



USAID
FROM THE AMERICAN PEOPLE

From the American People:

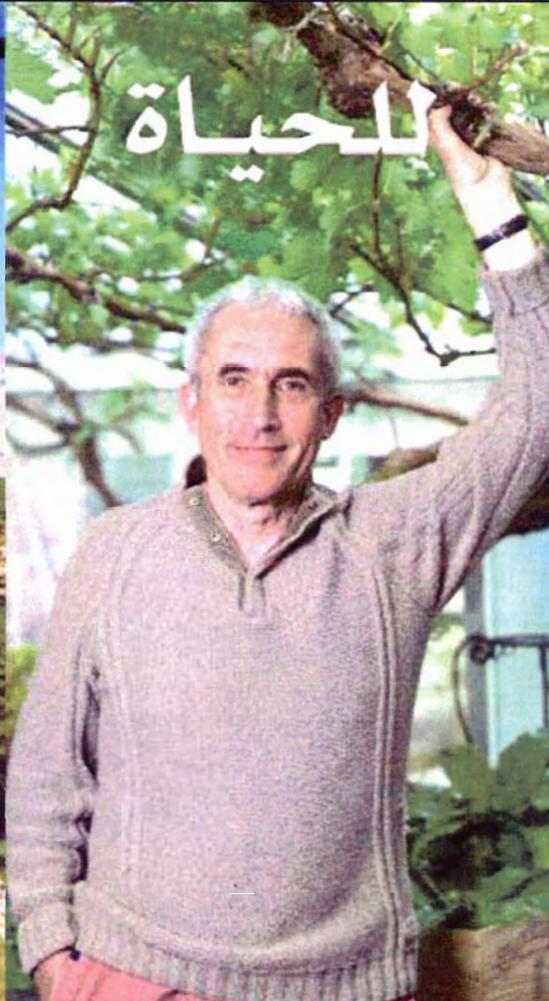
Why the Story That U.S. Foreign Assistance Is Working Must be Told

Recommendations of the Advisory Committee on Voluntary Foreign Aid

للبنان

للحياة

للأمل



Partial image of a billboard used as a part of the late-2007 USAID public outreach campaign in Lebanon. Arabic text reads "Hope, Life, Lebanon." See page 37 for details of the campaign

November 2008

This report was written by the Subcommittee on Public Outreach of the Advisory Committee on Voluntary Foreign Aid (ACVFA.) The views expressed in this report are those of ACVFA and do not necessarily reflect the views of the United States Agency for International Development or the U.S. Government.

ACVFA was established by Presidential directive after World War II to serve as a link between the U.S. Government and private voluntary organizations (PVOs) active in humanitarian assistance and development work overseas. Comprised of 30 private citizens with extensive knowledge of international development, ACVFA helps provide the underpinning for cooperation between the public and private sectors in U.S. foreign assistance programs.

From the American People:

Why the Story That U.S. Foreign Assistance Is Working Must be Told

Table of Contents

Executive Summary.....	1
Introduction	5
Foreign Assistance and U.S. National Security.....	6
Knowledge of U.S. Aid is Limited.....	8
Stronger Support Requires Better Information	8
Recipient Country Audiences Know Little about U.S. Aid.....	10
This Report.....	11
Domestic Communications	13
Promoting Existing Strengths.....	13
Utilizing Media Opportunities	14
Increasing the Visibility of USAID	15
Emphasize Success Stories	16
Use Celebrities.....	17
Emphasize Partnerships.....	18
Expend Influence through Public-Private Partnerships.....	18
Reforming the Agency's Communications Structure.....	19
Increase Resources	20
International Communications	22
Lessons Learned: Success or Failure.....	23
Key Recommendations	26
Use a Strategic, Multi-year Set of Communications and Outreach Goals	26
Make Use of Public Opinion Polling and Focus Groups.....	26
Humanize the Development Work of USAID.....	27
Build a Communications Sharing Network.....	28
Utilize New Technology.....	28
Provide Adequate and Consistent Budgets.....	28
Further Develop a Communications Staff.....	29
Begin the Strategic Consultations Process Early	30
Conclusion.....	31
Appendix 1 Expand and Strengthen USAID Coalition Building.....	32
Appendix 2 Foreign Assistance Media Campaigns	34
Appendix 3 ACVFA Public Meeting Report Discussions, June 4, 2008.....	40
Appendix 4 Public Outreach Subcommittee Members' Biographies	44
Glossary.....	53
End Notes.....	58

Executive Summary

Foreign assistance is at the center of the most comprehensive reformulation of this nation's strategic doctrines in more than half a century. The development community will play a key role in meeting the nation's unprecedented challenges.

Our own well-being as a nation is closely linked to events in developing countries on fronts including trade and investment, infectious diseases, environmental protection, international crime and terrorism, weapons proliferation, migration and the advance of democracy and human rights, among others.

Americans, however, have only a rudimentary understanding of the design, scope and impact of U.S. foreign assistance programs. Public opinion is characterized by misconceptions and prejudices that must be countered if we are to sustain the foreign assistance commitment that our humanitarian and national security objectives require.

And, if we are to advance this country's foreign policy goals and build a world that is more prosperous and secure, America must improve its image abroad.

Quite simply, foreign assistance does not magically communicate itself. The prevailing lack of knowledge in America and recipient countries of aid – and its effectiveness -- reflects a failure of communications. Unless the word is spread about the impressive results of U.S. aid programs, public support will remain weak and ambivalent. Too often the positive messages and good will behind these projects are left uncommunicated here and abroad.

Americans, however, have only a rudimentary understanding of the design, scope and impact of U.S. foreign assistance programs.

This results in part from a lack of effective communications by USAID due to limited resources and the current government organizational structure. It also occurs because no single public or private entity is responsible for communicating about U.S. foreign assistance. The reality of large-scale, development and humanitarian foreign assistance efforts does not ensure that the public will become aware of the programs' value without signifi-

cant, focused and coordinated communications efforts here and abroad.

The accuracy of public information about the costs and impact of U.S. overseas foreign assistance strongly influences whether or not Americans want to increase or decrease aid. The American public needs a more accurate accounting of the level of foreign assistance if public generosity and support for aid in principle is to translate into a foreign assistance policy that reflects public attitudes. Communications, as importantly, must focus on how that aid has had an impact and the progress or successes that have been achieved as a result.

...a growing recognition by government of the importance of foreign assistance to our national security.

This Advisory Committee on Voluntary Foreign Aid (ACVFA) report calls on USAID and the development community to vastly improve their communications outreach in order to enhance and expand awareness of and support for critical U.S. foreign assistance initiatives. The report coincides with a growing recognition by government of the importance of foreign assistance to our national security at a time when the U.S. Congress has expressed bipartisan support for increased foreign assistance budgets and has reinvigorated

foreign assistance institutions. The current financial crisis in the United States, of course, will place growing pressure on the demand for resources and prioritization of government spending.

The ACVFA also examined the role that integrated foreign assistance media campaigns overseas have played in raising overall awareness levels of USAID and U.S. foreign assistance. These campaigns have provided USAID with concrete lessons that can help it better communicate with recipient governments and their citizens. This contributes to cementing alliances and bringing about greater acceptance of USAID programs.

This is an opportune moment for both the future of foreign assistance, as well as the release of this report, which we hope will help guide the incoming Administration as it addresses the role foreign assistance should play in meeting upcoming development, humanitarian and public diplomacy challenges.

KEY RECOMMENDATIONS

➔ We recommend that USAID adopt a more strategic, coherent and multi-year set of communications and outreach goals by identifying resources, key audiences and messages, and the most effective tools and products for partnership opportunities. This needs to be done in close coordination with development partners, the U.S. State Department and other govern-

ment departments with foreign assistance responsibilities.

➔ We recommend that USAID use polling and focus groups domestically, including the use of **private partners** to conduct research if resources are not available. We also recommend that USAID continues to employ the services of local polling and focus group firms when undertaking foreign assistance media campaigns for purposes of international outreach and messaging.

➔ We recommend that USAID communicate by **humanizing its work** – utilizing the voices, images and testimonials of development and humanitarian assistance recipients and partners in compelling messaging.

➔ We recommend that a **joint sharing network** be constructed to link together USAID/Washington, USAID missions, other government agencies and Members of Congress and their staff to enable broad access to campaigns and communications strategies designed to increase foreign assistance awareness.

➔ We recommend that USAID's annual budget planning, guidance and request processes include **specific references to a communications effort** and that appropriate resources be requested annually by mission management in support of USAID communications and outreach activities.

➔ We recommend that USAID leadership undertake extensive new communications and public affairs **training programs** in Washington and the field (building on the successful Development Outreach and Communications (DOC) training program) for all personnel: Foreign Service, Civil Service Foreign Service Nationals (FSNs) and Personal Service Contractors (PSCs).

➔ Furthermore, we recommend that the DOC role be **formalized** within missions as a permanent, full-time member of the program office. We also recommend that a **new International Development Information and Communications office** be established within the Bureau for Legislative and Public Affairs (LPA) to handle functional planning and implementation of communications programming in order to make **better use of new development information technologies**.

➔ We recommend that the USAID press office should cease to be a State Department-controlled operation. Instead, the office should have **reporting responsibilities to USAID** and coordinate closely with the State Department on messaging.

➔ We recommend that USAID utilize **new technology** to strengthen its domestic awareness campaign by embracing the variety of new technology media tools that are currently available. Social media, blogs, micro-sites, viral messaging, and other Web 2.0 mechanisms

are cost-effective and broad-reaching tools that can build an innovative and engaging communications platform for USAID.

➔ We recommend that USAID should **execute and maintain consistent opinion polling and focus groups** in an effort to design more contextualized strategies for U.S. domestic awareness campaigns. In campaigns targeted to foreign audiences, the U.S. embassy's political buy-in, particularly in high-profile countries, is essential. Establishing and maintaining **coordination between the U.S. embassy and USAID**, particularly involving the DOC and Public Affairs Officer (PAO) will greatly contribute to an effective communications process.

The recommendations outlined in this report do not address questions surrounding either the overall structure of USAID or the most appropriate vehicles for the delivery of U.S. foreign assistance. This was neither our mandate nor purview. We believe these topics have been more than adequately addressed in other reports, which we reviewed, including the Helping to Enhance the Livelihood of People Around the Globe, or HELP Commission's Report, "New Day, New Way" by the Modernizing Foreign Assistance Network and the Smart Power report from the Center for Strategic and International Studies. We agree with many of the core themes contained in these reports – especially those that view communications as an essential instrument and coherence of message as fundamental to furthering the goals of U.S. foreign assistance and national security.

Introduction

In February 2008, USAID Administrator Henrietta H. Fore invited the Advisory Committee on Voluntary Foreign Aid (ACVFA) to provide guidance on how USAID might better “tell its story” to domestic and foreign audiences. Over the years the creation and re-creation of communication vehicles and non-traditional platforms have left many ways for information to be transmitted to the American public, U.S. foreign assistance recipients, donor agencies, multinational companies and NGOs. Recognizing this, USAID and its partners must prioritize, clarify and better direct and target the numerous messages that often confuse or diminish USAID’s communications outreach.

The ACVFA accepted the Administrator’s invitation and launched the Subcommittee on Public Outreach in Spring 2008. Co-chaired by Paul Clark, principal of Paul Clark Communications, and Sig Rogich, president of Rogich Communications Group, the subcommittee is comprised of individuals experienced in public relations, public affairs, polling and media, and represent both for-profit firms and NGOs. Subcommittee members include: Deborah Ben-
sen of Operation Blessing Inter-

national, Craig Charney of Charney Research, Mike Kiernan of Save the Children, William Reese of the International Youth Foundation, Johanna Schneider of the Business Roundtable, Robert Tappan of Weber Merritt and Ellen Yount of Management Systems International. Their biographies are available in this report’s appendix.

At the ACVFA’s June 4 public meeting in Atlanta, the subcommittee hosted small group discussions around the question of what is or is not working regarding the messaging efforts of USAID and its partners, including the private sector, NGOs and implementing organizations. Subsequent meetings with USAID staff over the course of the summer and an NGO listening session in Washington, D.C., in August, contributed to the knowledge base of the subcommittee and informed the findings found in this report. The discussion of the draft recommendations at the ACVFA’s October 2 public meeting underscored the subcommittee’s ultimate findings, which are presented here under the auspices of the full Advisory Committee on Voluntary Foreign Aid.

The ACVFA would like to state from the outset that the rec-

ommendations outlined here do not address questions surrounding either the overall structure of USAID or the most appropriate vehicles for the delivery of U.S. foreign assistance. This was neither its mandate nor its purview. This topic has been more than adequately addressed in other papers, which were reviewed by the subcommittee, including the HELP Commission Report, "New Day, New Way" by the Modernizing Foreign Assistance Network, and the Smart Power report from the Center for Strategic and International Studies. The ACVFA, however, agrees with many of the core themes contained in these reports. ACVFA's members recognize that communications is an essential instrument, and coherence of message is fundamental to furthering the goals of U.S. foreign assistance and national security.

In an age when hearts and minds are being influenced by radical ideologies rather than universal values based on human dignity and the rule of law, it is imperative that the work of USAID be communicated effectively...

