMC will increase our advocacy efforts beyond essential health and human rights issues, to also build a coalition of support for holistic multi-issue communications approaches. Including societal and environmental issues along with health creates more engaging and impactful programs.

**ADVANCE CONSERVATION EFFORTS AND ENVIRONMENTAL PROTECTION**

PMC will raise awareness of the interrelatedness between ‘people problems’ and ‘planet problems’ through our integrated-issues approach. Our impacts will show the effectiveness of PMC’s approach in contributing to conservation and environmental objectives.
PROGRESS: METRICS OF SUCCESS

Through implementation of this plan, PMC pledges to direct changes that contribute to the following global outcomes:

1. IMPROVED QUALITY OF LIFE AND OPPORTUNITY, ESPECIALLY FOR WOMEN AND CHILDREN.
2. INCREASED APPRECIATION FOR AND UNDERSTANDING OF HOW TO REDUCE HUMAN IMPACT ON THE PLANET.

In order to measure our long-term impacts on both country and global scales, we use the following organizational effectiveness indicators:

1. **Behavior Change** – This set of standard impact measures will continue to be applied across all PMC drama programs, with few exceptions, along with measures specific to each drama’s issue mix.
   - Increase in Contraceptive Prevalence Rate (CPR)/Increase in Contraceptive Use
   - Decrease in Total Fertility Rate
   - Decrease in Desired Family Size
   - Percentage of clients at select sites motivated to seek services by a PMC program

2. **Presence and Reach** – Our goal is to positively impact as many lives as possible with long-term knowledge, attitude, and behavior changes. PMC measures and tracks its listenership and aims for extended country presence, as presence duration increases listenership and impact. This is in addition to using the assessments listed above to evaluate overall impacts and costs.
   - Audience Size (country and global levels)
   - Number of new countries added per year
   - Number of total countries in operation
   - Average number of years working in a country

3. **Cost-Effectiveness** – PMC’s mass-media approach reaches many people, making it one of the most cost-effective communications methods and it is essential to systematically measure cost-effectiveness in every program.
   - Cost per Listener (CPL)
   - Cost per Attributable Behavior Change (CPABC)

PMC’s presence, reach, and cost-effectiveness will be tabulated for the organization overall, across PMC’s past and future programs, to track our cumulative impacts.
KEYS TO SUCCESS

Key areas to successfully achieve PMC’s Vision 2025, and tripling the number of countries in which PMC implements programs, include the following:

- **Longer-term Operations** – The geographic expansion to 30 counties will happen if PMC’s operations resist being short-term in any given geography. A transition from 1-3 year interventions to an established long-term presence will benefit from and strengthen local capacity building, cost effectiveness, and partnerships.

- **Invigorated Fundraising** – In order to achieve an annual increase in revenue of 10%, PMC will evolve our fundraising approach to build on current support (both individual giving and from larger, public donors). Exploration of new revenue sources and the garnering of larger and longer-term commitments will be key to expanding PMC’s impact.

- **Intelligent Innovation** – While PMC’s work will continue to be grounded in its standardized, replicable drama-based strategy, programs will need to nimbly stay abreast of new technologies and utilize the rapid and significant innovations in audience engagement, research techniques, and mobile applications.

- **Increased Productivity** – To keep pace with the expanding revenue requirements and country operations, and in order to maintain consistent levels of efficient impact, PMC will need to invest in new systems and evolve current management practices, including shifting more decision-making responsibility and authority to in-country teams.

- **People** – PMC will aim to attract and retain highly skilled staff, both in headquarters and in the field. Recruitment underpins virtually all facets of expansion associated with this strategy.

- **Power of Partners** – Isolated efforts – no matter how successful – always achieve less than cooperative initiatives. Increasing our staff size can’t do it all. PMC seeks to enhance its network of relationships to include new and renewed partners in implementation, capacity building, financing, and advocacy.

- **Demand Generation** – Advocacy for multi-issue programming provides a major thrust for generating increased demand for PMC’s strategy. The relationships between population issues, female empowerment, and the environment must be understood. The interrelationships are as compelling as the issues themselves – and urgently need attention.

- **Evidence** – To ensure that the quality of PMC’s impact is not harmed during the envisioned expansion, rigorous research will continue to be the cornerstone for both developing and evaluating PMC’s programs, as well as creating more substantive and frequent touch-points with stakeholders to facilitate more consistent and longer-term funding.

Entertain. Educate. Empower.
“I am one of those girls that had their first pregnancy too young. I invite women to listen to Agashi with me, and we all listen to the show very closely. I have seven children. I invite women who don’t yet have seven children and tell them, ‘Come, listen to these messages on Agashi. Listen to the misfortune Tengenge has to go through – giving birth to so many children and not being able to feed them.’ When I used her case as an example, people really began to understand the problem.”

— Jeanne d’Arc, Burundi
Agashi listener and community organizer

ENDNOTES


“WE HAVE A FRACTION OF THE TOTAL CAPITAL REQUIRED TO ACHIEVE SOME OF THE AMBITIOUS GOALS WE HAVE FOR POSITIVE CHANGE. SO YOU HAVE TO FIND CLEVER PEOPLE WHO HAVE REALLY COST-EFFECTIVE WAYS TO ACHIEVE IMPACT. I THINK PMC IS ONE OF THOSE ACTORS IN THE VANGUARD OF THE COST PER BENEFICIARY, COST PER HEALTH OUTCOME.”

— ANDY BRYANT, EXECUTIVE DIRECTOR, SEGAL FAMILY FOUNDATION
"USING A RADIO SERIAL DRAMA FOR ENTERTAINMENT IS FAR MORE THAN ENTERTAINMENT, AND I THINK PMC HAS RECOGNIZED THAT FROM THE BEGINNING. THE WORK THEY DO IS VERY MUCH BASED ON BEHAVIOR CHANGE THEORY. IT’S SOLIDLY FOUNDED ON EVIDENCE, SO IT CAN REALLY MAKE A DIFFERENCE."

— VICTORIA JENNINGS, DIRECTOR, INSTITUTE FOR REPRODUCTIVE HEALTH AT GEORGETOWN UNIVERSITY
Many thanks to the people who have helped build this plan and the billions of people around the world who inspire us and impress upon us the need to achieve it.

PMC Vision 2025