

Asia Bureau Strategic Communications Plan

Situation Analysis

Secretary of State Hillary Clinton argued recently in a *Foreign Policy* essay, "[America's Pacific Century](#)", for a renewed focus on the Asia-Pacific region as the United States seeks to sustain global leadership. USAID's innovative programming plays a key role in this strategic rebalancing of our relationship with Asia.

The Asia region faces many challenges, including: terrorism, instability, and conflict; poverty; a large population of unemployed youth; illiteracy, especially among women; an pandemic disease; corruption; trafficking in persons, narcotics, and wildlife; and environmental degradation.

Asia Bureau plans to focus more on influencing thinkers and academics on how USAID is uniquely positioned to work in partnership with countries in Asia to provide leadership on these challenges. USAID's programs in Asia are a powerful story of positive partnership and out-of-the-box thinking to address these regional, transboundary challenges.

In line with President Obama's Policy Directive on Global Development and USAID Forward, we intend to highlight USAID's role in critical global developments, such as:

- The US Government's rebalancing strategy on Asia
- Strengthening our relationships with regional donors, including emerging donors
- Encouraging more public-private partnerships
- Engaging with China, and increasing the strength of regional platforms as a solution
- Transforming our relationship with India
- Leveraging possible openings in our relationship with Burma

We have initiated outreach efforts by fostering relationships with new audiences such as diaspora groups, but challenges remain to better connect with audiences who can amplify our message. Organizations with an interest in Asian development (e.g., implementing partners, think tanks and research and policy institutes) want to know our new leaders and their vision. We also continue to develop ways to better communicate the impact of our work, and especially the benefits for the United States. A great opportunity lies in more proactive outreach to our audiences and stakeholders.

Topline Objectives

1. Demonstrate that USAID is the USG lead and an inclusive thought leader in development.
2. Create centers of gravity by rallying around "big wins" in the next 5 years.
3. Promote USAID's comparative advantage & demonstrated results in core areas.
4. Elevate the Agency's technical leadership (HQ and field).
5. Build broad, supportive coalitions of stakeholders.
6. **Demonstrate that USAID in Asia is on the cutting edge of innovation which should play a significant role in the development of regional strategies.**
7. **Highlight how USAID is establishing transparent and empowering relationships with partner countries, with an eye towards transforming our relationship from one of donor-recipient to one of joint ownership.**

Core Messages

CORE MESSAGE: USAID is building a modern development enterprise, implementing innovative, cost-effective strategies that generate real results for the developing world, and the American people.
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MESSAGE 1: WE ARE BUILDING A MODERN DEVELOPMENT ENTERPRISE.

We are fundamentally changing USAID; transforming it from a traditional aid agency into a modern development enterprise.

MESSAGE 2: WE ARE IMPLEMENTING INNOVATIVE STRATEGIES TO ACHIEVE REAL RESULTS AT LOWER COST SO MORE CAN BENEFIT.

Across our areas of core focus, USAID is implementing innovative, cost effective strategies to save lives and create the conditions where our assistance is no longer necessary.

MESSAGE 3: OUR WORK IS BOTH FROM THE AMERICAN PEOPLE AND FOR THE AMERICAN PEOPLE.

We help develop the markets of tomorrow, keep our country safe today and express American values.

Supporting Messages

USAID/ASIA is building partnerships and developing innovative approaches to create equitable, sustainable growth and to address critical transnational challenges.

- **USAID IS BUILDING PARTNERSHIPS WITH THE PEOPLE, GOVERNMENTS, PRIVATE SECTOR AND MULTILATERAL ORGANIZATIONS OF ASIA TO CREATE A FOUNDATION FOR EQUITABLE, SUSTAINABLE GROWTH.**

We have moved from a donor-recipient model of assistance toward a collaborative effort that is driven by the needs expressed by the people, governments, and multilateral organizations in the region.

- **USAID IS FOCUSED ON ADDRESSING KEY TRANSNATIONAL CHALLENGES AFFECTING BOTH ASIA AND THE UNITED STATES, SUCH AS FOOD SECURITY, CLIMATE CHANGE, AND THE SPREAD OF DISEASE.**

With its large, concentrated population, Asia is an epicenter of a variety of global challenges that affect both Asia and the United States. These challenges include food security, climate change, and infectious disease. We have prioritized these transnational challenges and are focused on regional solutions.