It is the committee's belief that this report will help inform USAID leadership, both current and future, by underscoring the tools that are needed to enhance greater awareness of U.S. foreign assistance. Many successful foreign assistance and humanitarian aid programs have come into being over the course of the last several years – the President's Emergency Plan for

AIDS Relief, the Global Development Alliance, democratic governance projects that have helped to ensure free and fair elections in the former Soviet Union, humanitarian assistance and reconstruction programs that followed the 2004 South Asia tsunami and other initiatives that have underscored the compassion of the American people. However, too often the positive messages and good will behind these projects are not communicated within the United States or to aid recipients overseas.

In an age when hearts and minds are being influenced by radical ideologies rather than universal values based on human dignity and the rule of law, it is imperative that the work of USAID be communicated effectively both domestically and overseas, and should reflect an underlying respect for recipients of foreign assistance in host countries. This work is even more critical given the multitude of information sources and vehicles, including social media sites, the Internet, and the explosion in cable news networks across the developed and developing world, to which diverse populations look for news and information.

FOREIGN ASSISTANCE AND U.S. NATIONAL SECURITY

Foreign assistance is at the center of the most comprehensive reformulation of the nation's strategic doctrines in more than half a century and the development community will play a key

role in meeting the nation's unprecedented challenges.

This is not the first time U.S. foreign assistance has confronted such an important challenge. It occurred in 1947 when Secretary of State George C. Marshall unveiled his plan to rebuild a continent devastated by war. And it occurred in the Administration of President John F. Kennedy when he established the *Alliance for Progress* that significantly increased U.S. foreign assistance in the developing world and countered the aggressive designs and influence of the Soviet Union.

Today the United States is threatened by new challenges, and as the events of 9/11 drove home, it faces new risks. In 2002 the Bush Administration's *National Security Strategy* changed our country's strategic environment when it posited that we are now menaced less by conquering states than by failing and failed states.

Few at the time grasped the implications of this seemingly simple statement. It means that the United States is no longer menaced as we were in the past by large, well-equipped armies massed behind identifiable state borders under the authority of clearly defined structures of command. Rather, it means the national security threats that we face as a nation have largely shifted to the developing world, where grievances that fuel fanatical hatred are found and exploited, and where the new

enemies of this country find a base of operations.

Countering terrorism is not the only rationale for a heightened interest in development and developing countries. Today's world is both smaller and more interconnected than the one in which our parents and grandparents came of age. In the past, distant and remote human tragedies, often affecting sizable portions of the world, were unseen.

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Now, around-the-clock communications make them part of the public's consciousness and matters for immediate concern. The humanitarian impulses of Americans have brought a deeper engagement with the developing world, which, given this country's wealth and influence, is reinforced by a sense of responsibility.

We now understand that our own well-being as a nation is more closely linked to events in developing countries on fronts including trade and investment, infectious diseases, environmental protection, international crime, weapons proliferation, migration and the advance of democracy and human rights, among others. Improving America's image abroad is imperative,

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

and will help to enhance greater security cooperation and acceptance of USAID programs.

All of this helps to explain the renewed interest by Americans in foreign aid in Iraq, Sudan, Pakistan, Afghanistan and other areas of the world which we hear about regularly through news reports and the Internet.

KNOWLEDGE OF U.S. AID IS LIMITED

It remains the case, however, that this renewed interest by our government in foreign assistance is by and large accompanied by only a rudimentary understanding of the design and scope of current foreign assistance programs by the American people. Currently, public opinion is riddled with misconceptions and prejudices that must be countered if we are to sustain the foreign assistance that our humanitarian and national security commitments require.

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In fact, public awareness of U.S. foreign assistance is low both at home and overseas. Public attitudes in the United States and abroad about foreign assistance reveal a paradox: Americans vastly overestimate the amount of aid provided, while the recipients substantially underestimate

it.¹ Moreover, while many Americans imagine a world flush with U.S. aid, research has shown that citizens in countries receiving U.S. foreign assistance, including large beneficiaries such as Egypt and Indonesia, know almost nothing of U.S. aid programs in their countries. Here and abroad, these low levels of awareness reinforce the belief that American foreign assistance has done little for the recipients.

Aid does not magically communicate itself. The prevailing ignorance regarding the levels and effects of foreign assistance in America and in recipient countries reflects a failure of communications. In part, this results from a lack of effective communications on behalf of USAID due to restrictions that result from limited resources and government organization. It also occurs because no single public or private entity is responsible for communicating about U.S. foreign assistance. The reality of large-scale, humanitarian foreign assistance efforts does not ensure that the public will become aware of the programs' value without significant, focused and coordinated communications efforts here and abroad.

STRONGER SUPPORT REQUIRES BETTER INFORMATION

The accuracy of public information about the cost of U.S. overseas foreign assistance strongly influences whether or not Americans want to increase or decrease aid. Studies of Ameri-

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

can public opinion have consistently found that the public believes that as much as 40 percent of the federal budget is committed to foreign aid (more than 80 times the true figure).² How much people know about current programs directly shapes their views of the appropriate aid level. When the question of whether to cut or raise foreign aid is asked without any data to challenge the prevailing misinformation, there is massive support for a reduction—64 percent in a Chicago Council on Foreign Relations survey in 2004.³

However, after current aid levels were explained and proposals for increases presented, the public in a University of Maryland poll supported annual increases of \$17 billion in economic foreign assistance, \$19 billion to combat AIDS and \$25 billion for disaster assistance.⁴ Similarly, when the Millennium Development Goals and the costs of meeting them were explained, 58 percent of Americans favored \$25 billion in extra aid to achieve the goals.⁵ The American public needs a more accurate accounting of the level of foreign assistance if public generosity and support for aid in principle is to translate into a foreign assistance policy that reflects public wishes.

The second major barrier to domestic support for aid is lack of public knowledge about aid effectiveness. Polls show major public doubts about the usefulness of foreign assistance, including concerns about both corrup-

tion in its administration and the results of programs and projects.⁶ A recent study for the Gates Foundation on public attitudes to global health assistance found that two-thirds of respondents were not able to say whether U.S. foreign assistance was effective or ineffective. The media environment about such issues is overwhelmingly negative: seven in 10 said what they had heard about global health efforts in the preceding three months was mostly negative. Only one American in five believes U.S. aid is reaching the people most in need, the Gates Foundation discovered. The study concluded: "Our problem is not a problem of awareness – our problem is a lack of perceived progress."⁷ Unless the word is spread about the impressive results many U.S. aid programs have delivered, public support is likely to remain weak and ambivalent.

Only one American in five believes U.S. aid is reaching the people most in need...

One program that sought to address domestic U.S. awareness of foreign assistance was the Development Education Program, also known as the "Biden-Pell" program after its primary Congressional sponsors. The grant program's purpose is to educate the American public about development issues, help build a national understanding of the importance of development and explain why it's in the foreign

policy interest of the United States.⁸ Congress has currently limited funding for this program to just \$25,000 a year.

Only 40 percent of Egyptians knew their country received foreign assistance from the United States, and just 10 percent to 20 percent were aware of specific programs for health, education and business.

Policy makers also should examine the successful 'public education' programs and campaigns implemented by donor agencies such as the Norwegian Aid Agency and the United Kingdom Department for International Development. While similar initiatives may require changes to U.S. statutes, the increased awareness of the Norwegian and British people of their nations' respective international development programs puts to shame the knowledge base of Americans about their foreign assistance programs.

RECIPIENT COUNTRY AUDIENCES KNOW LITTLE ABOUT U.S. AID

Polling also reveals that recipient country publics know little about U.S. foreign assistance. This holds true even in countries with large U.S. foreign assistance programs. According to focus groups convened in 2004 by the Council on Foreign Relations in Egypt and Indonesia, recipients of the largest U.S. foreign assistance programs in their regions demon-

strated minimal public awareness of U.S. assistance. Asked how much U.S. foreign assistance their countries had received in the previous 10 years, estimates of college-educated focus group members were in the low millions. The correct figures were \$7 billion for Egypt and \$1 billion for Indonesia, so the public view was between 100 and 1,000 times less than the reality. Polling conducted in the past five years by select USAID missions revealed similar results in other countries.

When a list of a dozen items on major U.S. aid programs to the developing world and their own countries was tested, generally participants were unaware of most of the programs, including major education, health, and democracy projects in Egypt and Indonesia that spent hundreds of millions of dollars.⁹ Subsequent polling by USAID produced similar results. Only 40 percent of Egyptians knew their country received foreign assistance from the United States, and just 10 percent to 20 percent were aware of specific programs for health, education and business.¹⁰ Likewise, even with the highly-publicized U.S. disaster relief programs after the 2004 tsunami, only one-tenth to one-third of Indonesians in five large cities were aware of benefits from U.S. programs to promote education, health and jobs.¹¹

The lack of awareness of aid is one of the many reasons for the unpopularity of the United States in many of the recipient coun-

tries, although foreign policy certainly has the most impact on foreign publics' opinions of the United States. Moreover, since 9/11 the variety of public perceptions about America and Americans has been negative in many developing countries, particularly in the Muslim world.¹²

Images of the United States in overseas media, particularly in Muslim countries, are overwhelmingly negative. Most televised images, for example, focus on violence and aggression, especially in the conflicts in Iraq and Afghanistan and the perception of a one-sided policy vis-à-vis the Palestinians. These have contributed to the rise in anti-Americanism. This was noted by participants in the Council on Foreign Relations focus groups, who described these as the major elements in coverage of U.S. politics and policies that they saw.¹³ This is the flip side of the non-coverage of U.S. foreign assistance activities. The result is that recipient-country audiences feel their own countries are neglected by the United States, while they are concerned about the images of American involvement in military conflict.

The good news is that greater knowledge about U.S. assistance can improve impressions of our country abroad, as demonstrated by polls conducted by USAID, the Council on Foreign Relations, Terror Free Tomorrow and others. A poll by two consulting firms in 2006 in Indonesia found a direct correlation between awareness and favorable feelings

toward USAID and about America.¹⁴ In the Council on Foreign Relations study, providing group members with information about the extent of American health, education and job training programs significantly improved attitudes about the United States.¹⁵ This notion was soon tested in practice. Follow-up focus groups in Jakarta assembled by the Council after the tsunami relief program in early 2005 found major improvement in feelings toward America. This continued during most of 2005, while a USAID-supported publicity campaign was on the air in five major cities. However after the campaign ended, it was followed by a major drop in positive feelings.

The good news is that greater knowledge about U.S. assistance can improve impressions of our country abroad

THIS REPORT

This ACVFA report calls on USAID along with the development community to help break through the barriers of public ignorance, ambivalence and lack of understanding regarding U.S. foreign assistance efforts that stand as obstacles to the sustained efforts needed to build a more peaceful and prosperous world. It coincides with a growing awareness at the highest reaches of government of the importance of foreign assistance to this country's national security. It also comes at a time when Congress

**From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told**

has expressed bipartisan support for increased foreign assistance budgets and has reinvigorated foreign assistance institutions.

This is an opportune moment for both the future of foreign assistance, as well as the release of this report, which we hope will help guide the incoming Administration as it addresses what role foreign assistance should play in meeting the foreign policy and public diplomacy challenges facing the United States across both the developed and developing world.

Domestic Communications

In order to raise public awareness of the critical role U.S. foreign assistance plays in our national security, and in meeting our global humanitarian goals, we must step up our efforts to build widespread domestic awareness and support for progressive and result-oriented foreign assistance.

Public relations and media campaigns, relevant and targeted to a variety of domestic audiences, are needed for effective and consistent messaging that is more proactive and strategic and less ad hoc and reactive.¹⁶ To catch the attention of the American public and to punch through the crowded media marketplace, USAID needs to have very targeted and effective public awareness strategies that define the specific message points it wants the American public to know. Targeted themes for campaigns must be timely and relevant, educational yet pithy, and of compelling human interest or overriding national security concern.¹⁷ Many of USAID's current public awareness tools target those who work in government or have vested interests in it – Congress, non-governmental organizations (NGOs), private voluntary organizations (PVOs), large corpo-

rations – but not the general American public.

As a result of extensive feedback to us from NGOs, foundations and other private organizations experienced in promoting and distributing foreign assistance, it is clear they believe there needs to be more direct communications outreach to the American public. We agree and propose building domestic awareness of and support for U.S. foreign assistance programs by:

USAID needs to have very targeted and effective public awareness strategies that define the specific message points it wants the American public to know.

PROMOTING EXISTING STRENGTHS

USAID has numerous assets that should be used to help establish public outreach as a core function of agency operations:

Partnerships: Through its collaborations and partnerships, USAID already has an elaborate “who's who” list of groups to support it in potential public awareness campaigns – including

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

PVOs, NGOs, faith-based organizations (FBOs), community-based organizations (CBOs), universities, foundations, corporations and think tanks.

Talent: Whether it is a spokesperson such as the Administrator, high-ranking agency officials, Foreign Service officers who have unique expertise or a foreign service national or beneficiary, USAID has rich human resources to draw upon in crafting and profiling public awareness campaigns.¹⁸

Archives: USAID possesses a collection of photos, stories and related materials that can be leveraged in various forms of media. This rich archive of content can help paint a compelling, humanistic face of USAID in action.

