

**SPOKESPERSON TRAINING AND WORKING MEETING TO DEVELOP THE
NATIONAL OPERATIONAL COMMUNICATION PLAN AND ITS SUPPORTING
DOCUMENTS FOR OUTBREAK AND DISASTER PREPAREDNESS AND RESPONSE**

**La Paz and Coroico, Bolivia
May 21-26, 2010**

**Avian and Pandemic Influenza Communication
Strategy for Latin America and the Caribbean
Contract Number: GHS-I-10-03-00037-00, Order No. 10**

Trip Report

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Submitted by Links Media, LLC to USAID
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Disclaimer

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About Links Media

A full-service communications company, Links Media provides organizations with an array of technologies and methods to influence behavior, communicate risk, and mobilize resources to generate positive change. Links Media's services include market research, strategic communications, multimedia production, partnership building and advocacy, and knowledge dissemination. Currently, Links Media provides expert consultation services to the United States Agency for International Development in support of the development and implementation of an avian and pandemic influenza communication strategy and collateral material development for the Latin American and Caribbean region.

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Special thanks are offered to:

- Susana Hannover, Communicator, Pan American Health Organization, Bolivia.
- Horacio Espinoza, Consultant, Management Sciences for Health.
- Jorge Daga, Communicator, National Bolivian Police and Coordinator of Bolivian Network of Risk and Outbreak Communicators.
- Adolfo Colque, focal representative of the National Committee of the Ministry of Defense.
- Peg Marshall, from the United States Agency for International Development, for her foresight, vision, support, and valuable contribution that has allowed us to successfully work multisectorially, testing new approaches and strategies to ensure collaboration, sustainability, and effective response from our country partners.

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Abbreviations and Acronyms

AI	Avian Influenza
H1N1	Influenza A(H1N1) Virus
H5N1	Avian Influenza Virus
FH/Bolivia	Bolivia Food for the Hungry
INASES	Instituto Nacional de Seguros de Salud (National Institute of Health Security)
LAC	Latin America and Caribbean
MOH	Bolivia Ministry of Health
MOD	Bolivia Ministry of Defense
MSH	Management Sciences for Health
M&E	Monitoring and Evaluation
NGOs	Nongovernmental Organizations
PAHO	Pan American Health Organization
PI	Pandemic Influenza
PROCOSI	Programa de Coordinación en Salud Integral (Comprehensive Health Coordination Program)
REBCOR	Red Boliviana de Comunicadores en Riesgos y Brotes (Bolivian Network of Risk and Outbreak Communicators)
SEDES	Department Health Service
SENASAG	Servicio Nacional de Sanidad Agropecuaria e Inocuidad Alimentaria (National Service of Agriculture and Food Safety)
SOP	Standard Operating Procedure
SPD/PROSALUD	Socios para el Desarrollo/PROSALUD (Partners for Development)
TA	Technical Assistance
USAID	United States Agency for International Development
VIDECI	Viceministerio de Defensa Civil (Vice Ministry of Civil Defense)

Background

Project

Since 2003, a growing number of human H5N1 (avian influenza, or AI, virus) cases have been reported in Asia, Europe, and Africa; most of these cases are believed to have been caused by exposure to infected poultry. If the virus evolves such that it is capable of sustained human-to-human transmission, a pandemic could begin. Preparing for and responding to a pandemic requires coordinated actions and communications by all levels of government and all segments of society. To address this need, the United States Agency for International Development (USAID), through its 16 missions in the Latin American and Caribbean (LAC) region and its government partners, is working with host governments to raise H5N1 awareness, plan for a potential influenza pandemic, and to coordinate international preparedness and response measures.

Links Media provides expert consultation services to USAID in support of the development and implementation of AI and pandemic influenza (PI) communication strategy and collateral material development for the LAC region. These services are essential in supporting USAID's overarching goal of successfully containing the H5N1 virus within the animal population over the next 24 months. The recent human-to-human spread of the influenza A(H1N1) virus has highlighted the need for operational preparedness and response resources to lessen the devastating effects of a pandemic. Additionally, development of a comprehensive communication strategy and accompanying collateral materials for the region has become pivotal in preparing for an outbreak or a possible human pandemic. The communication strategy specifically provides a conceptual framework and sound operating principles for increasing awareness among key target audiences (particularly backyard farmers, consumers of poultry, healthcare and veterinary staff, municipality officials, and families) concerning high-risk behaviors for contracting AI, practical preventive measures, and how to recognize, respond to, and, in humans, treat AI. The strategy also provides tools to support the implementation and monitoring of the proposed communication interventions to ensure full utilization by the LAC countries.

Such tools also support USAID's Avian and Human Pandemic Influenza Response Unit in assisting missions and regional bureaus to effectively achieve two broad objectives: (1) Strengthen capacities to rapidly detect and respond to the current AI problem in animals and humans; and (2) Continue preparing for a possible human influenza pandemic.

Spokesperson Trainings

As part of this initiative, Links Media will provide technical assistance (TA) to Bolivia to train government and technical officials on effective communication during an emergency or crisis situation.

Developing the Operational Communication Plan

Links Media also will provide TA in order to develop the country's Operational Communication Plan. The purpose of the Operational Communication Plan is to (1) prepare the country,

communities, and response organizations to plan before, during, and after a pandemic, outbreak, or disaster; (2) ensure that the roles and responsibilities of all levels of government, segments of society, and individuals have been properly communicated; and, (3) support the overall national response to a pandemic, an outbreak, or disaster.

The Operational Communication Plan includes Standard Operating Procedures (SOPs) for the key sectors involved in pandemic, outbreak, or disaster response. Additionally, it includes a Monitoring and Evaluation (M&E) Plan to guide the monitoring of the progress made to fulfill the Operational Communication Plan and later the assessment of the impact of the Plan's objectives. Results from the M&E Plan provide insight for possible adaptation, changes, or updates in tactics to the Plan and SOPs. Updates to the Plan will be the responsibility of the country and will be shared with their partners.

