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BOLIVIA COMMUNICATIONS ACTIVITY

ANNUAL REPORT NO.1

October 2008 – September 2009

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ACRONYMS

BCA	Bolivia Communications Activity
COP	Chief of Party
CTOR	Contracting Officer's Technical Representative
GOB	Government of Bolivia
NDP	National Development Plan
PMU	Program Management Unit
SOT	Strategic Objective Team
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

For more than 40 years, the U.S. government has been providing assistance to Bolivia through USAID and its predecessor organizations, funding a broad-based program of activities to provide technical and humanitarian assistance in support of democratic, economic, and human development in the country. But despite its record of achievement in such diverse areas as public health care, community development, support to small and medium enterprises, and integrated development, among other areas, the messages that the Bolivian public hear about USAID are increasingly negative, accusatory, false, or misleading.

In this context, Chemonics International began implementing the Bolivia Communications Activity (BCA) in October 2008. BCA's main objectives wee:

- To assist USAID/Bolivia with development and implementation of a multimedia communications campaign to increase Bolivian public awareness and understanding of USAID-supported activities.
- To educate the Bolivian media about U.S. foreign assistance to Bolivia.
- To provide crisis communications support to respond to critical issues on an as-needed basis.

Additionally, the BCA scope of work includes the preparation and presentation to USAID of two reports: *USAID/Bolivia Communications Analysis* and the *Crisis Communications Strategy*.

The *USAID/Bolivia Communications Analysis* consists of an analysis of USAID's communications efforts to date; a detailed stakeholders' analysis; findings and results from the baseline assessment; identification of target audiences for a public outreach campaign; a proposed creative concept for the communications campaign; and recommendations for collateral activities to complement the campaign.

The *Crisis Communications Strategy* identified seven potential crisis scenarios and the designed a proposed communications and public relations response actions. It also outlines an Action Plan according to the different crisis scenarios; and proposes a protocol for the quick release of information and coordination between USAID and the U.S. Embassy in Bolivia. The report also includes a crisis communications reference guide to help prepare Mission personnel and project spokespeople to address the media when required on sensitive issues.

Beginning in mid-October 2008 a baseline assessment was conducted to help the BCA team develop a full understanding of existing perceptions of USAID and the strengths and weaknesses of the USAID brand in Bolivia. The assessment included several activities – including an image audit, rural roundtables, survey and focus groups, and historical media clipping. Each activity provided different insights and levels of analysis which allowed the team to form a big-picture view

of the communications context and as well as to gather detailed data to incorporate into the campaign.

During the first quarter of project implementation, a draft version of the communications campaign was developed and tested with focus groups in La Paz and Santa Cruz. A further series of internal focus groups were held with 13 communications specialists and public relations officers; and a second group of 8 Directors/COPs from various USAID/Bolivia funded projects; and a third group of key officials and PAS personnel from the U.S. Embassy. Comments and feedback received during these three focus groups was incorporated into the development of the campaign.

A final draft of the communications campaign materials, including a 40" TV Spot; a 40" Radio Spot in Spanish, Aymara and Quechua; and print media for newspapers and billboards, were presented to USAID and the U.S. Embassy. The media campaign, in its final revised version, was approved by USAID on March 26, 2009 and the various products were concurrently produced.

As part of the BCA's work to integrate the campaign's key messages into the materials created by USAID/Bolivia in promoting the mission's activities, the project developed also an electronic mini-site containing the various components from the main media campaign for its inclusion and display in the mission's official Web page.

On April 24, 2009, USAID and the U.S. Embassy in La Paz indefinitely postponed launch of the media campaign due to the current political context. In response to the new scenario, the BCA team centered its efforts carrying out collateral and support activities including project site visits with media representatives, media tours with USAID project officers and beneficiaries, and the development of project communication print materials.

On May 28, 2009, USAID/Bolivia issued Chemonics a Request for Revised Proposal (RFRP) for the project which significantly modified the BCA scope of work. Our response to the RFRP was presented to USAID/Bolivia on June 15th; additional comments were also presented on July 9th. During the last quarter of the reporting period, project activities were carried out under the new scope of work.