Outreach: Administrator Fore should be credited for having re-established *FrontLines* after a two-year hiatus; this agency publication is a top-flight monthly newspaper that reports on USAID activities, with back issues that serve as a primary reference for the agency's history. Among its most important audiences are employees who benefit from its scope and perspective. The redesigned and updated Web site—it includes policy publications, reports on critical programming, informational brochures and pamphlets, and an updated 'Telling our Story' archive—is a rich resource that should be leveraged for an effective public outreach effort.

Proof of Performance:

Through the Global Development Alliance (GDA), the President's Emergency Plan for AIDS Relief (PEPFAR), and the President's Malaria Initiative (PMI), among other initiatives, USAID has strong accomplishments that can be utilized to build a campaign that spotlights the progress and significant impact that U.S. aid has made during multiple Administrations.

LPA/ Public Liaison Division: In March 2008, USAID's Public Liaison Division drafted a new public outreach strategy to increase domestic awareness of USAID. This plan calls for an Administrator outreach series, a hometown-diplomat program modeled on the successful State Department program, a speaker's bureau and an alumni day gathering. It also explored a public service announcement (PSA) campaign. While the specific elements of such a communications plan will and should change with the advent of the next Administration, subcommittee members strongly encourage the Bureau for Legislative and Public Affairs (LPA) to prioritize a 'strategic' and well-plotted multifaceted approach to USAID communications with the American people.

UTILIZING MEDIA OPPORTUNITIES

While USAID has an impressive record in providing foreign assistance to many in great need, it needs to better tell its stories of success to both domestic and

international audiences, and it needs to expand and target its primary channels of communication. By engaging media outlets targeted to specific demographic audiences, regional reaches, and cultural diversities and causes, USAID would create a more effective and wider-reaching domestic awareness campaign.

Vast media sources and new technologies allow for dynamic communication strategies. Effective communication strategies require specifically designed programs that reflect the unique regional and demographic audience. USAID would greatly strengthen its domestic awareness campaign by utilizing the variety of media tools currently available.

A more targeted and better resourced communications program emphasis is required to effectively reach the public through the electronic media that characterizes the 'communications revolution.' For instance, 'sympathetic' groups such as specific diaspora communities, charities and NGO groups would be logical audiences to target. New avenues of communication, including non-traditional sources, such as YouTube, blogs and other Web 2.0 mechanisms should be utilized. As a cost-effective and a credible way to reach younger audiences, the agency should increase its use of social media. This is new terrain for USAID. Nevertheless, the agency needs the ability to develop these relationships and audiences and it requires the re-

sources to make that happen. Attitudinal changes and the changing flow of communications are very fluid.

Effective communication strategies require specifically designed programs that reflect the unique regional and demographic audience.

The Global Development Commons (GDC) has been one of the most innovative information programs of the current Administration. By employing current technologies, GDC gathers data, shares knowledge and forges partnerships by bringing together international development actors into a single network. We urge the next Administration to consider its continuation along with traditional targeted channels such as radio, television, the Internet, print, PSA campaigns and outdoor advertising.¹⁹

INCREASING THE VISIBILITY OF USAID

While foreign assistance defines what USAID is about, the agency and its work are not very well known to the American public. When asked about U.S. foreign assistance, the typical American generally cites only news images of American soldiers airlifting and distributing supplies into an emergency zone, as was the case most recently in Southeast Asia after the December 2004 tsunami and in Pakistan after the

October 2005 earthquake. This is largely because of the nature of humanitarian assistance delivery during times of natural or man-made disasters (and the breaking-news media coverage of those disasters), in which the military plays a major role, and because the U.S. Department of Defense has significantly greater

USAID must establish its own identity as the 'face' of humanitarian and foreign assistance, striking a careful balance between 'doing' the humanitarian work to save lives and 'telling' the world about the contribution coming 'From the American People.'

resources to publicize its efforts. USAID must establish its own identity as the 'face' of humanitarian and foreign assistance, striking a careful balance between 'doing' the humanitarian work to save lives and 'telling' the world about the contribution coming 'From the American People.'

Further, humanizing the agency means purging 'governmentese' from its culture and public outreach efforts and inculcating a measure of journalistic professionalism that uses human interest storylines as opposed to describing the mechanics of how the assistance is administered, statistics and 'dollars and cents' reporting. It also means breaking through the inter-agency bureaucratic resistance that, at times, tries to repress the agency's efforts and fold public messaging into what, in our view, should be

separate and distinct foreign policy messages.

Utilizing the USAID Administrator and other high-ranking agency officials as 'ambassadors' for foreign assistance here and abroad goes a long way toward giving the agency a recognizable 'face.' In addition, actual foreign assistance recipients have proven to be some of the most effective spokespersons for USAID since they are real, credible and able to talk in compelling people-to-people terms, rather than programmatic jargon. USAID's Office of the Administrator should produce annually an international planning document which identifies key messages, mission statements and vision statements that summarize key objectives within each USAID region and functional programming area. It might also consider an annual report highlighting a critical issue.²⁰

Depicting a greater public presence of the 'real' people who work at USAID through the continued promotion and development of such initiatives as the Hometown Diplomat Program offers a feeling of co-ownership for the American public to the programs of USAID.

EMPHASIZE SUCCESS STORIES

As noted above, USAID can humanize the foreign assistance program to the American public by more fully utilizing the 'Telling Our Story' resources of the people it serves, the beneficiaries, young and old, from a diversity

of cultures around the world. Success stories should be highlighted in media contacts, social media and paid advertising. Using PSAs that showcase foreign assistance successes should be supported by program funds. Such stories should be included in speeches and in visual presentations used at conferences and other forums to tell the foreign aid story.²¹

Communications campaigns could feature children under the age of 5, and focus on programs that USAID is implementing to improve child survival.²² Other successful efforts to raise awareness, such as the *ONE Campaign*, which have galvanized action around a single goal, should serve as models in developing smart media strategies.²³ More emphasis should be placed on themes that resonate with the American people – for example, showing how foreign assistance has *empowered* people through better education, access to healthcare and financial assistance through micro-loans.

As a recent Gates Foundation study echoed, empowerment is a theme readily embraced by the American public and counters perception of ‘assistance’ as large sums of money going to programs and people without accountability.²⁴ A successful campaign might focus on a variation of the ‘teaching them how to fish’ parable, that is, a positive, proof-of-performance theme that emphasizes how foreign assistance is much more a ‘hand-up’ than a hand-out. Another

approach might be to demonstrate results that show ingenuity, thoughtfulness and good stewardship of government resources. This would serve to highlight USAID and foreign assistance in a positive light. Emphasis should be put on activities that have a measurable impact and make an appreciable difference in the lives of real people.



Lucy Liu, an internationally renowned American actress with both film and television credits to her name, hosts the USAID/MTV documentary special “Traffic.” The MTV program is a part of the EXIT campaign, targeted at the South- and Southeast-Asia regions, seeks to educate youth about the dangers and societal costs of human trafficking.

USE OF CELEBRITIES

Celebrities—whether big-name celebrities from Hollywood who support foreign assistance or successful athletes, actors and civic leaders from developing countries who may have benefited from a USAID-sponsored assistance program—should be used in campaigns targeted to the American public to raise public consciousness regarding foreign assistance. Their voices are often among the most con-

**From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told**

vincing in rallying support for humanitarian assistance. The use of local celebrities and respected voices in our communities could play a significant part in changing prejudices and challenging misperceptions about foreign assistance.

EMPHASIZE PARTNERSHIPS

As a result of sustained feedback from NGOs, foundations and other private organizations experienced in promoting and distributing foreign assistance, ACVFA recommends continuing to join with experienced and dedicated partners in the private and non-governmental communities to increase awareness and support.

To build an accurate picture of how USAID implements foreign assistance, the agency needs to show how it operates, with special emphasis on its implementing partners and the impact it has in the field. It needs to put a face on its relationships with PVOs, NGOs, corporations, foundations and universities. Many Americans think that only the U.S. government distributes funds directly to foreign governments, all too often seen as unsavory and corrupt. Americans typically are unaware that well-known and respected organizations like Save the Children, World Vision, CARE and the Salvation Army among many others, are USAID partners and primary vehicles for U.S. foreign assistance distribution.

On the other hand, USAID's partners should acknowledge the reciprocal nature of partnership by clearly communicating to the American people that USAID is their partner and the source of a large percentage of funds that make their good work possible.

**EXPAND INFLUENCE
THROUGH PUBLIC-PRIVATE
PARTNERSHIPS**

Use of public-private partnerships is an effective way for the agency to expand its influence. The next Administration should continue to make full use of the strong relationships that the current and previous Administrations have developed through the Global Development Alliance initiative. Private-sector partners help reach influential audiences that more traditional stakeholders may not.²⁵

Administrator Fore's pledge to increase public-private partnerships offers public outreach opportunities that should continue to be explored.

USAID should also coordinate with key associations such as InterAction, the One Campaign, the Association of Evangelical Relief and Development Organizations (AERDO,) U.S. Chamber of Commerce, the Child Survival Collaborations and Resources Group (CORE Group) and many others that may have existing communication or public outreach committees that are already working synergistically on foreign aid awareness through their member organizations. As

an example, InterAction has a communications working committee made up of numerous NGO representatives that is actively engaged in messaging strategies that could be a valuable resource for USAID's communication team.

In addition, there are other private, linkage and civic groups such as Rotary Clubs, Sister Cities, AARP, World Affairs Councils, Chambers of Commerce, returned Peace Corps volunteer groups, Partners of the Americas and others that USAID could liaison with to launch or build awareness campaigns.

REFORMING THE AGENCY'S COMMUNICATIONS STRUCTURE

Without question USAID needs more communications and social media professionals to help implement more extensive and coordinated public awareness strategies.²⁶

USAID leadership in the next Administration should undertake extensive new communications and public affairs training programs in Washington, D.C., and expand upon the training already being conducted in the field for all personnel, including Foreign Service officers, Civil Service Foreign Service Nationals and Personal Service Contractors. Building on the work of the Development Outreach and Communications Training program described below, each participant should be instructed on how to write and implement a

thorough *strategic communications plan* for their respective missions or target audiences.²⁷

In addition, the Development Outreach and Communications (DOC) network should be consolidated under the LPA Bureau. To ensure greater consistency and coordination across USAID, the creation of new Deputy Administrator for Public Affairs positions in each USAID Regional Bureau should be considered.²⁸ In addition, a new International Development Information and Communications office within LPA should be created to handle functional planning and implementation of overseas communications programming in order to make better use of new development information technologies in the missions and at Headquarters.

Finally, it is recommended that the USAID Press Office be taken out from under State Department control. Although regular coordination between the State Department and USAID on messaging must continue, greater resources, personnel and control over a foreign assistance communications strategy are needed. For instance, over the last few years, the maximum number of press officers at any one time has averaged about seven in the USAID press office – for an agency with an annual budget of \$13 billion. In addition, it is recommended that the Deputy State Department Spokesperson be a USAID employee detailed to the State Department to ensure that foreign assistance is in-

tegrated into State Department messaging.

Too often it is believed that a dollar spent on communications or outreach is a dollar lost for programs such as vaccinating youth in the developing world, distributing textbooks or undertaking democracy programs.

Policies and Priorities in OECD Countries, the average communications budget for the 26 country members of the OECD/DAC was \$4.5 million (3.3 Euro) in 2007. The amounts ranged from a high of \$31.4 million (Euro 23 million) in the Netherlands to \$4.1 million (Euro 3.07 million) in the United Kingdom, \$13.3 million (Euro 9.74 million) in Canada, to \$7.5 million (Euro 5.52 million) in Japan.²⁹

INCREASE RESOURCES

USAID funds all domestic and some foreign audience communications out of very limited agency operating expenses. There is no stand-alone budget for agency communications other than the operational budget amount allotted to the LPA Bureau by the Management Bureau through the annual budget process. This budget is intended to cover all personnel costs (salaries), legislative affairs costs, space usage, equipment and technology, and domestic public affairs and communications activities. In 2008, this amounted to only \$1.7 million dollars. This is not enough, and while we hesitate to address future spending in specific terms, it needs to be at a level sufficient to reach key audiences strategically and with effect. This currently is not the case. In comparison, according to the unpublished October 2008 Organization for Economic Cooperation and Development/Development Assistance Committee report: *Communications and Development: Practices*,

In terms of reaching foreign audiences, USAID communications and public outreach activities are not included in an embassy's country operating plan. The usual practice is to include them in the USAID mission performance plans and budget documents. However, the field usually establishes a budget for mission or country communications based on amounts left over within the mission budget or through use of hard-to-utilize local currency accounts maintained by the embassy and/or mission.

Although slowly changing across many USAID missions, there has been an ingrained bias against communications outreach by many aid professionals. Communications and outreach are viewed as 'not substantive' or 'tangible' and thus do not receive strategic status as objectives of U.S. foreign assistance. Too often it is believed that a dollar spent on communications or outreach is a dollar lost for programs such as vaccinating youth in the developing world, distributing textbooks or undertaking

democracy programs. Generating support for communications programs faces many obstacles because these programs rarely show immediate impact and often lack clear and concise performance measures. It is important to recognize that changes in public attitudes may take years of investment before results can be quantified. Nonetheless, communications outreach will certainly increase effective program funding over time.