Purpose of the Trip

From May 21 to 26, 2010, Marisabel Sánchez, Sandra Sánchez, and Maria Eugenia Reos of Links Media traveled to Bolivia to conduct spokesperson trainings to government and technical officials and to provide support and guidance to the Bolivian Network of Risk and Outbreak Communicators (REBCOR).

In collaboration with the Pan American Health Organization (PAHO) in Bolivia, Links Media facilitated two spokesperson training workshops at the PAHO/Bolivia offices in La Paz on May 21, 2010. One workshop, which was held in the morning, trained government officials, including ministers and vice ministers. The second, which was held in the afternoon, trained technical officials including epidemiology directors, hospital administrators, and other health workers.

In collaboration with REBCOR, the Vice Ministry of Civil Defense (VIDECI), PAHO, Socios para el Desarrollo/PROSALUD (SPD/PROSALUD), and the Comprehensive Health Coordination Program (PROCOSI), Links Media coordinated and conducted an inter-institutional and inter-sector working meeting from May 24 to May 26 in Coroico, Bolivia. During this three-day working meeting, Links Media worked with the participants to develop Bolivia's Operational Communication Plan for Risks of Disasters and Outbreaks, which includes SOPs for the key sectors involved in response to a pandemic, an outbreak, or other disaster risks.

The objectives of the trip included:

1. Reviewing the country's experiences and communication strategies related to risks and outbreaks in Bolivia.
2. Identifying lessons learned and best practices in crisis management related to the efforts used in response to the influenza A(H1N1) pandemic.
3. Reviewing, analyzing, and enhancing Bolivia's current national communication strategy for AI/PI preparedness and response through the use of tools (i.e., templates, checklists, etc.) These tools help identify gaps and provide recommendations based on the actual communication lessons learned from the A(H1N1) pandemic.

4. Providing TA and guidance to REBCOR in developing the country's Operational Communication Plan that will include:
 - National and sector level SOPs with communication flowcharts, operational instructions, responsible executing organizations and individuals, and roles and functions of each sector member according to the Operational Communication Plan.
 - An M&E Plan and timeline for testing, validating, and updating the communication strategy and Operational Communication Plan.
 - A REBCOR work plan for implementing the Operational Communication Plan.
5. Training government and technical officials to clearly and effectively communicate with the public and the media during an emergency or crisis situation.
6. Identifying further TA needs.

Scope of Work

The scope of work for Links Media included the following specific activities:

- Brief/debrief USAID/Bolivia officials as requested.
- Meet with authorities from the Bolivia Ministry of Health (MOH).
- Meet with PAHO/Bolivia representatives.
- Based on lessons learned from the influenza A(H1N1) pandemic and using AI/PI as sample situations, lead and facilitate a three-day working meeting to develop the National Operational Communication Plan for Risks of Disasters and Outbreaks.
- Compile information from the tabletop exercises conducted during the working meeting and collaborate with REBCOR and other meeting participants to develop the Operational Communication Plan, including the SOPs and the M&E Plan.
- Review the role and functions of each sector and each key REBCOR member, according to the Operational Communication Plan for Risks of Disasters and Outbreaks.
- Compile information from the tabletop exercises to develop the REBCOR work plan.
- Facilitate two spokesperson training workshops with government and technical officials.

Source of Funding for the Trip

This trip was supported by the PI budget.

Trip Activities

Prior to the Workshop and Meeting

In preparation for the working meeting, Links Media conducted the following activities:

- Reviewed Bolivia's *Avian and Pandemic Influenza Preparedness and Response National Plan* and the *National Health Communication Strategy for Avian and Pandemic Influenza Preparedness and Response*.
- Followed a methodology to improve the current strategy, create a more comprehensive and ready-to-implement document, and prepare for its operation should the need arise.

- Prepared for the working meeting. Activities included materials development and assembly, and briefing meetings with the USAID/Bolivia Mission representative, Stanley Blanco; REBCOR key members Jorge Daga from the Bolivian Police, Horacio Espinoza from Management Sciences for Health (MSH), Daniela Camacho from SPD/PROSALUD; and Jorge Guillen, consultant, to review the purpose of the visit and the scheduled working meeting activities.
- Prepared for the spokesperson trainings. Activities included materials development and briefing meetings with Susana Hannover and Freddy Gutierrez from PAHO/Bolivia.

During the Spokesperson Trainings

On May 21, 2010, the Links Media team facilitated two half-day spokesperson trainings at the PAHO/Bolivia offices with government and technical officials. (Please refer to Annexes 1 and 2 for the agenda and participant list for both spokesperson trainings.) The trainings can be summarized as follows:

- Between 12 and 15 people participated in the morning workshop, which included government officials such as the MOH Vice Minister and the Ministry of Defense (MOD) Vice Minister. This workshop presented general concepts related to the role and responsibilities of a spokesperson.
- Between 8 and 10 people participated in the afternoon workshop, which included technical officials from the MOH, nongovernmental organizations (NGOs), and PAHO, among other institutions. This workshop presented general concepts related to the role and responsibilities of a spokesperson. Participants also participated in two mock press conference exercises.
- Links Media developed all the workshop materials. Both workshops were sponsored by PAHO/Bolivia, who – with Links Media’s guidance – managed and coordinated logistics and print materials.

During the Working Meeting

From May 24 to May 26, 2010, Links Media held a three-day working meeting with REBCOR members at the Rio Selva Resort in Coroico, Bolivia, to develop the National Operational Communication Plan for Risks of Disasters and Outbreaks, including SOPs, an M&E Plan, and a work plan for REBCOR. (Please refer to Annex 3 for the agenda of the working meeting.)

Meeting highlights are summarized below:

- Meeting participants included representatives from ministries of Health, Agriculture, Education, and Defense; PAHO; SPD/PROSALUD; PROCOSI; MSH; Food for the Hungry (FH/Bolivia); the Santa Cruz Department Health Service (SEDES Santa Cruz); the Bolivian Police; the Bolivian Catholic University; the National Service of Agriculture and Food Safety (SENASAG); the National Institute of Health Security (INASES); the Bolivian Red Cross; and USAID. (Please refer to Annex 4 for the participant list.)
- The participants were divided into six groups, each representing one of the following sectors: Health, Agriculture, Education, Defense, International Partners, and local NGOs.
- Each group was tasked with completing the tabletop exercises for their sector and presenting their work at the end of the three-day meeting.