The BCA project consists of a four-person technical team, led by: Chief of Party, Fernando Rollano; Communications Specialists, Paola Tapia and Ada Illanes; and Graphic Designer, David Criado. A fifth person rounds out the team, Office Manager, Franz Flores; who is responsible for the project's financial and administrative operations. Additional contractual and management support is provided by Chemonics' Washington, D.C. based home-office Project Management Unit (PMU) composed of Director, Preston Motes; Manager, Crystal Costa; and Associate, Anne Spellmeyer.

INTRODUCTION

This is the first annual report for the Bolivia Communication Activity (BCA) Project; Contract No. 511-C-00-08-00225-00. The contract is implemented by Chemonics International, in coordination with our sub-contractor: Grupo Ortega Landa.

This report covers activities undertaken by the project during October, 2008 – September, 2009, and outlines lessons learned and future actions proposed. Two annexes present details discussed in the main text. Annex A includes a CD containing samples of the creative concepts for the various elements from the main media campaign including TV and radio spots, newspapers arts and billboard designs. Annex B includes a CD with media coverage of project activities and site visits, and samples of the informative material produced, including project fact sheets, electronic newsletter, banners, and other material.

CONTEXT AND CHALLENGES

Foreign assistance plays a major role in creating positive views of the United States around the globe. But recently, the U.S. government, and its foreign assistance programs have come under increasing attack by the Government of Bolivia (GOB). Faced with florid public attacks, the U.S. has responded in a restrained manner publically, and is utilizing diplomatic channels in private. As a result, public dialogue on USAID and the assistance it provides has been mostly one-sided, with the GOB's voice dominating — and most Bolivians are exposed to little information that would increase their awareness and support for USAID and its programs in Bolivia.

The Bolivia Communications Activity (BCA) marks an important step in USAID's efforts to reverse this trend, raise its profile, and improve its standing among the Bolivian public.

Initially, BCA was tasked with creating and launching a national multimedia campaign aimed at highlighting the role U.S. foreign assistance has played in Bolivia and demonstrating the positive impact of its assistance. As a result of a fragile political climate in Bolivia BCA's scope of work was revised to focus on communications outreach activities to address some of the main challenges confronting USAID/Bolivia, including coordination and integration of the various communications and public outreach efforts from the Mission's different activities and projects; therefore helping to transmit more inclusive and multilayered messages.

The BCA team has oriented its activities to help strengthen communications mechanisms and practices among USAID/Bolivia's projects; and to implement coordinated specific and complementing communication activities that will help USAID to maximize its communications outreach and will contribute to raised public awareness of its activities and successes in Bolivia.

These activities initially supported USAID's request to counterbalance negative perceptions and public pronouncements from local and national authorities against USAID's presence particularly in El Alto. Beginning in June, the BCA team programmed a series of media visits to project activities located in and around in El Alto. Many of these media visits included representatives from USAID to explain the impact and objectives of U.S. Foreign Assistance in Bolivia.

Media coverage resulting from these project visits was very positive and effective in repositioning the importance and wide reach of USAID assistance to the wellbeing and improvement of hundreds of families and neighborhoods from El Alto. As a result of the positive response and interest from the media to cover USAID-funded activities, the BCA extended these promotional activities with media to other parts of the country, with similar positive impact. This strategy will prove to be a model for other projects and regions moving forward.

This approach of directly involving national and local media outlets to visit USAID-funded projects has been successful by allowing media to see firsthand the impact these projects are making to improve the lives of Bolivians throughout the country. By witnessing the breadth of USAID's activities across Bolivia, these tours serve to combat the perception that U.S. foreign assistance is only directed at alternative development (i.e. coca eradication) programs.

As part of the initial baseline assessment, the BCA team conducted an *image audit* in November 2008 consisting of telephone and person-to-person interviews with 21 journalists, editors and media directors from La Paz, Santa Cruz and Cochabamba to ascertain their attitudes toward USAID. Major findings from the audit demonstrated:

- USAID's current (at the time) low public profile as being negative leaving Bolivians with only the Bolivian GOB's version of what USAID is doing – wrong- in the country;
- USAID's technical and economic assistance to Bolivia is highly valued but is mainly associated with alternative development programs in the Chapare and Cochabamba Tropics; and
- USAID should adopt a highly visible public profile aimed at telling the USAID story in Bolivia.