Augmenting operational expense funding and establishing a budget for domestic and foreign communications and education would be key first steps toward improvement. To better tell USAID's story abroad, agency policies and procedures should be amended to require that all missions incorporate a communications and outreach budget and a *strategic communications plan* into their planning documents. Each mission's budget submission should clearly show these resource requests.

...communications outreach will certainly increase effective program funding over time.

International Communications

The Development Outreach and Communications (DOC) program began in 2004 and was designed to help formalize the communications role within USAID missions. Each mission designated at least one individual to handle communications duties, and training was provided to share best practices, create and implement country-tailored communications strategies across missions and develop strategic communications priorities. This has enabled a number of missions to identify and undertake foreign assistance media campaigns as a way to effectively reach host country target audiences. These missions have paid careful attention to messaging (and undertaken message testing where possible), cultural context and the use of actual beneficiaries to tell the USAID story effectively.

These missions have employed the use of public opinion polling, including focus groups, and relied upon the creative expertise of local public relations/media firms to design and place the campaigns. Funding has been provided primarily from mission program funds although in a limited number of cases the Bureau for Legislative and Public Affairs

matched funding or provided some contribution to the overall cost.

The subcommittee examined the role that overseas media campaigns have played in raising overall awareness levels of USAID and U.S. foreign assistance, and came up with the recommendations listed below for future activities. These foreign assistance media campaigns have typically involved the use of television, radio and newspaper advertising, which has been coupled with other outreach efforts, often involving implementing partners.

We analyzed foreign assistance media campaigns undertaken in several countries including Bosnia, Indonesia, Bulgaria, Jordan, West Bank/Gaza and Lebanon. Although the campaigns differed significantly in cost, duration and creative design, there were several recurring themes and processes which were consistent. A description of these campaigns can be found in Appendix II.

These campaigns have provided USAID with concrete experiences from which to draw appropriate lessons.³⁰

LESSONS LEARNED: SUCCESS OR FAILURE

The hallmarks of successful campaigns have included:

➔ The campaigns have been based upon research and facts – not on presumption or 'gut feelings.' For instance, it is not unusual for mission personnel to make assumptions about levels of awareness or attitudes based on their own perceptions. This, however, should not be the basis used for designing a foreign assistance advertising campaign – scientific polling or focus groups must be undertaken to determine a baseline and to track success or failure.

➔ The campaigns have utilized local talent and creative agencies to most effectively communicate with local audiences and to ensure that they are done in the most culturally appropriate manner possible. These men and women are in the best position to determine messages, backed by appropriate research such as focus groups and survey findings, and determine the creative look and feel of a campaign.

➔ All of the successful campaigns mentioned have utilized an approach which has an emotional impact, thereby humanizing the work undertaken by USAID. The images and voices have been those of assistance recipients, not USAID officials citing statistics and trying to explain work in technical terms.



Display ad used in the 2005 Web Bank and Gaza media campaign. The USAID West Bank and Gaza mission has one of the most extensive track records of utilizing paid-media to increase awareness of recipient populations. This ad highlights USAID's work in health clinics.

➔ The media campaigns have delivered simple messages about USAID results and focused on USAID recipients, typically with a message of partnership with the host country. Given resentment that can be bred by messages which are viewed as too paternalistic, careful attention was paid to messages of partnership, packaged in simple language and

visuals that easily resonated with 'average' citizens.

➔ The foreign assistance media campaigns have been integrated with other mission and U.S. embassy communication and outreach activities, including local community events.³¹

➔ On the other hand, USAID's partners must assist in ensuring that foreign assistance is understood as coming from the American people, as the USAID branding campaign has significantly helped to achieve in the last few years. While the branding campaign has made major strides in helping to establish that understanding, much more coordinated communications work remains to be done overseas with our partners to ensure coordinated messages are being delivered.

➔ Pre- and post-campaign polling and focus groups have been critical to create a baseline of USAID awareness and craft appropriate messages to allow for the measurement of performance and impact. Without such polling, the true impact of the campaigns cannot be measured on target audiences and we cannot assess our successes or failures.

The shortcomings and failures can be summarized as follows:

➔ The campaigns must be sustained over time for lasting impact to be achieved. With the exception of USAID/Jordan and USAID/West Bank/Gaza, few

missions have designated the appropriate funds or shown a lasting commitment to such types of activities, despite the fact that these campaigns help to raise awareness of program activities and will increase host-country buy-in of U.S. assistance plans.

➔ Many missions have decided to do these campaigns without proper resources committed to the endeavor. In Bosnia, for instance, the mission cut back on the budget, which subsequently eliminated the use of pre- and post-campaign polling. No specific and credible conclusions of the impact or performance could be drawn as a result.

➔ Short-term communications personnel contracts serve as an impediment to the sustainability of such campaigns and to overall mission communications efforts. Given the uncertainty of DOC positions, it is difficult if not impossible to plan six months to one year ahead, despite the fact that multi-year planning is the norm within program offices.³²

➔ These campaigns require advance planning in terms of the contracting process as well as the creative process. Most of the missions mentioned above began the planning process a minimum of six months before the first ad was aired. Because contracting officers are much less familiar with contracting for creative services, extra time is often required. In addition, the creation, editing and placement of advertising in the commercial market is a complicated and

time-consuming process. These factors are often not understood or taken into consideration by mission leadership.

➔ Local media and PR firms are in the best position to design these campaigns in consultation with USAID. However, they often do not possess knowledge of foreign assistance and the development process, and therefore, there is a learning curve for agency personnel. Given the importance of utilizing simple, well-researched messages, USAID staff with communications training must be more closely involved than normal.

Key Recommendations

USE A STRATEGIC, MULTI-YEAR SET OF COMMUNICATIONS AND OUTREACH GOALS

There is a convergence of need and opportunity regarding public awareness of U.S. foreign assistance, both at home and abroad. Lack of awareness of the levels and benefits of U.S. aid hampers the implementation of aid programs. Domestically, public awareness would advance our humanitarian goals and assist national security. Overseas, failure to publicize American aid programs means that the political benefit from such programs is marginalized and their potential to improve the image of the United States is unrealized. Fortunately, there is evidence that a message focused on respectful

Overseas, failure to publicize American aid programs means that the political benefit from such programs is marginalized and their potential to improve the image of the United States is unrealized.

partnership with effective programs to help build self-sufficiency and support vulnerable populations will speak to both domestic and overseas audiences. Both American and for-

eign audiences respond to the values of respect, concern and self-reliance that such an approach would involve. Broader public awareness of and dialogue around assistance programs would itself be part of a more respectful relationship between the development assistance community and the United States, and the foreign publics they serve.

Therefore, it is recommended that USAID adopt a more strategic, coherent multi-year set of communications and outreach goals by identifying resources, key audiences and messages, effective tools and products, and partnering opportunities. This needs to be done in close coordination with partners, the U.S. State Department and other U.S. departments that have a hand in foreign assistance.

MAKE USE OF PUBLIC OPINION POLLING AND FOCUS GROUPS

Lack of awareness of the levels and benefits of U.S. aid domestically hampers the implementation of an aid program that fully reflects the broad national consensus in favor of such assistance in principle. Remarkably, there

has been almost no research on the domestic image of USAID in America or how the broad constituency for development aid could be given a clearer voice, despite the State Department's Bureau of Intelligence and Research (INR) regular polling throughout the world with regard to U.S. foreign policy. Leveraging private or public-private partnerships to support such work is recommended as it is essential support for the Administrator, the agency, and the broader development community in their communications efforts. Such research is needed on a regular basis to help establish a global message on behalf of USAID and the development community.

With regard to international outreach, knowledge gathered from both polling and focus groups is essential to the communication process. It helps to establish a baseline of USAID knowledge and awareness of USAID projects. The use of focus groups and polling are vitally important to ensure that messages are crafted in ways that will resonate. In addition, more effective media monitoring – of print, broadcast, and electronic – is essential for international audiences.

Since one of the keys to successful international outreach has been the involvement of local public relations and media firms, it is further recommended that USAID continue to contract with such firms when undertaking foreign assistance media campaigns. However, since many local firms'

capabilities are not as developed as in some western countries, careful attention must be paid to the public opinion methodology. In addition, given the language differences, careful attention should be paid to the wording, translation and intent of questions.³³ There may be circumstances where it would be justified to engage international consultants as well.

To summarize: there is both a domestic and international need for opinion research and message development that should not be ignored. Therefore, we recommend that USAID use polling and focus groups domestically, including the use of private partners to conduct research if resources are not available to the agency. We further recommend that USAID continues to employ the services of local polling and focus group firms when undertaking foreign assistance media campaigns for purposes of international outreach messaging.

The use of focus groups and polling are vitally important to ensure that messages are crafted in ways that will resonate.

HUMANIZE THE DEVELOPMENT WORK OF USAID

Over the last five decades, USAID has touched literally millions of lives in countless ways – from providing clean drinking water to helping ensure free and fair elections to building the ca-

capacity of local and regional governments to provide better services to their citizens. Yet, too often USAID programs have been communicated in facts, figures and technical language that is cumbersome or complicated and that doesn't capture the attention of the average citizen. This contributes to low levels of awareness of USAID in the countries in which it is working, as well as to low levels of awareness among U.S. domestic audiences.³⁴

Therefore, we recommend that USAID continue to strive to humanize its work – utilizing the voices, images and testimonials of development assistance recipients and partners in compelling messaging.

We recommend a budget of 3 percent to 5 percent of an overall USAID country budget...

BUILD A COMMUNICATIONS SHARING NETWORK

Several communications and awareness resources could be better used in cross-cutting applications. For example, foreign assistance media campaigns have been primarily directed at host country citizens, while many more individuals (including Diaspora and Congressional foreign assistance committee staff, for instance) should be exposed to these campaigns in order to build greater knowledge and un-

derstanding of USAID programs. While fact sheets and other traditional methods have been used to disseminate information regarding USAID programs, a visual demonstration of USAID's impact would likely prove a more successful way of communicating.

Therefore, we recommend that a joint sharing network be constructed to link together USAID/Washington, USAID missions, other government agencies and members of Congress and their staff to provide broad access to copies of campaigns and communications strategies designed to increase foreign assistance awareness.

UTILIZE NEW TECHNOLOGY

USAID should strengthen its domestic awareness campaign by utilizing the variety of new technology media tools that are currently available. Social media, blogs, micro-sites, viral messaging, and other Web 2.0 mechanisms are cost-effective and broad-reaching tools that can build an innovative and engaging communications platform for USAID.

PROVIDE ADEQUATE AND CONSISTENT BUDGETS

We recommend that USAID's annual budget planning, guidance and request processes include specific references to a communications effort; and that mission management assures that appropriate resources are requested annually in support of USAID communications and outreach

activities. We recommend a budget of 3 percent to 5 percent of an overall USAID country budget, keeping in mind that the size of the country's population must be taken into consideration. At a minimum, a specific communications budget for domestic audiences must be developed that would be commensurate with other U.S. agencies of similar size. In addition, it is recommended that LPA be allocated adequate funding, as a part of the normal budgetary process, to establish and administer matching funding for mission-based foreign assistance media campaigns in priority, high-profile countries. By institutionalizing and normalizing communications efforts and outreach into the budget, it becomes an essential component of the process rather than an additional option subject to cuts or neglect.

In addition to adequate budgets, USAID must continue to rely on local capacity overseas in the implementation of its country-base outreach campaigns. These campaigns should be planned and implemented on a multi-year basis and must continue to rely highly talented local communications firms that know and understand the markets and most effect communications channels and techniques for effectively delivering our desired messages.

FURTHER DEVELOP A COMMUNICATIONS STAFF

USAID leadership should undertake extensive new communications and public affairs training

programs in Washington and the field (building on the successful DOC training program) for all personnel: Foreign Service, Civil Service, Foreign Service Nationals (FSNs) and Personal Service Contractors (PSCs). These should require each participant to understand how to write and implement a complete Strategic Communications Plan for their respective missions or areas of employment.

The DOC role must be formalized within missions as a permanent full-time member of the program office. Optimally, consideration should be given to establishing a new USAID Foreign Service back-stop to fill these positions with direct-hire Foreign Service officers. In addition, we recommend that the DOC network be unified under the Administrator's control by placing all DOCs formally under LPA organizational control and that new Deputy Assistant Administrator for Public Affairs positions be created in each USAID Regional Bureau.³⁵

...consideration should be given to establishing a new USAID Foreign Service back-stop to fill these [DOC] positions.

We recommend creation of a new International Development Information and Communications office within LPA to handle

**From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told**

functional planning and implementation of communications programming in order to make better use of new development information technologies.

The USAID press office should cease to be a State-controlled operation. A new Deputy State Department Spokesperson for foreign assistance should be a USAID employee detailed to the State Department.

**BEGIN THE STRATEGIC
CONSULTATION PROCESS
EARLY**

Foreign assistance awareness campaigns, whether domestic or abroad, requires early planning and careful coordination.

...we recommend an effort to elevate the profile of USAID public affairs efforts within the United States government.