- The official closing ceremony included remarks by S. Blanco (USAID/Bolivia Mission), Julio Fernandez (National Director of Prevention and Reconstruction from VIDECI), Susana Hannover of PAHO, Jorge Daga (Bolivian Police), and Marisabel Sanchez.
- Prior to closing the meeting, the participants worked together to develop a general work plan and a list of agreements in order to continue developing the Operational Communication Plan for Risks of Disasters and Outbreaks. Also, to facilitate communication lines, one person per sector was assigned as the key contact for that sector.
- Follow-up meetings were held with key REBCOR members as well as officials from VIDECI and the USAID/Bolivia Mission.
- Links Media compiled the information from the group exercises in order to develop a detailed outline of the Operational Communication Plan for Risks of Disasters and Outbreaks, including the SOPs and M&E Plan.
- Media coverage was obtained via the MOH bulletin and PROCOSI network. (Please see Annex 5 for obtained media coverage.)

Key Findings

- Participant evaluations from the spokesperson training workshops were positive. Evaluations (see Annex 6) showed that:
 - The participants recognized the importance and usefulness of the information received during the trainings on crisis communication and being an effective communicator or spokesperson.
 - The participants determined that the trainings will help to strengthen their communication efforts as communicators or spokespersons during a response situation.
 - Participants identified that they need to strengthen their skills as communicators or spokespersons through more practice.
- Participant evaluations from the three-day working meeting were positive. Evaluations (see Annex 7) showed that:
 - Most participants were not aware that they are members of REBCOR. Additionally, they recognized that they do not have decision-making power to act on their sector information in the Plan.
 - Participants found it beneficial to have each sector group work at its own pace as a result of Links Media's modification of the meeting agenda.
- In addition:
 - Overall, the Links Media team felt that the working meeting was collaborative, committed, and task-oriented.
 - The Link Media team found the scenarios provided for the exercises to be effective, because they were both relevant to the country's needs and provided participants with the ability to practice what they were learning and to consider possible actions during an actual situation.
 - The Links Media team found that some of the components of the tabletop exercises could not be addressed by every attending participant because of their limited

knowledge or awareness of the issue-at-hand. However, the team also found that even with their limited knowledge, participants still provided valuable information to use in order to begin the first draft of the Operational Communication Plan for Risks of Disasters and Outbreaks, including the SOPs, M&E Plan, and Work Plan.

- By the end of the three days, all groups had finished a complete set of exercises (SOP, M&E, and work plan) for either the sector specific level or the national level. However, no group was able to finish every exercise (i.e., verification checklists). The unfinished exercises became tasks on the general work plan for each sector to complete post-meeting.
- Links Media found that having such a working meeting in a distant location away from the participants' daily environment has its advantages and disadvantages. Participants were able to concentrate and work more efficiently as a group since they were not distracted with Internet, cell phones, or the daily routine. In addition, participants were able to relax after-hours, using the resort's facilities, such as the swimming pool or sauna. However, the Links Media team found it challenging to work with limited access to the Internet and other communication lines, and working in the remote part of the hotel impeded the ability to address meeting-specific needs as they arose.

Conclusions

Spokesperson Trainings

- The spokesperson trainings served as an opportunity for officials the MOH, MOD, and NGOs to increase their knowledge about crisis communication and being a communicator or spokesperson.
- The spokesperson trainings provided participants the opportunity to strengthen their communication skills and prepare to respond in a timely and appropriate manner during a pandemic, outbreak, or disaster.
- Although the same agenda was to be used for both morning and afternoon trainings, the agenda was modified on-site for both sessions for various reasons, including: participants' late arrivals, an already-condensed agenda, and specific needs of that group. Adjustments made to the agenda for each session included shortening and/or excluding exercises and expanding on some talking points that fit the participants' needs. As a result of these substantial adjustments, only the afternoon group was able to do the practice (mock) press conference.
- Based on the experience in Bolivia, some refinements will be made to the methodology used for future spokesperson-related TA and training activities in other LAC countries, including:
 - **Incorporating more time for the workshop and exercises.** One half-day of training did not offer the participants sufficient time to complete all of the analyses required for the exercises, including enough time for question-and-answer periods and their role-playing exercises. Two days is recommended for these types of future trainings.
- The spokesperson trainings were effective and successful, although the Links Media team had to address some last minute issues related to print materials and logistics.

Working Meeting

- The meeting served as a working space for members of REBCOR where results included a set of agreements between meeting participants to continue working together and finalize the Plan.
- Bolivia obtained information to begin the process of developing the National Operational Communication Plan for Risks of Disasters and Outbreaks, which will enable guidance of governmental and non-governmental actions in order to respond in a timely and appropriate way during an avian or pandemic influenza or other emergency or disaster situations.
- The Links Media team compiled all of the information from the group exercises and began developing a drop-in document of the Operational Communication Plan for Risks of Disasters and Outbreaks. This document will be a detailed outline of the Plan in which the country will be able to 'drop-in' the missing information in order to complete the Plan.
- Links Media obtained valuable feedback from the country and was able to further refine the technical tools used in the working meetings. The tools provide a quick way to obtain information necessary to develop the Operational Communication Plan.
- Based on the experience in Bolivia, the following methodology adjustments should be incorporated in this type of TA activity:
 - **More details and instructions for some exercises.** Participants needed assistance understanding some of the tools. Additional instructions should be provided to specific tools.
 - **Incorporating more time for the working groups.** Three days did not offer enough time to complete all of the analyses required by each group. Four days is recommended for future working meetings.
 - **Incorporating some leisure activities during the working meeting.** This type of working meeting is very intense and tiring. Three or four days of intense tabletop exercises can be exhausting and ultimately lead to an unproductive outcome. A future agenda needs to incorporate some leisure time or a recreational activity for the group.
 - **Emphasizing the importance of reference documents.** In order to ensure that the analysis process occurs quickly and effectively, it is important to emphasize to the lead agency the benefit of compiling and providing all available national, sector, and communication plans, either in final or in draft form. Otherwise, meeting participants will not have all of the information necessary to develop the Operational Communication Plan and its supporting documents.