In September, 2009 (prior to the end of the first year of project implementation), the BCA team conducted a follow-up *image audit* in the same three cities, interviewing 20 media representatives, 35% of whom were consulted during the first *image audit*. Principal findings from the second *image audit* highlight that:

- USAID's public profile has improved from *low* to *medium,* however, there still needs to be more effort focused on telling the USAID story in Bolivia to Bolivians.
- USAID's activities in Bolivia are now associated with other sectors (beyond alternative development) and recent media coverage has highlighted assistance in the areas of economic opportunities, environment, agriculture and rural production, and health.
- USAID needs to do a better job of informing the Bolivian public of its work throughout Bolivia, and not only in certain geographic areas (urban on non-MAS dominated) It was recommended that media representatives from certain cities/regions of the country visit and report from projects/activities in other parts of the country to gain a more comprehensive and integral vision of the real dimension of USAID's programs and projects in Bolivia

The sustained media tours and project site visits with various media promoted by the BCA in coordination with other USAID-funded projects from June to September, 2009, proved to the crucial to reverse the opinion trend among media representatives --and consequently of most Bolivians exposed to the BCA-

promoted media coverage of USAID activities—from a negative perception to a more positive and better informed awareness about U.S. assistance to Bolivia through USAID.

PROJECT ACTIVITIES FOR OCTOBER 2008 – SEPTEMBER 2009

Task 1: Understanding the Communications Context

Activity 1: Baseline Assessment

During the first quarter, the project carried out a comprehensive baseline assessment to gather a full understanding of the current perceptions of USAID and the strengths and weaknesses of the USAID brand in Bolivia. It also served to understand how Bolivian citizens regarded Bolivian-U.S. bilateral relations and what they value most from foreign assistance programs in Bolivia.

The assessment was comprised of several activities including: a national household survey; focus groups; image audit; rural roundtables; and a historical media clipping analysis.

The *household survey* and *focus groups* were conducted under a subcontract with Focaliza, thus eliminating bias in the information-gathering process. A random, representative sample of 500 Bolivians, males and females between 25 to 55 years old, from middle low to middle socio-economic level were surveyed in face-to-face interviews, and two focus groups were held in each of four major cities — La Paz, Cochabamba, Santa Cruz, and El Alto.

The project also designed and carried out an *image audit* to learn what public opinion leaders understood about USAID and its programs. The audit used an interview format with two distinct groups: Telephone and direct interviews were conducted with 21 journalists, editors, and media directors from La Paz, Santa Cruz, and Cochabamba; and face-to-face interviews were held with 20 analysts and public opinion leaders from the same three cities.

Finally, 10 *rural roundtable discussions* were conducted in coordination with current USAID projects mainly in the rural areas of La Paz, Oruro, Beni, Santa Cruz, as well as in El Alto, and more than 90 USAID beneficiaries participated in them. The implementing programs and the specific projects summoned included: Conservation International (CI), Food for the Hungry (FH), Save the Children, Procosi and Prosalud; Acceso a Mercados y Alivio a la Probreza (MAPA), Bolivia Competitiva en Comercio y Negocios (BCCN), and Centro de Promoción de Tecnologías Sostenibles (CTPS).

The final component of the baseline assessment was an analysis of media coverage of USAID for the last 12 months (January-December 2008). A *media clipping analysis* was conducted covering 12 newspapers from 6 Bolivian cities: La Paz (La Razon, La Prensa, El Diario and El Extra); Santa Cruz (El Deber, El Nuevo Dia and El Mundo); Cochabamba (Los Tiempos and Opinión); Oruro (La Patria); Sucre (Correo del Sur); and Potosí (El Potosí).