Political conditions surrounding the target audience have an impact on timing and messaging strategies. For U.S. domestic awareness campaigns, USAID needs to execute and maintain consistent opinion polling and focus groups in an effort to design more contextualized strategies. Developing strong and consistent lines of communication between international development actors and the many components of the U.S. government will allow for better insight into

the political situation and U.S. constituency concerns.

In campaigns targeted to foreign audiences, the U.S. embassy's political buy-in, particularly in high-profile countries, is essential. Establishing and maintaining coordination between the U.S. embassy and USAID, particularly involving the DOC and Public Affairs Officer (PAO) will greatly contribute to an effective communications process as will coordination with other U.S. government entities and implementing partners.

Additionally, we recommend an effort to elevate the profile of USAID public affairs efforts within the United States government by re-establishing the joint budget presentation by LPA and the State Department's Bureau for Public Diplomacy and Public Affairs (R Bureau) in the senior reviews process. The agency's policies and procedures should be amended to require that all missions incorporate a communications and outreach budget and strategic communications plan in their country operations planning process and reflect those plans in the mission budget directly as a line item.

Conclusion

In closing, the ACVFA calls on USAID and its stakeholders to build on their existing strengths to better communicate their successes in foreign assistance. In an age when multiple messages are competing in the marketplace of ideas – radio, internet, television and print – it is essential that the purpose of U.S. foreign assistance be explained by those who are engaged in its day-to-day implementation on the ground. This

message should go not only to aid recipients, donor partners and host country governments, but to the American people. This effort will require additional resources and a basic understanding that raising awareness of U.S. foreign assistance will not diminish successful programs but is a fundamental part of a program's overall long-term success and sustainability.

Appendix I Expand and Strengthen USAID Coalition Building

The ACVFA Public Outreach Committee suggests that USAID's Bureau of Legislative and Public Affairs continue and increase its coalition-building strategy.

USAID should explore ways to deepen its associations with nongovernmental partners including, but not limited to:

Civic infrastructures:

- Rotary Clubs
- World Affairs Councils
- Councils on Foreign Relations
- Chambers of Commerce
- Universities
- Returned Peace Corps volunteers

Linkage organizations:

- Sister Cities
- Partners of the Americas

Faith-based organizations

Fundraising/local offices of large NGOs such as:

- Care
- World Vision
- Catholic Relief Services
- Save the Children
- YMCA

Global Development Alliance partners:

- Corporations
- Universities
- Foundations

Other associations and groups like:

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

- InterAction
- AERDO
- One Campaign
- CORE
- AARP (especially its volunteer culture)

Additional Suggestions:

- Encourage all coalition sources to spread selected messages about foreign assistance; provide tool kit of educational message points on ongoing basis
- Work with universities to inject international development into their curricula
- Create regional chapters of international development councils (i.e. a cross-section of groups and individuals involved in foreign assistance)
- Have USAID VIPs or Specialized Field Service Officers participate in phone conferences or Web or video chats with individual PVO/NGO constituency groups, staffs of big corporations, university classes on international development (very cost effective, easy to implement, time efficient and marketable)
- Have USAID staff participate in a variety of trade shows and conferences (university events, religious conferences, women's conferences, etc.) to promote their "human" face
- Develop microsites using Web 2.0 tools to keep connected with existing and potential coalition sources
- Develop a tool kit for Hometown-Diplomat programs and United States Ambassadors
- Develop an aggregator-style Web site for those involved in visiting developing countries; this Web network would be a social-media-style format (blogging, photos, personal video uploads, searchable by cause/region, etc.)
- Develop an "American Ambassadors" program for all ages and backgrounds to get involved and help spread USAID's story at the grass-roots level.

Appendix 2

Foreign Assistance Media Campaigns

Jordan -- Beginning in 2004, USAID/Jordan launched a campaign entitled "*Together for a Better Future.*" This was the first such campaign of its type for any USAID mission, highlighting the partnership USAID had created with the Jordanian people. The title of the campaign came together after conducting both quantitative and qualitative research to determine levels of awareness of USAID and its programs, as well as a message that would resonate. The campaign included newspaper ads in three daily Jordanian papers, e-mail messages to 185,000 citizens, radio spots on major stations, a three-minute multi-media presentation and informational and display materials. USAID/Jordan contracted with a local media/public relations firm to help design and implement the campaign, with extensive oversight and coordination from the USAID program officer and Development Outreach and Communication officers. In addition, a local public opinion polling firm was contracted.

What made this campaign so unique was that it was the first time that USAID had employed such tactics to communicate about the agency's overall program. While missions had in the past used paid media from a social marketing perspective to change or affect behaviors, USAID had traditionally relied on earned media, including press conferences and news releases to disseminate information about the contributions of USAID and its specific programs. USAID's Bureau for Legislative and Public Affairs played a financial and consultative role.

This campaign continued until 2006 when a new campaign, "*Together for the Development of Jordan,*" was launched. This campaign expanded on previous practices by branching out into paid television advertising. Three television spots focusing on health care, education and economic development were broadcast over a two-month period in 2007 in tandem with several outreach events held in those broadcast markets.

As had been the case in the first campaign, pre-campaign polling was conducted to determine a baseline of USAID awareness. The agency followed up the spots with an immediate post-campaign survey – and convened focus groups – to determine the campaign's impact on opinions.

The Jordan campaign has continued to serve as an example of how to design and implement a paid media campaign. At annual DOC trainings,

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

which are sponsored by the LPA Bureau, this campaign has been discussed extensively to highlight lessons learned and key ingredients to success.

Bosnia -- Using a different program benchmark, USAID/Bosnia-Herzegovina launched a one-month outreach campaign in the fall of 2005 to mark the 10th anniversary of the signing of the Dayton Peace Accords. The mission wanted to highlight the many U.S. foreign assistance contributions to rebuilding the country's post-war society. The campaign focused on accomplishments that made significant changes to ordinary people's lives, such as job and financial security and democracy growth.

The campaign employed one key message which was developed into four styles:

- "It is worth striving for...a job."
- "It is worth striving for...financial security."
- "It is worth striving for...society."
- "It is worth striving for...a person."

The campaign utilized the following media and outreach tools:

TV Spots: USAID aired four 20-second television spots on Federation TV and Republika Srpska TV 42 times between November 15 and December 15. The spots highlighted USAID accomplishments in the banking, infrastructure, local government and credit sectors. Audience research estimated that approximately 1.2 million viewers saw the spots.

Billboards: As a complement and to reinforce the impact of the TV spots, a photo from each of the spots appeared on 20 billboards throughout the country in seven major regions.

Newsletter: On November 21, 2005 -- the 10th anniversary of Dayton -- 80,000 copies of USAID's 10th anniversary newsletter were distributed throughout the country as an insert in the three main daily newspapers. Research indicates that over 200,000 people saw the newsletter.

Youth Conference: USAID/BiH staged an exhibition as part of the Dayton Youth Conference in which 20 poster-size photos were displayed chronicling USAID successes over the past 10 years. Each photo contained a caption in Bosnian explaining the significance of the image. The photo exhibit was open to the general public one week before the conference and was prominently covered by news outlets (especially television) during the U.S. Ambassador's visit on the day of the conference.

In addition to the above, USAID/BiH prepared a photo document highlighting post-Dayton accomplishments, updated its Web site and prepared a traveling photo exhibit, which traveled around the country for three months during Spring 2006 and appeared in six "American Corners" --

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

embassy sponsored reading rooms open to the public – in Sarajevo, Bihac, Banja Luka, Tuzla, Zenica, and Mostar for two-week periods.

Bulgaria -- To coincide with mission closeout, USAID/Bulgaria undertook a paid media campaign utilizing television in September 2007 for a six-week period. Despite the fact that the U.S. government has provided foreign assistance to Bulgaria since 1990, with a total investment of more than \$600 million, public opinion polling conducted by USAID in late 2006 revealed that awareness of this assistance among the Bulgarian public was low. For instance, only 18 percent of respondents affirmed that they knew that the U.S. provides technical and financial assistance to Bulgaria.

First employing public opinion polling and pre-campaign focus groups, a campaign was designed to highlight close to 20 years of USAID assistance and partnership with Bulgaria.

The cost of the campaign was slightly under \$200,000.

The campaign launched on September 17, 2007. Public opinion polling conducted in late October revealed that public awareness about USAID had increased dramatically in the six months since the previous poll was conducted in May 2007. For instance:

- To the question "Are you aware that the U.S. is providing technical and financial assistance to Bulgaria," 24.8 percent of respondents said yes, compared to 12.6 percent in the May poll.
- To the question "Are you familiar with the activity of USAID in Bulgaria," 12.3 percent said yes, compared to just 2.6 percent in May.
- Fifty-three percent of respondents said that knowing that the American people have provided more than \$600 million in aid to Bulgaria improved their opinion of the United States.

Indonesia -- In the devastating tsunami of December 26, 2004, Indonesia lost more than 131,934 people and more than 140,000 homes. USAID was immediately on the ground in the disaster region helping to put life back to "normal." Meanwhile, ongoing programs to improve the health, education, economic growth, and livelihoods for the more than 240 million people across Indonesia were ongoing. One year after the devastating tsunami, USAID/Indonesia undertook an integrated paid media campaign to highlight the long partnership between the United States and Indonesia. The campaign focused on health, education, and economic growth and addressed Banda Aceh. With the help of pre-campaign polling and focus groups, campaign officials came up with the tagline "USAID and Indonesia working together in partnership for prosperity."

The campaign employed the following:

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

Television Ads: Three television ads – focusing on health care, education and jobs – aired from December 23, 2005, through February 15, 2006, throughout Indonesia. USAID and the production firm worked with key implementing partners at schools and in various communities where the ads were filmed. None of the ads used professional actors.

Newspaper Advertisement: A complementary newspaper ad with the following text also was placed during that time. The ad showed school children in a field holding a yard stick. *“Economic Growth and Job Creation; Better Health Services; Better Education for the Future; Indonesians and Americans working together; Together for Prosperity.”*

Radio Ads: Radio ads also ran in conjunction with the television and newspaper ads.

The total cost of the campaign was \$300,000.

Post-campaign public opinion polling illustrated the following:

- A slight but significant 5 percent increase (Indonesia's population: 242 million) in overall awareness levels of USAID; and
- 96.6 percent of the respondents said they were in favor/strongly in favor of “foreign assistance” after seeing the USAID announcements.

Lebanon -- Since 1951, the United States has provided \$1.6 billion in economic assistance to support the Lebanese people. Currently, USAID provides about \$40 million annually. Similar to other countries where USAID polling was conducted, very few Lebanese are aware of this assistance. USAID launched an intensive public awareness campaign in November/December 2007 reaching the majority of the Lebanese through billboards, newspapers, radio and television. The campaign focused on job creation, vocational training for women, education, governance, health care, and help for the less fortunate. The tagline played on a popular Lebanese song which was purported to evoke strong sentiments among citizens: *For hope, for life, for Lebanon.*

The campaign employed the following:

TV Spots: A television ad, showcasing projects with the themes noted above, aired for 30 days from the end of November through late December 2007. It aired on all major national channels except Al Manar, which is Hezbollah-affiliated. Ultimately, there were 180 spots on five TV stations during the main news and afternoon news.

Print Advertisements: A complementary newspaper ad with the following text also was placed during that time. The ad showed three scenes: a laughing baby held up against a sunny sky; a confident, satisfied older man leaning against a tree; and a cedar tree (the symbol of Lebanon). The tag-

**From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told**

line was matched to each section, reading "For hope (child) – for life (older man) – for Lebanon (cedar)" Across the bottom, the ad carried the text "from the American people to the Lebanese people."

Outdoor: The billboard advertisements matched the newspaper ads. Seven hundred billboards were posted throughout Lebanon over a period of seven days.

Radio Ads: Radio ads ran in conjunction with the television, outdoor and print ads. In total, there were 360 spots on five channels.

The total cost of the campaign was just over \$500,000.

Post-campaign public opinion polling illustrated the following:

- Recognition of the USAID identity more than doubled from 27 percent before the campaign to 57 percent after the campaign;
- The percentage of those with a favorable opinion of USAID increased from 44 percent to 53 percent;
- The strongest overall association with USAID remains that of an organization with a political agenda. However, the perception of USAID as an organization that aims at improving the social environment in Lebanon (schools, water, etc.) has gained significant ground and is now among the statements most strongly associated with USAID; and
- Recognition of specific projects jumped from 14 percent to 30 percent.

West Bank/Gaza -- West Bank/Gaza's experience with paid media campaigns has been one of the most extensive as campaigns have been conducted on a regular basis since May 2005. Mission leadership and U.S. consular support for these activities has been described as "strong" and public opinion polling has shown a positive impact on raising overall levels of awareness and appreciation for the contributions of the American people.

Beginning in May 2005, the USAID mission launched an outreach campaign, "*From Human to Human*," utilizing television, billboards, and print ads, focusing on three themes—health care, education, and clean water. Billboards appeared around the West Bank and Gaza. The month-long campaign helped to shape future outreach in the area, despite ongoing political issues. Research from this first effort indicated that Palestinian awareness of USAID assistance grew from 5 percent to 53 percent. Later that year, a specific Gaza campaign was launched which aired on Palestinian television and Al Jazeera. This campaign lasted four weeks and required special permission from the White House to expend funds on Al Jazeera.