Recommendations

- Based on the work conducted during this trip, Links Media recommends maintaining the established relationship and continuing the provision of TA to REBCOR in order to further develop and finalize the Operational Communication Plan, SOPs, M&E Plan, and Work Plan. Web-based virtual meetings and telephone conversations with key players will help to further refine the 'drop-in document' to develop the Operational Communication Plan for Risks of Disasters and Outbreaks.

- Links Media recommends maintaining a flexible and country-specific TA approach. The Coroico meeting location, although remotely located and not ideal for the facilitating team, was selected by the host country. REBCOR members appreciated Links Media's willingness and flexibility of location so that participants could work without their daily work distractions.
- Once the Operational Communication Plan is finalized, Links Media recommends using this plan as an example for other LAC countries.

Annex 1: Agenda for the Bolivia Spokesperson Trainings

PADEMIA DE INFLUENZA: TALLER DE VOCERÍA PARA RESPONDER A UNA SITUACIÓN DE RIESGO, EMERGENCIA O CRISIS

Oficinas de la Organización Panamericana de la Salud/
Organización Mundial de la Salud (OMS/OPS/Bolivia)

Sopocachi, Plaza España,

Calle Víctor Sanjinés Nº 2678, Edificio Barcelona 6to. Piso

La Paz, Bolivia

(591-2) 241-2465

21 de mayo de 2010

Objetivo del taller: Incrementar los conocimientos para comunicarse con la población y los medios de comunicación de manera clara y efectiva durante una situación de riesgo, emergencia o crisis.

Resultados esperados: Incrementar los conocimientos para comunicarse con la población y los medios de comunicación de manera clara y efectiva durante una situación de riesgo, emergencia o crisis.

TEMA	DURACIÓN
Registración.	15 minutos
Bienvenida	5 minutos
Introducción a la reunión de trabajo: Objetivos, agenda y resultados esperados. Facilitadora: Marisabel Sanchez, Links Media	10 minutos
Presentación: Ejecución del plan de comunicación durante una pandemia grave.	30 minutos
Presentación: Comunicación durante crisis y situaciones de emergencia (parte 1).	10 minutos
Ejercicio #1: Mapeo de mensajes clave.	15 minutos
Presentación: Comunicación durante crisis y situaciones de emergencia (parte 2).	10 minutos
Ejercicio #2: Entrega de un mensaje eficaz.	15 minutos
Presentación: Comunicación durante crisis y situaciones de emergencia (parte 3).	10 minutos
Ejercicio #3 El vocero eficaz.	15 minutos
Reporte de mesas de trabajo del ejercicio #4.	15 minutos
Receso.	15 minutos
Ejercicio #4: Preparación para una conferencia de prensa.	30 minutos
Ejercicio #5: Comunicación durante una crisis: conferencia de prensa.	45 minutos
Evaluación de la reunión: Llenar y entregar formulario.	5 minutos
Conceptos Finales: Preguntas y comentarios.	5 minutos
Conclusión de la reunión.	5 minutos

Annex 2: List of the Spokesperson Training Participants

Morning Workshop

NOMBRE	POSICIÓN o CARGO	INSTITUCIÓN	TELÉFONO	EMAIL
Miguel Angel Rimba	Vice Ministro	Ministerio de Salud y Deportes	7200-6244	No email provided.
Ricardo Llano Jaimes	Director Ejecutivo "Bolivia Deportes"	Vice ministerio de Deportes	7200-0515	No email provided.
Ronald F. Quispe Valdez	Consultor	Ministerio de Desarrollo Rural y Tierras	7308-8932	No email provided.
Carolina Duran	Responsable de Seguimiento en Conflictos	Obras Públicas	7012-5730	No email provided.
Riglina Portugal	Responsable en Comunicación	PROCOSI	7208-3569 ; 241-6061	rportugal@procosi.org.bo
Ricardo Flores	Jefe de Unidad Salud	Cruz Roja de Bolivia	7181-7531	No email provided.
Elisa Trigo	Directora	Trigo Consultores	7200-2603	etrigo@trigoconsultores.com
Rene Lenis	Responsable Programa de Influenza	Ministerio de Salud y Deportes		rlenis@sns.gov.bo
Jorge Daga	Comunicador	Policía Boliviana Comando General	7953-1888; 2145091	jodasha@hotmail.com ; jdaga@policia.bo
Ana Rosa Boyan	Jefe Nacional de Comunicación	Cruz Roja Boliviana	72570775	anarosaboyan@gmail.com
Ruth Ossio Vigabriel	Comunicadora	Ministerio de Defensa_VIDECI	7061-4469	Ruthossio2004@yahoo.com
España V. Carlos	Vicerrector	UMSA	7200-8827; 7192-1169	No email provided.
Susana Hannover	Comunicadora	OPS/OMS/Bolivia	720-02925; 2412465	shannove@paho.org
Freddy Gutiérrez	Comunicador	OPS/OMS/Bolivia	725-06955; 241-2465 (x105)	fgutierr@paho.org