Baseline Results

In general terms, the baseline results uncovered two commonly shared misperceptions among Bolivians regarding U.S. foreign assistance to Bolivia:

- That, in Bolivia, USAID has been solely focused on Alternative Development programs; and
- USAID is no longer working in Bolivia because the Bolivian Government expelled the Mission from the country.

The baseline sets forward also a crosscutting recommendation:

- That USAID needs to enhance and broaden its informative and public communications outreach at all levels.

More specifically, the baseline shows the following:

<u>On Foreign Assistance to Bolivia</u>

- The important values of foreign assistance programs in Bolivia, according to the people surveyed are: visibility, transparency; and direct benefits.
- USAID is the most recalled foreign assistance institution (45%) followed by JICA-Japan (33%), GTZ-Germany (16%), and other agencies (6%).

<u>On Bolivia-U.S. Relations</u>

- U.S.-Bolivia bilateral relations are perceived as *bad* to *extremely bad.*
- U.S.-Bolivia bilateral relations are extremely poor
- With the new Obama Administration there is a good chance that bilateral relations will improve, however, this outcome will require a more open and flexible approach from both governments.

<u>On USAID's Assistance to Bolivia</u>

- USAID is positioned as the leading foreign assistance program in Bolivia.
- USAID is spontaneously associated with Alternative Development.
- 87% of interviewees believe USAID has already been expelled from the country.
- The majority of interviewees are not aware of the length of time USAID has been in Bolivia.

<u>On USAID/Bolivia's Current Public Image</u>

- USAID's current public profile is low and overwhelming negative, leaving Bolivians with only the GOB's version of what USAID is doing –wrong- in

the country. No counter argument is provided to offset the negative remarks.

- USAID needs to elevate its public image with massive communications campaign and also through media workshops and project visits.
- USAID should have a highly visible public profile telling the AID story in Bolivia, but avoiding possible confrontational messages towards the Bolivian GOB.

On Media-consumption habits

- 85% of the people interviewed show interest in finding out more about USAID's work in Bolivia.
- The primary source of information gathering by Bolivians is television (51%); followed by other people's comments (21%); newspapers (16%); and radio (12%).

B. Task 2: Development and Implementation of Communication Efforts

Activity 2: Identify and Assess USAID Communications Efforts

In order to gain a more in-depth understanding of the strengths and weaknesses of previous USAID communications efforts, and to complement the baseline assessment results with other important comparative quantitative opinion inputs, the BCA team thought it was essential to meet with the communications specialists of USAID/Bolivia's implementing partners to learn about their work, the attributes of successful project communications efforts, and how they think they can improve their communications.

Thirteen communicators from eleven USAID/Bolivia-financed projects participated in a one-day workshop organized by the BCA project in the city of La Paz on January 20, 2009 to discuss and evaluate USAID's communication actions and results to date. They evaluated each projects' communicational and informative actions, and extended the analysis to USAID/Bolivia's communications efforts and plans as a whole. This activity yielded the following results:

On Effectiveness of Communications Efforts

The majority of the project communicators agree that there has been a thorough and positive effort to develop messages and outreach through a bottom-up approach that takes into account the perspective and interests of the project beneficiaries. This approach has allowed projects to design and produce communications materials that were easily "appropriated" and supported by their own beneficiaries who, in turn, became advocates of USAID's work in the country. Another effective approach to convey information and messaging has been the reliance on the development of "success stories" and the use of

“testimonies” by project/program beneficiaries, to provide real life examples of the positive impact of the projects.

On Challenges for Improving Informative Channels

It was generally agreed that from the projects’ communications perspective, one of the most important challenges that USAID/Bolivia still faces is to reverse the lack of a coordinated effort by the Mission to integrate the various communications and public relations outreach efforts of its projects and the different program areas. Previous efforts have mainly been carried out on an ad-hoc, project-by project basis and not integrated as part of a broader or more comprehensive public awareness campaign. Therefore the potential impact of transmitting more inclusive and multilayered messages has been greatly diminished.

Activity 3: Stakeholders´ Analysis

Another complementary task carried out in support of the baseline assessment was a stakeholders’ analysis to facilitate the identification of USAID/Bolivia’s allies and to help prioritize target audiences for the media campaign, as well as understand their beliefs, prejudices, and perceptions about USAID’s work in the country.