USAID/West Bank and Gaza turned subsequent campaigns to a different theme – ambitions for the Palestinian people. The late 2006/early 2007 "*In Support of Your Ambitions*" campaign utilized 25 television spots on interna-

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

tional satellite stations, including the Middle East Broadcast Corporation, as well as 10 local television stations. Billboards and newspaper ads were also used. As has been the case in all of the campaigns conducted by this mission, pre- and post-campaign surveys and focus groups were conducted and a local PR/media firm was contracted to produce and place the spots.

The most recent campaign conducted from December 2007 to January 2008 has come under the banner, "*Achieving your Ambitions.*" It has featured more than 450 television spots on 12 local television stations, three billboards, more than 4,600 radio spots on local radio and four print ads. (This campaign has been limited solely to the West Bank).

Appendix 3

ACVFA Public Meeting Report

Discussions, June 4, 2008

How do you think the average American views U.S. foreign assistance? What is the benefit of a U.S. foreign-assistance policy to Americans? What is the most effective way to increase the American people's awareness of the U.S. foreign-assistance program? What is the perception of U.S. foreign assistance in the field/mission? What may be done to improve the perception of programs and also increase awareness?

Recommendations and comments included:

- Americans have a limited view of foreign aid and what it has accomplished. In most cases they have a negative view or think tremendous amounts are being wasted. Rectifying this problem may call for a Kennedy-type visionary, a celebrity like Bono, or a movie like *An Inconvenient Truth*.
- Much research has already been done into the various segments of the American public that are in need of accurate information about foreign aid. Those in the international development community must use that research to develop toolkits explaining why foreign aid is beneficial and what it accomplishes worldwide.
- All of the groups USAID works with—the Business Roundtable, the National Association of Manufacturers, YMCAs, and many more—must do what they can to influence opinion leaders.
- USAID could better describe the impact of its public-private partnerships by telling a story that includes all the funds involved: USAID's own funds, those of other foreign-assistance programs, and those of private-sector partners.
- USAID should make better use of social media like Facebook to tell its story.
- USAID does a good job of gathering the stories of people affected by its work, and must continue to do so. These stories should focus on the

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

self-help nature of development. But storytelling should always be linked to statistics, to avoid the perception that foreign aid represents a "drop in the bucket."

- USAID should establish a network of its alumni to act as domestic ambassadors.
- Immigrants in the United States with knowledge of USAID's development work in their countries could help amplify the Agency's message.
- USAID should provide bullet points on its work to schools of public policy.
- GDAs have already done quite a bit to change American notions about development assistance. Once corporations got involved, foreign assistance became less risk-averse. Americans have also been more receptive to the concept of foreign assistance since September 11.
- USAID has an excellent Web site, but most people don't even know the name of the bilateral foreign-assistance agency in this country and thus will never find it.
- USAID should encourage the Council on Foreign Relations and similar groups to spread messages about the importance of foreign assistance.
- The elections provide a good opportunity to raise awareness about foreign assistance, but so far none of the presidential debates has included a single question on the subject.
- USAID should work with universities to inject international development into their curricula.
- In its messages, USAID should stress the importance of health and development programs as stabilizing factors in the countries where they are active.
- International development needs to become galvanized around a single goal that engages all stakeholders, like the One Campaign launched a few years ago. That campaign used celebrity advocates; brought together different political perspectives; injected poverty into political debate; and successfully engaged the grassroots.
- CARE's "I am Powerful" campaign, aimed at women between the ages of 35 and 54, made its pitch in language that resonated with them. That campaign included a feature-length film screened at the Tribeca Film Festival.

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

- Messengers need to develop their own media. No one watches the nightly news and no one reads press releases.
- If USAID did foster city or regional international development councils of the sort recommended above, those could become excellent venues to share stories and raise public awareness.
- Currently, the face of foreign aid is a soldier's. USAID must work to demilitarize the image of foreign aid.
- To increase the public's understanding of the benefits of foreign aid, what is needed above all is strong leadership.
- A growing number of Americans have visited developing countries and seen foreign aid firsthand, but no one has yet tried to maintain a network of those with such experiences. Doing so would be a valuable exercise.
- A government entity needs to walk a fine line in marketing itself. The DOD has gotten in trouble, for example, for placing propagandists on the nightly news to market the Iraq War. One thing that USAID could do is humanize the issue of foreign aid, using fewer statistics and more case studies.
- Many countries do not have a high level of goodwill toward the United States at the moment. USAID should work to bring stories from those countries into ours and send Americans to those communities.
- Communicating in the world today is very different from even ten years ago. USAID can use technology to communicate far more cheaply than in the past.
- USAID should focus on the next generation—kids—through new media.
- There is strong evidence that the American public views foreign assistance positively, as shown by the strong support private foreign-assistance NGOs receive from the American public. On the other hand, Americans appear to be skeptical about official government aid, in part because they are skeptical about the capabilities of other governments. USAID should consider a promotional effort that taps this wellspring of support for NGO projects to help people in poor communities. Conversely, there is a danger that "inspiring" people to support foreign assistance means inspiring them to do "good works," or make direct interventions through their churches, which can be problematic, as discussed above. Messages should be crafted not only to evoke sympathy and draw charity but to inspire respect.

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

- There may be some credibility issues with government-provided information. Faith-based, community, and refugee groups could be a credible and effective intermediary, but their messages and campaigns should be linked with USAID or its spokespeople to avoid promoting possibly harmful independent action.
- Americans should hear the message that they benefit from foreign assistance because trade creates more jobs along with greater security and stability, and poverty, by contrast, has destabilizing effects. The United States has a responsibility to the entire world; our actions affect everyone.
- It is difficult to tell stories in isolation, but the media gives no context to understand development stories. Media outlets also prefer to tell stories of immediate effects, which is difficult because development is a long-term process. In part that is because media organizations are overstretched themselves.
- CNN has launched a show called *Impact Your World* to discuss development and humanitarian aid.
- USAID could consider reaching out to AARP and its culture of volunteerism.
- USAID should use effective Ad Council commercials as models.
- USAID should focus on comparatively affordable radio outreach, with celebrities that the audience knows.
- Accountability is the key. Right now, everything is for sale, including U.S. foreign assistance. The American people must hear messages about quality of assistance, and effectiveness, not about what's good for U.S. businesses like Coca-Cola.
- Whatever messages are issued should recognize that foreign assistance may be a tough sell when there are significant economic problems here at home.

(To read the full report, please go to the Committee web page:
http://www.usaid.gov/about_usaid/acvfa/060408_report.pdf)

Appendix 4 Advisory Committee on Voluntary Foreign Aid – Public Outreach Subcommittee Members' Biographies

Sub-Committee Co-Chairs

Paul Clark - Mr. Clark is the Principal of Paul Clark Communications. He has extensive litigation and crisis communications experience, and is among the most experienced communications professionals in the country in counseling clients on how to work with the media during times of crisis.

He also conducts for clients executive-level Media Training, Speech/Presentation Training and Congressional Testimony Training. Before establishing his own communications consultancy, Mr. Clark was a Senior Vice President at The Walker Marchant Group. Mr. Clark spent nine years with Hill & Knowlton, most recently as U.S. Director of Crisis Media. Previously he served as communications director and spokesperson for the U.S. Senate Committee on Governmental Affairs during the Senate's high profile investigation into campaign finance abuses during the 1996 federal election cycle.

Mr. Clark was the communications director of the U.S. Office of Personnel Management from 1989-1992. Mr. Clark also was associate publisher of Saturday Review magazine, news editor of National Journal magazine and a senior editor with McGraw-Hill.

Mr. Clark received a Master of Arts degree in International Relations from American University's School of International Service, and is a graduate of Gettysburg College. In 1991, he received the Chairman's Award from the million-member Public Employees Roundtable for his support of excellence in government and public service. In 2004, he won the Public Relations Society of America's Bronze Sabre Award for placement of a national media story with CBS's 60 Minutes on American POWs tortured during the first Gulf War.

Sig Rogich - As president of the Rogich Communications Group, Mr. Rogich offers counsel in the areas of strategic planning and business development, crisis communication, issues management, corporate and media

relations, business and community relations, and special projects. RCG maintains a diverse client list ranging from Fortune 500 companies to niche operations in the industries of gaming, entertainment, transportation, engineering, health care, and technology.

Rogich's history in Nevada dates back to his days in elementary school in Las Vegas. Eventually, he graduated from Las Vegas High School, earned a degree in Journalism from the University of Nevada at Reno, and, in 1973, founded R&R Advertising. The original four-man shop mushroomed into the largest advertising agency in the state, with offices in Las Vegas, Reno and Salt Lake City. Under Rogich's direction, the agency developed and created concepts that shifted the image of Las Vegas to an upscale dining and entertainment destination that continues to serve a wide variety of visitors. Today, R&R Advertising continues to handle all the advertising and media for both the Las Vegas Convention & Visitor's Authority and the Nevada State Tourism board.

Rogich served as assistant to President George Bush for the creative development of public events from 1988-92. As a Presidential media advisor, he directed all of the President's videotaping and filming sessions, assisted with speech preparation and delivery for Oval Office and State of the Union addresses, handled strategic planning and execution of the President's official visits and public events and traveled extensively with the President. By the request of President Bush, Mr. Rogich accompanied former Soviet Premier, Mikhail Gorbachev, on his nationwide tour of the United States.

After serving as Ambassador to Iceland, the country in which he was born, Rogich returned to his home state of Nevada to begin private consulting and in 1995, he founded the Rogich Communications Group.

Since his return to Nevada, he has been instrumental in numerous business endeavors and charitable causes. Among his most noteworthy accomplishments; the co-conceptualization of New York-New York Hotel & Casino, assisting former President George Bush with the development and creation of two international conferences featuring world leaders from Europe, Asia, and North America, and assisting Nevada gaming executives with strategic plans and business development projects.

In recognition of all he has done for education and the state of the Nevada, the Clark County School District named one of its Las Vegas middle schools after Rogich in 1999.

Rogich currently sits on numerous charitable and corporate boards including: Las Vegas Water District Advisory Board, Opportunity Village Advisory Board of Directors, the Keep Memory Alive Foundation Board of Directors, Spring Valley Hospital Board of Directors, WorldDoc Board of Directors, and chairman, of the Clark County Public Education Foundation.

Subcommittee Members

Deborah Bensen - Ms. Bensen serves as the vice president of media and government relations for Operation Blessing International (OBI). She oversees all of OBI's government relations and media projects including government partnerships, grant programs, multi-media campaigns, productions and publications. Government programs target outreach such as hunger relief, emergency disaster aid, orphans & vulnerable children programs, and HIV/AIDS prevention and care through agencies such as the U.S. Agency for International Development's Office of Foreign Disaster Assistance and the U.S. Department of Health & Human Services.

Former experience includes working in television media at three national cable TV networks (Fox Family Channel, The Family Channel and Fit TV) plus working in newspaper media in a top 35 U.S. daily newspaper. Previously, Ms. Bensen was also the director of media relations for CBN International, an organization which provides values-oriented television programming to more than 158 countries.

Recent executive producer roles include two documentaries (Restavek child slaves of Haiti and Rebuilding of Post-Tsunami Indonesia) plus she and her Operation Blessing team won a Telly award for Darfur IDP camp coverage. Currently, through PEPFAR sub-grants, she leads a production team implementing national ABY prevention and OVC PSA campaigns in Haiti, Nigeria and Zambia which air weekly on 87 radio and television networks/stations with potential audience size totaling more than 56 million.

Ms. Bensen is an Emmy-voting member of the National Academy of Television Arts and Sciences (ATAS) headquartered in Hollywood, California. With a dedicated interest in mass media and its influence on behavioral change, she holds a bachelor's degree in organizational psychology and a master's degree in counseling plus is credentialed by the National Counseling Association as a nationally certified counselor.

She currently serves on the board of Christian Service Charities and also on the board of the Association of Evangelical Relief and Development Organizations. She is an ordained elder in the Presbyterian USA church. She and her husband, William, reside in Virginia with their preschool twins.

Craig Charney - Dr. Charney, president of Charney Research, an international polling and market research firm in New York, is an experienced pollster and political scientist. His expertise ranges from Muslim extremism, democratization, and civil society, to communications for political campaigns, market research and social and economic reform. He has polled in over 30 countries. His 2005 report, *A New Beginning: Strategies for a More Fruitful Dialogue with the Muslim World*, involved focus groups on reducing anti-Americanism among Muslims in Egypt, Morocco, and Indonesia

on behalf of the Council on Foreign Relations. Since 2005, he has done annual opinion polls in Afghanistan for ABC News, UNDP, and the World Bank. Later this year he will publish the results of a major study on Muslim extremism in Pakistan, Bangladesh, and Indonesia. His work on public diplomacy, Afghanistan, and Muslim extremism has been presented at high-level briefings at the White House, State Department, Pentagon, and USAID, and had an impact on policymakers in these areas.