Afternoon Workshop

NOMBRE	POSICIÓN o CARGO	INSTITUCIÓN	TELÉFONO	EMAIL
Teresa Rescala N.	Rectora	UMSA	244-1481	rectora@umsa.bo
Ignacio Carreño	Director Ejecutivo	PROCOSI	241-6061	icarreno@procosi.org.bo
Pedro Crespo	Vice Ministro	VIDECI		Pedrocrespo7@gmail.com
Elisa Trigo	Directora	Trigo Consultores	7200-2603	etrigo@trigoconslutores.com
Ramiro F. Valdivia Garcia	Director Nacional de Comunicacion Social	Policia Boliviana	7089-6438	Ramiro_valdiviag@hotmail.com
Gral. Jose L. Prudencio Medrano	Vice Minstro de Defensa	FFAA	7203-7175	jprudencio@mindef.gov.bo
Silvia Antelo	Jefe Unidad de Comunicacion	Minsterio de Desarrollo Rural	7600-6818	silviantelo@gmail.com
Ana Rosa Boyan	Jefa Nacional de Comunicacion	Cruz Roja Boliviana	7257-0775	arboyan@hotmail.com
Fidel Ampuero Sahonero		Ministerio de Defensa	7200-0163	fidelampuero@hotmail.com
Ruth Ossio Vigabriel	Comunicadora	Ministerio de Defensa_VIDECI	7061-4469	Ruthossio2004@yahoo.com
Karolay Ramos T.	Comunicadora	Ministerio de Salud y Deportes	7305-0029	karoangeles@gmail.com
Susana Hannover	Comunicadora	OPS/OMS/Bolivia	7200-2925; 241-2465	shannove@paho.org
Freddy Gutiérrez	Comunicador	OPS/OMS/Bolivia	7250-6955; 2-412465 (x105)	fgutierr@paho.org

Annex 3: Agenda for the Bolivia Three-Day Working Meeting

REUNIÓN DE TRABAJO: DESARROLLO DEL PLAN NACIONAL DE COMUNICACIÓN DE RIESGOS DE DESASTRES Y BROTES (INFLUENZA AVIAR, INFLUENZA PANDÉMICA)

24, 25 y 26 de mayo de 2010

Hotel Río Selva

Coroico, Bolivia

- Coordinación General y Convocatoria: Viceministerio de Defensa Civil (VIDECI)
- Co-organizadores: Comité Nacional de Influenza, Organización Mundial de la Salud/Organización Panamericana de la Salud (OMS/OPS), Red Boliviana de Comunicación de Riesgos (REBCOR), y Secretaria Técnica del Consejo Nacional para la Reducción de Riesgos y Atención de Emergencias y Desastres (CONARADE)
- Financiamiento del Evento: Links Media, Agencia de los Estados Unidos para el Desarrollo Internacional (USAID)

Objetivos de la reunión de trabajo:

1. Revisar las diversas estrategias de comunicación desarrolladas en el país en el contexto de la problemática de riesgos y desastres, identificando las lecciones aprendidas.
2. Desarrollar y aplicar la metodología del Plan Nacional de Comunicación en Riesgos de Desastres y Brotes, que incluye los Procedimientos Operativos Estándares (POE) y el Plan de Monitoreo y Evaluación (M&E), usando los lineamientos del Plan Nacional de Contingencias y los lineamientos de preparación frente a la influenza aviar e influenza pandémica.
3. Recopilar información para desarrollar el Plan de trabajo del Comité de Comunicación.

Día 1: lunes 24 de mayo de 2010

Resultados esperados:

1. Revisión del Plan de Comunicación de Riesgos de Desastres.
2. Determinación de las fortalezas, oportunidades, debilidades y amenazas de los sectores involucrados en gestión de riesgos, desde la mirada comunicacional.
3. Recopilación de la información sobre los POE dentro del Plan Operativo de Comunicación.

TIEMPO	TEMA	DURACIÓN
	PARTIDA DOMINGO 23 DE MAYO	
15:30 – 15:45	Concentración participantes para viaje (Stadium Olímpico La Paz - Banderas).	15 minutos
16:00 – 19:00	Partida de Bus – Viaje.	3 horas
20:00 – 21:00	Cena.	
	LUNES 24 DE MAYO	
08:30 – 09:00	Bienvenida y apertura de la reunión. <ul style="list-style-type: none"> • Jorge Daga, Representante REBCOR • Marisabel Sanchez, Presidenta de Links Media 	30 minutos
09:00 – 09:30	Introducción a la reunión de trabajo. Presentadora: Marisabel Sanchez	30 minutos
09:30 – 11:00	Presentación: Planes y estrategias de comunicación y lecciones aprendidas. <ul style="list-style-type: none"> • <i>Plan Nacional de Contingencias F-Niño</i> • <i>Estrategia Nacional de Comunicación en salud para los preparativos y respuesta frente a la influenza aviar y la posible pandemia de influenza</i> • <i>Estrategia de Comunicación Dengue, Estrategia de Com. Influenza A(H1N1), Estrategia Com. Desastres y Riesgos</i> Presentador: Jorge Daga	1 hora 30 minutos
11:00 – 11:15	Refrigerio.	15 minutos
11:15 – 11:30	Presentación: Elementos de un Plan de Comunicación. Presentadora: Marisabel Sanchez	15 minutos
11:30 – 12:15	Mesas de trabajo: Ejercicio #1: Desarrollo de recomendaciones basado en las lecciones aprendidas y mejores prácticas de comunicación de la pandemia de influenza A (H1N1) en Bolivia. Facilitadora: Marisabel Sanchez	45 minutos
12:15 – 13:00	Reporte de mesas de trabajo: Ejercicio #1.	45 minutos
13:00 – 14:00	Almuerzo.	1 hora
14:00 – 14:15	Presentación: Elementos de los POE para el plan operativo de comunicación.	15 minutos
14:15 – 15:45	Mesas de trabajo: Ejercicio #2: Desarrollo de los POE para el plan operativo de comunicación por sector.	1 hora 30 minutos
15:45 – 16:00	Receso.	15 minutos
16:00 – 17:15	Mesas de trabajo: Ejercicio #3: Desarrollo de los POE para el plan operativo de comunicación a nivel nacional.	1 hora 15 minutos
17:15 – 17:30	Conclusión del día 1.	15 minutos

Día 2: martes 25 de mayo de 2010

Resultados esperados:

1. Información recopilada para los POE dentro del Plan Operativo de Comunicación.
2. Información recopilada para el Plan de M&E (monitoreo y evaluación) dentro del Plan Operativo de Comunicación.
3. Información recopilada para el plan de trabajo para el Comité de Comunicación.