- **USAID SEEKS TO COORDINATE ASSISTANCE WITH THAT OF RISING ASIAN POWERS, SUCH AS INDIA AND CHINA, IN ORDER TO MAXIMIZE OUR IMPACT.**

A number of Asian countries are transitioning away from being aid recipients to becoming donors themselves. USAID is leveraging its development relationships with these countries to coordinate assistance to third countries, foster innovations, and maximize impact. In Asia, USAID can draw upon American leadership in science and technology, as well as the growing strengths of India and China, to pioneer breakthrough solutions to development challenges.

- **USAID INTEGRATES GENDER WITHIN OUR DEVELOPMENT STRATEGIES AND GOALS.**

USAID recognizes the important role of women and girls in ensuring that our development investments in Asia are sustainable. USAID integrates gender within its development strategies and goals in order to help governments provide equal access to education, economic and societal participation, and health services for all citizens—women and men, girls and boys.

Key Audiences and Opinion Leaders

The Asia Bureau aims to reach the following key audiences with core messages:

1. Think tanks, research organizations, and advocacy groups
 - a. General: Brookings, Council for Foreign Relations, Heritage, CNAS, CSIS
 - b. Asia specific: National Bureau of Asian Research (Washington, DC); Pacific Research Institute for Public Policy (San Francisco); RAND Center for Asia Pacific Policy; The National

- Bureau of Asian Research (Seattle); Asia/Pacific Research Center, Stanford University; Asia Program, GW
- c. U.S. Chambers of Commerce, The Asia Society, APEC/ASEAN related organizations
- 2. Members of Congress and their staff (through our Legislative Affairs staff)
 - a. Senator Inouye
 - b. Senator Cochran
 - c. Senator Leahy
 - d. Senator Graham
 - e. Senator Kerry
 - f. Senator Lugar
 - g. Senator Webb
 - h. Senator Inhofe
 - i. Rep. Rogers
 - j. Rep. Dicks
 - k. Rep. Granger
 - l. Rep. Lowey
 - m. Rep. Ros-Lehtinen
 - n. Rep. Berman
 - o. Rep. Manzullo
 - p. Rep. Faleomavaega
- 3. Inter-agency
 - a. PACOM
 - b. State – Burmese Affairs
 - c. State – Tibetan Affairs
 - d. State – SCA/EAP Public Affairs
- 4. Implementing partners/Donors
 - a. The Asia Foundation
 - b. Asian Development Bank
 - c. DFID, AusAID, JICA, NZAID
- 5. Diaspora organizations
 - a. U.S. Indonesia Society
 - b. North American Bangladeshi Islamic Community
 - c. Islamic Society of North America
 - d. Filipino-American organizations
 - e. Indian-American organizations

The Bureau has begun to develop lists of diaspora organizations, think tanks, and universities that are critical to our outreach efforts. Working with our legislative side, we will also target the key Members of Congress and their staff.

Key Tactical Components

The top five general tactics that the Bureau will pursue with LPA in support of this strategy are as follows:

1. Conduct quarterly outreach meetings with target audiences, especially think tanks and academics
2. Arrange speaking engagements for Asia Bureau staff among thinkers, media and influential voices on Asia through a speakers' bureau and packet
3. Proactively communicate to the Hill on our impact, such as through our newsletter, *Impact: Asia*, and Asia Bureau contributions to the Impact Blog.
4. Reach out to diaspora and community groups through events, our listserv, and ethnic and trade press
5. Create and widely disseminate easily sharable communications pieces amplifying USAID's messages, using both traditional and social media

Accountability

The following people will be responsible for the daily implementation of this strategy:

- Hope Bryer, Outreach Team Lead
- Joseph Truong, Outreach Coordinator
- Jan Cartwright, Writer and Editor (Part-time)
- Leslie Anderson, Legislative Coordinator

Operational Challenges: The outreach team is a shared service for both the Asia and Middle East Bureaus. As a result, the team reports to two front office staffs, and covers over 25 countries. In spite of this issue, the USAID Administrator has made outreach a priority, and the Bureau is eager to put this strategic plan into motion.

Measuring Success

The following achievements will validate the impact of our strategy:

- Increase in distribution of Asia newsletter from current list of 500 recipients, particularly think tanks and media
- Increase in social media mentions by entities outside of USAID, particularly think tanks and media
- Increase in number of visitors to Asia Bureau's website
- Increase in duration of stay by visitors to Asia Bureau's website
- Increase in number of invitations for speaking engagements by think tanks
- Decrease in bounce rate for Asia Bureau's website

Attachment 1: Timeline (6 months template attached)