Earlier noteworthy projects included the first-ever nationwide political polls in Afghanistan, East Timor, Cambodia and Indonesia. These followed a similar "first" in South Africa, where he directed voter education polling for Nelson Mandela and the ANC before the 1994 election, working with Stanley Greenberg, as well as work in new democracies in Eastern Europe and Central Asia. Dr. Charney also has experience in market research and corporate image work in the United States, India, South Africa, and Vietnam. Other major projects have involved communications strategy for corporate, non-profit, government, and political clients. These have included the World Bank, USAID, ABC News, Honda USA, the National Democratic Institute for International Affairs, Monsanto, and the New York City Mayor's Office, among others. Prior to the establishment of Charney Research in 1997, Dr. Charney was the senior analyst on President Clinton's re-election polling effort at Penn+Schoen, where Doug Schoen called him "a central member of our team." He played a similar role there for the campaign of Israeli Prime Minister Shimon Peres.

Dr. Charney holds a Ph.D. from Yale University in political science, specializing in comparative politics, a master's degree in politics from Oxford University and a diploma in the sociology of development from the Sorbonne. He has taught at Yale and the University of the Witwatersrand, and trained officials and party activists from new democracies for the World Bank and the National Democratic Institute for International Affairs. From 2002 through 2004, he was a Senior Research Fellow at the New School University, where he taught research methods and directed polling on the New York metropolitan region.

Dr. Charney has published four books, over 20 research reports, and a dozen articles in peer-reviewed journals on democratization, Africa, and South African politics. He has also written for the *New York Times*, *Washington Post*, *New Republic*, *Weekly Standard*, *Jerusalem Report*, *Politico*, *Boston Globe*, *New York Daily News*, *New York Post*, and other top newspapers and magazines.

Mike Kiernan - Mr. Kiernan, currently senior director of communications and media for Save the Children, is a veteran newsman and publicist who has spent the past two decades working for government and non-profit agencies successfully advocating on behalf of many social issues – ranging from providing more educational assistance to homeless children to im-

**From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told**

proving protections for children and families worldwide caught in emergency situations.

Since February 2003, Kiernan has served as Save the Children's principle spokesperson for its responses to various crises including the tsunami in south Asia, Hurricane Katrina, and more recently cyclones in Bangladesh and Myanmar. Kiernan spent three weeks in Banda Aceh, Indonesia, working on tsunami-related issues in January 2005 and he was among the organization's first responders in Louisiana following Hurricane Katrina. Kiernan has also played a major role in helping increase the visibility of Save the Children in the United States and worldwide during the past five years.

Prior to joining Save the Children, Kiernan served as the principal spokesman for three members of Congress as well as the Appalachian Regional Commission, the AFL-CIO's Working for America Institute and InterAction, a coalition of 160 private U.S. humanitarian aid groups.

As a journalist, Kiernan worked for columnist Jack Anderson, the *Washington Star*, WRC-TV (Channel 4 News) in Washington D.C. and *U.S. News and World Report*.

He received the Front Page Award for his coverage of the 1976 presidential race and an Emmy in 1986 as an executive producer at WRC-TV for a series he produced about parents of gay teenagers.

Mike McCurry - Mr. McCurry is a principal at Public Strategies Washington Inc., where he provides counsel on communications strategies and management to corporate and non-profit clients.

Mr. McCurry is a veteran political strategist and spokesperson with over 30 years of experience in Washington D.C. McCurry served in the White House as press secretary to President Bill Clinton (1995-1998). He also served as spokesman for the Department of State (1993-1995) and director of communications for the Democratic National Committee (1988-1990). McCurry held a variety of leadership roles in national campaigns for the Democratic ticket from 1984 to 2004.

Mr. McCurry began his career on the staff of the United States Senate, working as press secretary to the Senate Committee on Labor and Human Resources and to the committee's chairman, Senator Harrison A. Williams Jr. (1976-1981). He also served as press secretary to Senator Daniel Patrick Moynihan (1981-1983). Mr. McCurry serves on boards or advisory councils for Share Our Strength, the Council for Excellence in Government, the Junior Statesmen Foundation, the Children's Scholarship Fund, the Wesley Theological Seminary, and the Woodrow Wilson School of Public and International Affairs at Princeton University.

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

Mr. McCurry is a member of the Commission on Presidential Debates and also serves as a senior advisor to Grassroots Enterprise Inc., a firm specializing in using Internet technology to build strong grassroots activist campaigns.

Mr. McCurry received his Bachelor of Arts from Princeton University in 1976 and a Master of Arts from Georgetown University in 1985.

William Reese - Mr. Reese has served as the president and chief executive officer of the Baltimore-based International Youth Foundation (IYF) since January 2005. Previously, he had served as the chief operating officer of IYF, managing its operations and programs, which support positive youth development in 68 countries. He is a member of the Council on Foreign Relations and a Woodrow Wilson National Fellow lecturing on Latin American affairs and development issues. Prior to his work with IYF, Mr. Reese served as president and CEO of Partners of the Americas for 13 years, and also spent 10 years with the Peace Corps. Mr. Reese was first appointed to the ACVFA in 1991 and served as its chair from 1997-2005. He was chairman of the board of InterAction and continues on its board today. He also sits on the boards of the Basic Education Coalition, Women's Edge Coalition, and Episcopal Relief and Development. Previously, he has served on the Boards of the Independent Sector, Amigos de las Americas, Eureka Communities, Coalition for American Leadership Abroad, the International Development Conference, the Alliance for International Educational and Cultural Exchange, the Washington Office on Latin America, Fundación para la Educación Superior/USA, ChildHope International, and the Friends of the Art Museum of the Americas. He was vice chair of the Debt for Development Coalition and Finance for Development Inc.

Johanna Schneider - Ms. Schneider has played a key role in successfully managing communications for over 30 years, moving from reporter and anchor to top posts in government--Congress, the Executive Branch--and in the business arena.

Ms. Schneider is currently the executive director-external relations of the Business Roundtable, an organization of top chief executive officers of global companies. Recently cited as "the most influential chief executive lobbying group in the U.S." by the *Financial Times*, Business Roundtable members are at the forefront of public policy, advocating for a vigorous, dynamic global economy.

Ms. Schneider directs all external relations including communications, media relations, advertising, digital communications, branding and reputation, corporate membership, and all external advocacy. Prior to her appointment as executive director-external relations, she held the post of director of communications for the Roundtable. At the Roundtable, she conceived

**From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told**

and launched the highly-regarded, CEO Economic Outlook survey. Her work on public policy garnered the Bronze Sabre Award.

Before joining the Roundtable, Ms. Schneider was the senior advisor for media relations to the director of the National Institutes of Health, Dr. Bernadine Healy. At NIH, Schneider played a major role in launching the groundbreaking Women's Health Initiative, the largest clinical trial ever undertaken in the United States, focusing on the major causes of death and disability in women. She also managed cDNA patenting, ethics in science, and AIDS research communications.

Prior to her service at NIH, Schneider served as deputy assistant secretary for Public Affairs to Labor Secretaries Elizabeth Dole and Lynn Martin. At the Department of Labor she orchestrated the groundbreaking study the *Glass Ceiling Initiative*, which looked at the difficulties women and minorities encounter moving up the career ladder. She also handled the successful resolution of the Pittston Coal Strike, a historic dispute where more than 17,700 mine workers in seven states went on strike over labor issues, and she oversaw pension portability.

Filling one of the top jobs in the U.S. Congress, Ms. Schneider also served as press secretary to the House Republican Leader, Bob Michel (R-Ill.). From 1984 to 1989, she managed the Leadership press operation, coordinated House and Senate press responses and served as media liaison to the White House. From 1980 to 1984, Schneider served as press secretary to Congresswoman Lynn Martin (R-Ill.), the highest ranking woman in House Republican Leadership.

Schneider also worked as a production assistant at CBS Network News in Washington, and worked as a television reporter and anchor at a CBS affiliate in Illinois. She graduated from Southern Illinois University with a degree in Journalism.

Ms. Schneider is also a member of the Seminar Committee, the Arthur W. Page Society, the Civilian Public Affairs Panel for the U.S. Naval Academy, and a board member of the Center for Corporate Citizenship at the Carroll School of Management at Boston College. She resides in Washington, D.C., with her husband, Jon Plebani, and their three sons.

Robert Tappan - Mr. Tappan currently serves as president of Weber Merritt Public Affairs. His career spans over 20 years in the public and private sectors counseling companies, corporations, CEOs, and trade associations as they deal with issues in the media, before Congress, or in the public eye. He has spoken and appeared extensively before audiences and in the media.

Prior to joining Weber Merritt, Tappan most recently was president of the Washington, D.C. office of PR giant Burson-Marsteller. He has also held

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

several senior management positions at a number of public affairs agencies in Washington, including Powell Tate, the flagship public affairs unit of Weber Shandwick, as well as the Hannaford Company.

His public sector service includes nearly four years as principal deputy assistant secretary of state for Public Affairs at the U.S. Department of State, a position that earned him two awards for his contributions and public service achievements. During his tenure at the State Department (2002 - 2006), Tappan was asked by the White House to serve as director of Strategic Communications for the Coalition Provisional Authority (CPA) in Baghdad, Iraq in 2004. During that time, he managed a staff of over 120 military and civilian employees and helped set the CPA's overall communication strategy.

Before entering public relations, Tappan honed his communications skills as a member of *The Washington Post's* editorial page staff. He is a graduate of Georgetown University, attended the Centre for Medieval and Renaissance studies at Oxford University, and has recently lectured and taught classes at the Johns Hopkins' School for Advanced International Studies (SAIS) in Washington, D.C.

Ellen M. Yount - Ms. Yount is a seasoned global communication expert with 20 years experience in media relations and strategic development communications. She has designed communications strategies, advised governments and development projects and trained in over 30 countries, including extensive work in Eastern Europe.

Ms. Yount currently serves as MSI's chief information officer and leads the firm's strategic communication practice area. Prior to joining MSI in 2006, she served as a senior advisor to the U.S. Agency for International Development (USAID), where she designed and implemented the Development Outreach and Communications (DOC) program. She helped launch the DOC program in 2004, which sought to build a trained cadre of communications staff in all USAID missions worldwide; develop long-range country communication strategies; and conduct trainings and consultations worldwide. In 2006, the work was recognized by the League of American Communications Professionals (LACP) in its Spotlight Awards competition, where it received a "first in category" award for the *Development Outreach and Communications Survival Manual*, which Ms. Yount authored.

Previously, Ms. Yount served as a political appointee to the U.S. State Department, serving as the USAID press office director and chief spokesperson. She has been quoted in numerous publications, including the *Washington Post*, *New York Times* and *Wall Street Journal*.

Prior to joining USAID, Ms. Yount worked as a consultant for the World Bank and PricewaterhouseCoopers in Eastern Europe, providing expert communication advice to a variety of governmental clients.

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

From 1997 to 2002, Ms. Yount lived in the Balkans, establishing and serving as the resident program director of the International Republican Institute's (IRI) offices in Serbia and Croatia. IRI is a non-profit organization which promotes democracy worldwide. Prior to her Balkans tenure, Ms. Yount was a senior aide and communications director for Pennsylvania Governor Tom Ridge (1993-1997); prior to 1993, Ms. Yount served as then-Congressman Ridge's congressional press secretary.

Ms. Yount is a Phi Beta Kappa graduate of Allegheny College and received her master's degree from the Fletcher School of Law and Diplomacy at Tufts University. Ms. Yount and her husband, live on Capitol Hill in Washington, D.C. with their daughter, Abigail.

Glossary

ACVFA – The Advisory Committee on Voluntary Foreign Aid was established by Presidential directive after World War II to serve as a link between the U.S. Government and private voluntary organizations (PVOs) active in humanitarian assistance and development work overseas. Comprised of 30 private citizens with extensive knowledge of international development, ACVFA helps provide the underpinning for cooperation between the public and private sectors in U.S. foreign assistance programs.

ADS – Automated Directives System. USAID policy directives; required procedures; and optional material are drafted, cleared, and issued through the ADS. Agency employees must adhere to these policy directives and required procedures.

Branding and Marking – Use of a combination of required design elements, in USAID's case including a logo, tagline, seal, specified colors, and photo and layout guidelines, to help make its publications and products easily recognizable to beneficiaries, partners, and the public.

CAPs – Country Assistance Plans. Country Assistance Plans set out in detail how USAID will work to support a country's strategy for reducing poverty and other development goals.

CBOs – Community Based Organizations. Public or private nonprofit (including a church or religious entity) organization that is representative of a community or a significant segment of a community, and is engaged in meeting human, educational, environmental, or other community needs.

DART – Disaster Assistance Response Team. A Disaster Assistance Response Team is a rapid response management team composed of disaster relief specialists who conduct assessments, identify and prioritize needs, manage onsite relief activities, recommend response actions, and coordinate with affected country and other response organizations.

DOC – Development Outreach and Communications. Development Outreach and Communications Officers work with mission staff act as a one-stop resource that can provide accurate and concise information regarding USAID's development work and the impact it has on citizens of host countries. The DOC collaborates with the Embassy's Public Affairs

**From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told**

Section to maximize exposure and understanding of U.S. humanitarian and development assistance initiatives.

DOD – United States Department of Defense. The federal department charged with coordinating and supervising all agencies and functions of the government relating directly to national security and the military.