TIEMPO	TEMA	DURACIÓN
08:30 – 08:40	Revisión del día 1. Facilitadora: Marisabel Sanchez	10 minutos
08:40 – 09:20	Reporte de mesas de trabajo: Ejercicios #2 y 3.	40 minutos
09:20 – 09:35	Presentación: Elementos de M&E y metodología para el plan operativo de comunicación. Presentadora: Marisabel Sanchez	15 minutos
09:35 – 09:50	Receso.	15 minutos
09:50 – 10:50	Mesas de trabajo: Ejercicio #4: Desarrollo del plan de M&E por sector.	1 hora
10:50 – 11:20	Reporte de mesas de trabajo: Ejercicio #4.	30 minutos
11:20 – 12:30	Mesas de trabajo: Ejercicio #5: Desarrollo del plan de M&E a nivel nacional.	1 hora 10 minutos
12:30 – 13:30	Almuerzo.	1 hora
13:30 – 14:00	Reporte de mesas de trabajo: Ejercicio #5.	30 minutos
14:00 – 14:15	Presentación: Elementos para el plan de trabajo del Comité de Comunicación. Presentadora: Marisabel Sanchez	15 minutos
14:15 – 14:45	Mesas de trabajo: Ejercicio # 6: Desarrollo del plan de trabajo del Comité de Comunicación por sector.	30 minutos
14:45 – 15:15	Reporte de mesas de trabajo: Ejercicio #6.	30 minutos
15:15 – 15:30	Receso.	15 minutos
15:30 – 16:00	Mesas de trabajo: Ejercicio # 7: Desarrollo del plan de trabajo del Comité de Comunicación a nivel nacional.	30 minutos
16:00 – 16:30	Reporte de mesas de trabajo: Ejercicio #7.	30 minutos
16:30 – 16:45	Entrega del plan de trabajo.	15 minutos

Día 3: miércoles 26 de mayo de 2010

Resultados esperados:

1. Información recopilada para desarrollar el Plan Operativo de Comunicación, que incluyen POE y Plan de M&E.
2. Información recopilada para desarrollar el Plan de trabajo del Comité de Comunicación.

TIEMPO	TEMA	DURACIÓN
08:00 – 08:15	Revisión del día 2. Facilitadora: Marisabel Sanchez	15 minutos
08:15 – 08:45	Mesas de Trabajo: Lista de cotejo #1: Plan operativo de comunicación. Facilitadora: Marisabel Sanchez	30 minutos
08:45 – 09:15	Mesas de Trabajo: Lista de cotejo #2: POE a nivel nacional.	30 minutos
09:15 – 09:45	Mesas de Trabajo: Lista de cotejo #3: POE por sector.	30 minutos
09:45 – 10:00	Receso.	15 minutos
10:00 – 10:30	Mesas de Trabajo: Lista de cotejo #4: Plan de M&E plan a nivel nacional.	30 minutos
10:30 – 11:00	Mesas de Trabajo: Lista de cotejo #4 (cont.): Plan de M&E por sector.	30 minutos
11:00 – 11:30	Mesas de Trabajo: Plan de trabajo del Comité de Comunicación.	30 minutos
11:30 – 11:45	Información de canales, recursos, y equipos del país. (Apéndices 1 y 2)	15 minutos
11:45 – 12:30	Presentación: Resultados preliminares del taller a autoridades nacionales, institucionales, participantes, y otros invitados.	45 minutos
12:30 – 13:30	Almuerzo con participantes y autoridades. Clausura <ul style="list-style-type: none">• VIDECI• USAID• REBCOR	1 hora
13:30 – 15:00	Check-out de hotel. Regreso a ciudad de La Paz.	

Annex 4. List of the Three-Day Working Meeting Participants

NOMBRE	POSICIÓN o CARGO	INSTITUCIÓN	TELÉFONO	EMAIL
Marcelo Álvarez Ascarrunz	Encargado Nacional de Comunicación	Fundación contra el Hambre (FH/Bolivia)	7204-7371; 291-2400	malvarez@fh.org ; marcelo.alvarez.a@gmail.com
Consuelo Aranda	Responsable de comunicación	Viceministerio de Desarrollo Rural y Agropecuario	7108-3116; 7018-3116	m.consuelo.aranda@gmail.com
Carlos Arroyo	Comunicador	Universidad Católica	7744-0376	arroyo@ucbcba.edu.bo
Wilson Arteaga	Periodista	Federación de Asociaciones Municipales (FAM)	7325-2105	warteaga@fam.bo
Pamela Bautista	Comunicación	Ministerio de Salud y Deportes	7205-7001	meladbl@hotmail.com
Ana Rosa Boyan	Comunicadora	Cruz Roja Boliviana	7257-0775	anarosaboyan@gmail.com
Daniela Camacho	Comunicadora	SPD	211-5251	dcamacho@spd.org.bo
Adolfo Colque	Punto Focal del Comité Nacional	Ministerio de Defensa VIDECE	7054-4429	Fitto_99@yahoo.com
Jorge Daga	Comunicador	Policía Boliviana Comando General	7953-1888; 2145091	jodasha@hotmail.com ; jdaga@policia.bo
Horacio Espinoza	Consultor	MSH	7620-7184	hespinoza@spd.org.bo
Julio Fernández Vásquez	Director Nacional de Prevención y Reconstrucción	Ministerio de Defensa VIDECE	7771-6111; 7019-9700	juliofernandez777@hotmail.com
Jorge Guillén	Consultor		7067-2874	jogui@hotmail.com
Freddy Gutiérrez	Comunicador	OPS/OMS/Bolivia	7250-6955; 241-2465 (x105)	fgutierr@paho.org
Susana Hannover	Comunicadora	OPS/OMS/Bolivia	7200-2925; 241-2465	shannove@paho.org
Ruth Ossio Vigabriel	Comunicadora	Ministerio de Defensa VIDECE	7061-4469	Ruthossio2004@yahoo.com
Gladys Laura Paichucama	Comunicadora	Servicio Departamental de Salud Santa Cruz (SEDES STZ)	363-6604	lauralgp@hotmail.com
Rigliana Portugal	Comunicadora	PROCOSI	241-6061	rportugal@procosi.org.bo
Karolay Ramos T.	Comunicación	Ministerio de Salud y Deportes	7305-0029	karoangeles@gmail.com
Jimmy Schaer	Comunicador	SENASAG	7077-7268	jimmyschaer@hotmail.com
Elisa Trigo	Comunicadora	USAID	243-4134	etrigo@trigoconsultores.com
Viviana Fernández M.	Educación ambiental	Ministerio de Salud y Deportes	249-2926; 7653-3110	vivianabos@yahoo.es
Isabel Terrazas Ross	Comunicador	Ministerio de Educación	7015-0821	Isabela_ross@hotmail.com
Jhonny Aquize Ayala	Evaluador Fiscalizador	INASES	7068-7708	Jhonny.aquize@hotmail.com