To this end, the BCA team conducted a one-day, in-house stakeholders’ analysis workshop in February, 2009, which developed a comprehensive Internal/External Stakeholders Assessment and Power/Dynamism Matrix Mappings. The results from this internal analysis were later validated with USAID/Bolivia’s principal Communications & Public Affairs and Strategy and Operations Services Offices members. Results from the Stakeholders’ Analysis were incorporated in identifying target audiences for the media campaign and for developing the media plan for the dissemination of the main campaign.

Activity 4: Communications Analysis

Based on the preparatory work carried out prior to the development and launch of the media campaign, the BCA team prepared an integrated analysis of USAID’s communications efforts to date. This analysis incorporated the results obtained from the baseline assessment; recommendations for the new campaign’s target audiences, strategic focus, and media plan; creative concept for the communications campaign; recommendations and rationale for collateral activities to complement the communications campaign, including media workshops. This analysis was presented to USAID on March 16, 2009. Among the principle recommendations included in this report are:

- Whenever practical and workable, ensure continuity among all communications products and campaigns for all USAID/Bolivia financed

activities/projects by utilizing the same general message (e. g. closing "tag line"- "*From the American people to the Bolivian people*") of the BCA general communications campaign in order to maintain a sustained and integrated communicational approach. This approach will reinforce the central theme and concept of our main campaign.

- Maintain an on-going working relation among USAID's projects on communication related matters including, holding quarterly informative meetings and/or workshops with project Communication Specialists and the Mission's Communications and Public Affairs Officer, in order to strengthen and complement USAID/Bolivia's communications and public outreach efforts.
- Collect oral testimonies from project beneficiaries and project-related interviews from project communications specialists to be aired on the radio through the Embassy's PAS Office, to build a collaborative relationship between the BCA project and PAS.
- Rely on the project communications specialists for assembling a representative sample of historical audiovisual material produced by the projects, including, digital photographs and video, for revision and possible inclusion in the TV Spot to be produced under the main BCA media campaign.
- Reinforce the use of "real-life success stories" using local beneficiaries who have benefitted from USAID assistance to be included in the development of the BCA media campaign products.

Activity 5: Production of Media Campaign

The BCA project, in close coordination with the project's COTR, developed and produced a comprehensive national communications campaign strategy which incorporated the findings from the baseline assessment and the USAID/Bolivia Communications Analysis to define the key messages and outreach strategy to reach target audiences. The final version of the campaign centered on one key message: For over 45 years, USAID has worked in partnership with the people and government of Bolivia to help improve the quality of living for the people of Bolivia. This message has several facets:

- USAID has a historical and longstanding commitment to Bolivia – going back more than 45 years.
- U.S. foreign assistance to Bolivia emotionally and colloquially translates as "from the American people to the Bolivian people".
- Today, as over the past 45 years, USAID is proud to work jointly with Bolivians to improve their lives.

The campaign aims to accomplish three interrelated and complementary objectives:

- Reposition USAID/Bolivia in the public mindset.

- Create “communications bridges” with the GOB and regional authorities.
- Develop a communications strategy and communications materials to allow the Mission to respond in a timely manner to low, medium and high-intensity crisis scenarios related to attacks on USAID by the GOB.

Prior to its production, the draft version of the full campaign – including storyboards for TV spots and proposed graphics use in billboards and newspaper arts—were tested with four focus groups held in La Paz and Santa Cruz to determine the effectiveness of the story, messages, and creative concept. The results obtained from these focus groups were later integrated in the draft campaign and presented to USAID/Bolivia for consideration and approval. By the end of March, the campaign was finalized, to include comments and changes proposed by USAID, and the campaign was approved and production of the campaign materials. These materials include:

- A 40-second television spot
- A 40-second radio spot in Spanish and translated into Aymara and Quechua.
- Six Billboards (Textiles/El Alto; Jewelry/El Alto; Ecotourism/San Buenaventura; Sweet Onions/Oruro; and Prosalud Health Clinics in Santa Cruz and La Paz)
- Six newspaper Advertisements (Textiles/El Alto; Jewelry/El Alto; Ecotourism/San Buenaventura; Sweet Onions/Oruro; and Prosalud Health Clinics in Santa Cruz and La Paz)

(*Annex A contains CD with samples of the creative concepts produced for the media campaign*)

On April 24, 2009, the project was advised that USAID and the U.S. Embassy in La Paz were indefinitely postponing the launch of the media campaign due to the prevailing political context.