FBOs – Faith-based Organizations. Religious charitable social-service groups. The term faith-based is used to describe organizations that are religious in nature and distinguish those organizations from government, public or private secular organizations.

Foreign Assistance – Programs, projects, and activities carried out by USAID that improve the lives of the citizens of developing countries while furthering U.S. foreign policy interests in expanding democracy and promoting free market economic growth.

FSN – Foreign Service National. A professional recruited to work with a USAID field mission; usually an FSN is from the host country.

GDA – Global Development Alliance. The Global Development Alliance is USAID's commitment to change the way it implements its assistance mandate. GDA mobilizes the ideas, efforts and resources of governments, businesses and civil society by forging public-private alliances to stimulate economic growth, develop businesses and workforces, address health and environmental issues, and expand access to education and technology.

GDC – The Global Development Commons unites all those with a stake in development - from end-users/beneficiaries to governments, to partners, to citizens - into an accessible World Wide Web, both real and virtual, making it easier for developing countries and their citizens to find solutions and resources that match their development needs.

LPA - Legislative and Public Affairs. USAID's Bureau for Legislative and Public Affairs is responsible for all of the Agency's external affairs as well as employee communications. It serves as the central point of contact with the American people, Congress, the media, as well as the Agency's key constituencies. LPA provides overall coordination for all aspects of legislative and public affairs matters for the Agency.

M Bureau – The Bureau for Management is responsible for USAID's human and information resources management, acquisition and assistance, financial management and administrative services functions. It is composed of nine offices that collectively perform these functions.

Mission – USAID unit operating outside the United States; may work in a single country (bilateral mission) or in a number of countries in a geographic area (regional mission or regional hub). Regional missions help with

USAID programs in countries within their area and may also conduct their own development projects.

NSS – National Security Strategy. The National Security Strategy is a document prepared periodically by the executive branch of the government of the United States for Congress which outlines the major national security concerns of the United States and how the administration plans to deal with them.

NGOs – Non-governmental Organizations. A non-governmental organization is a legally constituted organization created by private organizations or people with no participation or representation of any government. NGOs exist for a variety of reasons, usually to further the political or social goals of their members or funders. The number of internationally operating NGOs is estimated at 40,000.

PA – Public Affairs. Public Affairs is the practice of managing the flow of information between an organization and its publics.

PAO – Public Affairs Officer. The Bureau of Public Affairs is the part of the United States Department of State that carries out the Secretary of State's mandate to help Americans understand the importance of foreign affairs. The Bureau is led by an Assistant Secretary who also serves as Department spokesman. The Public Affairs Officer is the Embassy officer in charge of PA.

PEPFAR – The President's Emergency Plan for AIDS Relief was a commitment of \$15 billion over five years (2003–2008) from U.S. President George W. Bush to fight the global HIV/AIDS pandemic. As the largest international health initiative ever initiated by one nation to address a single disease, the program hopes to provide antiretroviral treatment to 2 million HIV-infected people in resource-limited settings, to prevent 7 million new infections, and to support care for 10 million people (the "2-7-10 goals"). In 2008, Congress authorized PEPFAR to spend \$48 million over the next five years.

Public-Private Alliance – A partnership in which USAID joins with a private sector firm or firms to pursue a development goal; may also include nonprofits, educational institutions, or other government agencies.

PMI – The President's Malaria Initiative. Launched in June 2005, the initiative is working to increase U.S. malaria funding by more than \$1.2 billion over five years to reduce deaths due to malaria by 50 percent in 15 African countries. It also challenges other donor countries, private foundations, and corporations to help reduce the suffering and death caused by this disease. PMI is a collaborative U.S. Government effort led by USAID.

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

PR – Public Relations. Classically defined as “a management function which tabulates public attitudes, defines the policies, procedures and interests of an organization... followed by executing a program of action to earn public understanding and acceptance.”

PSA – Public Service Announcement. Also known as community service announcement (CSA), a PSA is a non-commercial advertisement broadcast on radio or television for the public good. PSAs are intended to modify public attitudes by raising awareness about specific issues.

PSC – Personal Service Contracts. Personal Service Contracts are characterized by the employer-employee relationship that exists between the Government and the contractor. The contractor is treated very much like the civil service staff, frequently performing the same or similar work. USAID hires PSCs to work in a variety of fields both in USAID/Washington and in USAID missions worldwide.

PVOs – Private Voluntary Organizations. Nonprofit groups having chiefly charitable, scientific, educational, or service aims. Most of the PVOs USAID works with are U.S.-based, but some are international.

State/ F – The Office of the Director of U.S. Foreign Assistance within the U.S. Department of State is led by the Director of U.S. Foreign Assistance (DFA), who holds a rank equivalent to Deputy Secretary and serves concurrently as USAID Administrator. This office was created to ensure that foreign assistance is used as effectively as possible to meet broad foreign policy objectives. On behalf of the Secretary of State and the DFA, the Office of the Director of U.S. Foreign Assistance provides leadership, coordination and strategic direction within the U.S. Government and with external stakeholders to enhance foreign assistance effectiveness and integrates foreign assistance planning and resource management across State and USAID.

State/INR – The Bureau of Intelligence and Research, drawing on all-source intelligence, provides value-added independent analysis of events to State Department policymakers, ensures that intelligence activities support foreign policy and national security purposes, and serves as the focal point in the Department for ensuring policy review of sensitive counterintelligence and law enforcement activities. INR's primary mission is to harness intelligence to serve U.S. diplomacy. The bureau also analyzes geographical and international boundary issues.

State/R – The State Public Diplomacy and Public Affairs Bureau within the U.S. Department of State is intended to help ensure that public diplomacy is practiced in combination with public affairs and traditional diplomacy to advance U.S. interests and security.

Stakeholders – Interested parties to a development effort; examples include citizen beneficiaries, government actors, and local advocacy groups.

Strategic Plan – A document used to describe, give the rationale for, and obtain approval of one or more strategic objectives to be implemented by an operating unit.

USAID – The United States Agency for International Development. USAID's history goes back to the Marshall Plan reconstruction of Europe after World War II and the Truman Administration's Point Four Program. In 1961, the Foreign Assistance Act was signed into law and USAID was created by executive order. Since that time, USAID has been the principal U.S. agency to extend assistance to countries recovering from disaster, trying to escape poverty, and engaging in democratic reforms. USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. The agency supports long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting economic growth, agriculture and trade; global health; and democracy, conflict prevention and humanitarian assistance.

State/PAS – Embassy Public Affairs Section responsible for supporting the goals and priorities established by the U.S. Embassy. Its role is to communicate with the foreign audience about U.S. political, economic, and social institutions, and U.S. policies on all issues of relevant interest to the country.

End Notes

¹ Program on International Policy Attitudes, "Americans on Foreign Aid and World Hunger," University of Maryland, 2001; Craig Charney and Nicole Yakatan, *A New Beginning: Strategies for a More Fruitful Dialogue with the Muslim World* (New York, Council on Foreign Relations: 2005).

² "Americans on Foreign Aid and World Hunger," *op. cit.* This may reflect confusion between foreign aid and security assistance, but all types of foreign aid represent only a tiny part of the Federal budget.

³ Chicago Council on Foreign Relations, *Global Views*, Chicago, 2004.

⁴ "What Kind of Foreign Policy does the American Public Want?" Program on International Policy Attitudes, University of Maryland, October, 2006.

⁵ Public Opinion Strategies, "MDG Campaign Research – Increasing U.S. International Assistance and Humanitarian Support," April 2004.

⁶ "Americans on Foreign Aid and World Hunger," *op. cit.*

⁷ Bill and Melinda Gates Foundation, "Research Findings and Message Framework," August, 2008.

⁸ Projects have previously been funded for one to two years. Under the current Partnership Strategy - a U.S. based non-profit organization involved in international development must partner with a national membership organization or trade association with an interest in international development or foreign affairs, to help leverage financial resources and obtain a broader reach and educational impact. The program strategy includes a local-global link - the programs demonstrate the connections between domestic and international concerns on such subjects as environment, agriculture, health, trade and other areas that demonstrate global interdependence.

⁹ Charney and Yakatan, *A New Beginning*, *op. cit.*, pp.48-49.

¹⁰ Rada Research, "Perception of U.S. Government Assistance to Egypt," USAID/Egypt, October, 2006.

¹¹ "AID Outreach and Communication Program, Topline Report – Quantitative Post-Survey of Program Impact," USAID/Indonesia, April, 2006.

¹² "U.S. Image Up Slightly, But Still Negative: American Character Gets Mixed Reviews." Pew Report, June, 2005.

¹³ Craig Charney and Nicole Yakatan, *A New Beginning: Strategies for a More Fruitful Dialogue with the Muslim World*, *op. cit.*

¹⁴ Craig Charney and James Castle, *Indonesian Outlook Survey 2007* (CastleAsia, Jakarta: 2007).

¹⁵ Craig Charney and Nicole Yakatan, *A New Beginning: Strategies for a More Fruitful Dialogue with the Muslim World*, "op. cit.

¹⁶ The public outreach subcommittee is cognizant of rules that apply generally to the Federal government's ability to engage in domestic public outreach efforts, including statutes such as the United States Information and Educational Exchange Act of 1948 and provisions in USAID's annual appropriations acts. The subcommittee encourages that prior to any final decisions regarding its recommendations the agency fully consider these and other legal requirements.

¹⁷ For example, fighting the global food crisis is currently very relevant and USAID could talk about the innovative A-20 food tool it has developed to address hunger.

¹⁸ End beneficiaries refer to the voices and faces of children, mothers, athletes, etc. who have personally benefited from USAID foreign assistance and are willing to tell their story.

¹⁹ The GDC aims at enhancing knowledge sharing among bi-lateral and multi-lateral donors, and between donors and the recipients of official development assistance and the public.

²⁰ This calls for the production of a document that identifies a single issue or theme that can capture the attention of the U.S. audience. Models such as the Department of Defense Quadrennial Defense Review Report or the World Bank World development report.

²¹ Examples of success stories that have resonated with the American public:

- Personal interest stories from people affected positively by the work of USAID
- Stories of assistance that brought sustainable results
- Food Security Initiatives
- HIV/ASSISTANCES programming and impact
- Expanding educational opportunities
- Improving the lives of women

²² NGOs typically focus on small children because of the compelling nature of photos and story lines.

²³ The *ONE Campaign* seeks to raise public awareness about the issues of global poverty, hunger and disease in developing countries. It is a campaign of more than 2.4 million people from all 50 states. It has the backing of and more than 100 of America's best-known and respected non-profit, advocacy and humanitarian organizations.

²⁴ Bill and Melinda Gates Foundation, unpublished presentation, Summer 2008.

²⁵ The GDA spearheads such efforts. It boasts more than 680 alliances formed with more than 1,700 distinct partners.

²⁶ One member of the subcommittee suggested that in order to build an effective public awareness campaign, USAID needs to think and strategize more like an NGO.

Successful NGO's:

- know how to tell their story

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

- put a human face to their story
- target relevant, timely issues in their message points
- publicize human needs in compelling ways while emphasizing positive results
- use celebrities to publicize causes and activities
- use cost-effective media outlets such as social media to disseminate messages
- use Web 2.0 to engage their advocates and their volunteers
- target specific constituencies with specific message points

²⁷ Communications training ensures that staff is equipped with necessary skill sets to execute such tasks as:

- how to give an elevator speech about USAID
- what an effective organizational presence on "YouTube" looks like
- how to speak effectively to a group *without* a PowerPoint presentation
- how to create a blog worth reading
- how to get the word out about online activities
- how to address criticism/misunderstandings about USAID on-the-spot

²⁸ This mimics the practice of the State Department.

²⁹ Organization for Economic Cooperation and Development/ Development Assistance Committee, unpublished report presentation, October 2008.

³⁰ As a general rule, it is important to first determine if an integrated foreign assistance media campaign is appropriate for the mission in terms of budget, host country audience to reach and other outreach methods. Past experiences have illustrated that there are at least five opportune times to undertake such an endeavor:

- 1) To capitalize on events where USAID has played an important role (*tsunami/Indonesia*)
- 2) To broaden understanding of U.S. foreign assistance activities in high-profile countries (*Lebanon*)
- 3) To showcase new or innovative programs or successes (*Jordan*)
- 4) At program closeout/graduation (*Bulgaria*)
- 5) At a significant country milestone (*Bosnia*)

³¹ Jordan has provided the best example to date.

³² These are typically a Personal Service Contractor (PSC) or 1-year Foreign Service National (FSN) hire.

³³ Even given these considerations, the choice of local polling and focus group firms (including those affiliated with an international polling firm) has proven equally as important as the choice of a local PR/media firm. They are important partners and provide unique local insights which could not be obtained elsewhere.

³⁴ Most, if not all, of the foreign assistance media campaigns undertaken to date have successfully employed first-person testimonials and real beneficiaries benefiting from and partnering to provide development assistance.

From the American People:
Why the Story That U.S. Foreign Assistance is Working Must be Told

USAID communications professionals have worked successfully with implementing partners and within program offices to gather these valuable stories and lessons learned. Also see Section II, Emphasize Success Stories in Communication Campaigns as well as increasing the visibility of USAID.
³⁵ This mimics the practice of the State Department.

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