Annex 5. Media Coverage for the Three-Day Working Meeting



Plan Nacional de Comunicación en Riesgos de Desastres y Brotes en ejecución

Se inició el proceso de elaboración del Plan Nacional de Comunicación en Riesgos de Desastres y Brotes, el cual permitirá orientar las acciones gubernamentales y no gubernamentales en situaciones de emergencia y desastre considerando además que incorpora los procedimientos operativos estándares y el plan de monitoreo y evaluación.



Foto: PROCOSI

La iniciativa de organización estuvo a cargo de el Ministerio de Defensa a través del Viceministerio de Defensa Civil, que en coordinación con el Comité Nacional de Influenza Aviar Pandémica, la Organización Panamericana de la Salud/Organización Mundial de la Salud OPS/OMS, la Red Boliviana de Comunicadores en Riesgo y Brotes, el Programa de Coordinación en Salud Integral (PROCOSI) y el Proyecto Socios para el Desarrollo/PROSALUD propiciaron la realización de la Reunión de Trabajo interinstitucional e intersectorial.

Links Media organización experta en proveer asistencia técnica en materia de comunicación en América Latina y El Caribe, contribuyó desde sus conocimientos, en la realización del trabajo técnico, que consideró áreas estratégicas como salud, educación, defensa, agricultura, cooperación internacional y ONG.

Participaron en el trabajo, representantes del Ministerio de Salud y Deportes, el Ministerio de Defensa, el Ministerio de Desarrollo Rural y Tierras, el Ministerio de Educación, la OPS/OMS Bolivia, Socios para el Desarrollo, PROCOSI, MSH, FH Bolivia, SEDES Santa Cruz, INASES, Policía Boliviana, Universidad Católica Boliviana, SENASAG y la Federación de Asociaciones Municipales.

La Reunión Nacional fue financiada por la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID) y se desarrolló los días 24, 25 y 26 de mayo en Coroico.

Mayores informes:
 Jorge Daga
 Coordinador Red Boliviana de Comunicadores en Riesgos y Brotes REBCOR
 jodasha@hotmail.com

Fecha: 28 de mayo del 2010
Fuente: PROCOSI
Categoría: Dirección Ejecutiva
Departamento: Todos los departamentos

PROCOSI, MAY 28 2010

http://www.procosi.org.bo/index.php?mc=39&nc=&next_p=1&cod=175



Asesoría de Comunicación Social, Año 1, Boletín No. 82 La Paz, 24 de mayo de 2010 **Pag. 2**

SE FORTALECE PLAN NACIONAL DE COMUNICACIÓN DE RIESGO



El Ministerio de Salud y Deportes junto a...

Los participantes del Taller son el Ministerio de Salud y Deportes, Defensa Nacional, Educación, Viceministerio de Defensa Civil, Servicio Departamental de Santa Cruz, Federación de Asociaciones Municipales, Universidades, OPS/OMS PROCOSI, MSH, FHI, Socios Para el Desarrollo, Policía Nacional, Trigo Consultores, Servicio Nacional de Sanidad Agropecuaria e Inocuidad Alimentaria.

El trabajo servirá para terminar de elaborar este documento original que servirá de matriz y toma de acciones frente a los desastres naturales y epidemias.

SALUD PARA TODOS, MAY 24 2010

http://www.influenzalac.org/extras/MSD_82.pdf

Annex 6. Participants' Evaluation Results from the Bolivia Spokesperson Trainings

Participants completed the evaluation form at the end of each workshop. **Eight** of the **17** participants from both workshops combined responded. No responses were anonymous.

Date: May 21, 2010

A. Workshop Design Components						
	I strongly agree	I agree	Neither Agree/Nor Disagree	I disagree	I strongly disagree	No answer
1. The objectives of the workshop were clear to me.	8 (100%)					
2. The agenda of the workshop was well organized.	4 (50%)	3 (37.5%)				1 (12.5%)
3. The contents of the workshop were relevant to my job.	5 (62.5%)	3 (37.5%)				
4. I have learned useful information and skills for my job.	7 (87.5%)	1 (12.5%)				
5. The pace of the workshop was appropriate.	4 (50%)	4 (50%)				
6. The materials used were appropriate.	7 (87.5%)	1 (12.5%)				
7. We accomplished the objectives of this working meeting.	7 (87.5%)	1 (12.5%)				

Please note: For Sections B and C the responses have not been organized in any priority. However, the responses have been grouped based on content trend and reflect responses by all participants.

B. What was most useful? Why?
<ul style="list-style-type: none"> • The press conference exercise was useful to recognize the importance of spokespersons and communication during time of crisis. • To practice being a spokesperson. • The press conference exercise was useful to learn what each person's strengths and weaknesses are. • To visualize the order and to organize the information. • Organize the inter-disciplinary work and rely on it.
C. Is there something that you would improve? How would you do that?
<ul style="list-style-type: none"> • More time was needed. • More practice. • The way that journalists and officials are organized for a press conference. • Participation in work groups to do media work. • Develop a work group depending on the crisis. • More contact with the media is needed.