C. Task 3: Development and Implementation of a Crisis Communications Campaign

The political sensitivities surrounding USAID assistance in Bolivia necessitate the development of a crisis communications or rapid-response mechanism. Such a mechanism is designed to reduce confusion or hesitation in the face of an actual crisis; to accelerate the delivery of a cogent and effective response; and to mitigate the impact of any emergency situation.

In addition to its recurrent activities, the BCA team has been asked to provide support to USAID in their ability to respond quickly to key issues as they arise through the development of a rapid-response mechanism for USAID/Bolivia.

During the second quarter, the BCA team developed and presented an electronic questionnaire to 13 communications specialists from 11 USAID/Bolivia-financed programs and projects (Conservation International, Food for the Hungry, Save the Children, Centros de Justicia, Ciudadanos Trabajando por la Justicia, BCCN, PROCOSI, CPTS, ARCO and Socios para el Desarrollo) to identify the most likely crisis scenarios and rapid mechanisms to respond to those situations. The team also held a half-day, in-house brainstorming session to ground-truth and validate these crisis scenarios and to categorize additional issues. During this session, seven crisis scenarios emerged as having potential to occur.

Building on the findings and results from the above mentioned internal workshops, the BCA team elaborated a written Crisis Communications Strategy, which was presented to USAID in March. This document describes the seven potential crisis scenarios and the proposed communications outreach and public relations response actions. The strategy outlines an Action Plan according to the different crisis scenarios; and proposes a protocol for quick release of information and coordination between USAID and the U.S. Embassy in Bolivia. It also includes a referential crisis communications outreach guide to help prepare mission staff and projects' spokespeople to effectively engage the media on sensitive issues.

D. Task 4: Development of Complementing/Supporting Activities

The BCA work plan includes several collateral or complementary activities that will help USAID to maximize its communications outreach activities.

Activity 6: Strengthen Communications Mechanisms

With the objective of strengthening and enhancing the communication efforts of USAID projects to assist the Mission and therefore helping the Mission to transmit more inclusive and complementary public messages, the BCA project facilitated the creation of a permanent network of communications officers from USAID/Bolivia-financed projects (Red Estratégica de Comunicación – REC) and provides technical support to the Network. The REC members meet on a bi-monthly basis to coordinate communications activities and prioritize informative actions, under the technical direction of the BCA team.

BCA has developed two internal information tools for the REC Network: a monthly newsletter which integrates the various communications and outreach efforts from the different USAID-funded projects, and a virtual platform (www.recbca.net) which hosts and archives all BCA-produced information products (project photos, mini videos, electronic newsletters, and pdfs from communication and marketing materials). The newsletter, named "Plan B" is distributed electronically to project communications staf and chief's of party. Four issues from the "Plan B" electronic newsletter have being so far produced (June through September, 2009) and a beta version of the virtual platform was

presented to the REC members in September during the regular bi-monthly meeting in La Paz.

Finally, the BCA team coordinates monthly working meetings with Trigo Consultores, USAID's Health and Environment Communications contractor, to ensure coordination and integration of communications and public outreach efforts on an as-needed basis.

Activity 7: Creation of USAID Communication Hub

BCA has carried out the first steps to organize a USAID Communications Hub as with the aim of serving as general adviser and provider of communication and information services to the Mission and its various projects. During the third quarter BCA hired a full-time graphic designer and purchased equipment and software to support an in-house Graphic Design Center. The Communications Hub has begun providing support to USAID projects, including graphic design of printed material (banners, billboards, posters, brochures, bulletins, fact sheets), development of electronic bulletins and web sites; production of short 2-minute and 5-minute videos; and the creation of a photo bank for the various USAID projects.