D. How long have you been involved in issues related to avian/pandemic influenza response? (Please mark the response that is most appropriate.)

Years involved in issues related to avian/pandemic influenza response	#	%
Less than 1 year	3	37.5%
1 year to less than 3 years	3	37.5%
3 years to less than 5 years	0	0
5 years to beyond	2	25%

Annex 7. Participants' Evaluation Results from the Bolivia Three-Day Working Meeting

Participants completed the evaluation form during the second half of the last day of the working meeting. **Twenty-one** of the **23** participants responded. Of the 23 responses, **6** were anonymous.

Date: May 26, 2010

A. Workshop Design Components					
	I strongly agree	I agree	Neither Agree/Nor Disagree	I disagree	I strongly disagree
1. The objectives of the workshop were clear to me.	10 (48%)	10 (48%)	1 (4%)		
2. The agenda of the workshop was well organized.	7 (33%)	12 (57%)	2 (10%)		
3. The contents of the workshop were relevant to my job. <i>(One response missing.)</i>	12 (57%)	8 (38%)			
4. I have learned useful information and skills for my job.	15 (71%)	6 (29%)			
5. The pace of the workshop was appropriate.	5 (23%)	12 (57%)	2 (10%)	2 (10%)	
6. The materials used were appropriate.	14 (67%)	6 (29%)	1 (4%)		
7. We accomplished the objectives of this working meeting.	8 (38%)	12 (57%)	1 (4%)		

Please note: For Sections B and C the responses have not been organized in any priority. However, the responses have been grouped based on content trend and reflect responses by all participants.

B. What was most useful? Why?
<ul style="list-style-type: none"> • To learn that the MOH must have an operational plan to guide its crisis response. • Learning steps and methodology for SOPs. • Steps can be replicated in other institutions. • The informational material. • Defining communication lines. • To understand that SOPs are necessary to have. • Planning tools and methodology materials. • Involving communicators from various sectors. • Creating of the communication strategy • Initializing the development of a national crisis communication plan. • To develop the updated forms. • To share communication knowledge among sectors. • Contribution to strengthening of REBCOR. • Applying the strategic process allowed coordination of all sectors.

B. What was most useful? Why?

- Working by sector.
- Collaborative work.
- Inter-sector communication and to begin working with the national plan.
- To get all involved sectors together and to get to know the work of the Network.

C. Is there something that you would improve? How would you do that?

- Add more time for exercises or meeting.
- Manage time better.
- Make exercises less extensive.
- Besides inter-sector meetings hold inter-disciplinary meetings.
- Better explanation of exercises.
- Participants need to bring more detailed information to the meeting.
- Incentives to finish exercises were missing.
- To include an efficient communication flow in the pandemic response.
- Add more debates/discussions to the meeting.
- Group feedback.
- More support material and more adequate examples.
- All work was professional.
- The personal and institutional dedication.
- Reinforce coordination between sectors.
- Selection of participants so everyone works at same level.
- The institutional SOPs.
- Work was too rigid and more leisure time was needed.

D. How long have you been involved in issues related to avian/pandemic influenza response? (Please mark the response that is most appropriate.)

Years involved in issues related to avian/pandemic influenza response	#	%
Less than 1 year	7	33%
1 year to less than 3 years	4	19%
3 years to less than 5 years	7	33%
5 years to beyond	3	14%

Annex 8. Selected Photographs from Bolivia



Photo: Sandra R. Sánchez, Links Media, LLC.

In some parts of the country, people still practice exchange markets (“trueque”) where all types of goods are exchanged. Communications efforts to contain an outbreak must be targeted to places where larger groups of people congregate such as exchange markets. This market was located near La Paz, May 22, 2010.

Photo: Sandra R. Sánchez, Links Media, LLC.



Morning spokesperson workshop participants during a tabletop exercise on message design, May 21, 2010.



Photo: Sandra R. Sánchez, Links Media, LLC.

Morning spokesperson workshop participants during a tabletop exercise on message design, May 21, 2010.

Photo: Sandra R. Sánchez, Links Media, LLC.



Technical officials from NGOs and PAHO during the morning spokesperson workshop tabletop exercise on message design, May 21, 2010.



Photo: Sandra R. Sánchez, Links Media, LLC.

On May 21, 2010, as part of their spokesperson training, participants from the afternoon workshop took part in mock press conferences.

Photo: Daniela Camacho, SPD/PROSALUD



On May 24, 2010, Marisabel Sánchez, from Links Media, presents objectives of the working meeting to develop the Operational Communication Plan for Risks of Disasters and Outbreaks.



Photo: Daniela Camacho, SPD/PROSALUD

On May 25, 2010, representatives from Bolivia's MOD and Police Force working on information for the defense sector during the working meeting held in Coroico, Bolivia.

Photo: Daniela Camacho, SPD/PROSALUD



Representatives from Bolivia's MOH working on information for the health sector for the national Operational Communication Plan, May 25, 2010.



Photo: Daniela Camacho, SPD/PROSALUD

Consultant and representatives from Bolivia's Ministry of Agriculture working on information related to the agriculture sector, May 25, 2010.

Photo: Daniela Camacho, SPD/PROSALUD



Representatives from Bolivia's Ministry of Education and Catholic University working on information related to the education sector for the national Operational Communication Plan on May 25, 2010.



Photo: Daniela Camacho, SPD/PROSALUD

On May 26, a representative from FH/Bolivia presenting the work done by the NGOs sector during the meeting. FH/Bolivia is one of the NGOs from this sector, which is also one of the components for the national Operational Communication Plan.



Photo: Daniela Camacho, SPD/PROSALUD

On May 26, 2010, representatives from international agencies presenting their work at the end of the meeting. The international sector is one of the sectors for the national Operational Communication Plan.



Photo: Daniela Camacho, SPD/PROSALUD

On May 24 and 26, 2010, all working meeting participants participated in a group dynamic exercise. The purpose of the exercise, which was facilitated by Links Media's Marisabel Sánchez, was to understand the importance of synchronicity in working as a team.