Activity 8: Media Events and Field Visits

Working in close coordination with the REC network, the BCA team has developed and is implementing an integrated and multilayered communications and public information strategy to raise public awareness of USAID´s activities and projects in Bolivia. This strategy consists of project success stories; project site visits with media representatives; roundtables with local authorities, beneficiaries and project officials; media tours with project beneficiaries and technical officials; and other events such as local project fairs; and project promotion.

During the second half of the year, the project organized a total of 11 project visits with selected media: (El Alto – 4; La Paz – 3; Sucre – 2; and Cochabamba – 2); 6 media tours in La Paz; and 1 local roundtable in Cochabamba.

I. Project Visits and Media Coverage					
	Date	***Location***	***SO Activity Area***	***Project Name or Activity***	***Media Coverage***
	22-May-09	El Alto	Special Development Activity Fund	SADF - Casita Transitoria (shelter for homeless children)	El Diario (Newspaper); ATB, Catolica Television and PAT (Television)
	24-May-09	El Alto	Economic Opportunities	BTBC2 - COPROCA (producers of llama fiber products)	El Alteño and La Prensa (Newspapers); RTP and Bolivision (Television)
	5-Jun-09	El Alto	Democracy	Justice Administration Support Centers	El Alteño and El Diario (Newspapers); Cadena A (Television)
	17-Jun-09	El Alto	Democracy	Democracy and Municipal Strengthening Program	El Alteño and La Prensa (Newspapers); Cadena A and PAT (Television)
	8-Jul-09	La Paz	Economic Opportunities	BTBC2 - Case Studies Presentation	Bolivian Business and La Prensa (Newspapers); Cadena A (Television)
	19-Aug-09	La Paz	Special Development Activity Fund	SADF: Presentation of high power motor to Chiman, San Borja	"En Domingo, La Prensa (Newspaper);RED ATB and PAT (Television)
	26-Aug-09	La Paz	Economic Opportunities	BTBC2/ National Chamber of Exporters: ISO 9000 and 14000 Certification for Bolivia	El Diario, Bolivian Business, La Razon and La Prensa (Newspapers); UNITEL, ATB, RTP, Cadena A, Catolica TV, TV Universitaria(Television)
	28-May-09	Sucre	Economic Opportunities	BTBC2 - Employment Generation and Labor Development Program graduation	Correo del Sur (Newspaper); Canal 13 Universitario, Atena 2000 and AT Sur Canal 39 (Television)
	27-Jun-09	Sucre	Economic Opportunities	MAPA - 8th Annual Red Chili Pepper Festival in Padilla, Sucre	El Deber, La Razon and Correo del Sur (Newspapers); UNITEL, Cadena A, RED UNO(Television)
	28-Jul-09	Cochabamba	Economic Opportunities	MAPA - Cut Flower Program, Cochabamba	"Extra" -El Diario, "Escape"- La Razon, Los Tiempos, and Opinión (Newspapers); ATB/Cochabamba and Bolivision/CBBA (Television)
	21-Aug-09	Cochabamba	Economic Opportunities	MAPA - Organic Peanut Program	"Escape"- La Razon and Los Tiempos (Newspapers); RTP and PAT/Cochabamba (Television)
II. Media Tours With Project Officials and Beneficiaries					
	Date	***Location***	***SO Activity Area***	***Project Name or Activity***	***Media Coverage***
	11-Jun-09	La Paz	Health and Nutrition	Save the Children: Elementary School activity	Interviews with ATB and RED UNO (Television)
	2-Jul-09	La Paz (Oruro)	Economic Opportunities	MAPA - Chili Pepper Program	Interview with Cadena A (television)
	3-Jul-09	La Paz (Oruro)	Economic Opportunities	MAPA - Organic Onion Program	Interview with La Revista: UNITEL
	26-Aug-09	La Paz	Economic Opportunities	MAPA - Organic Peanut Program	Interviews with: "De mañanita"- Cadena A; ATB News; and "Que no me pierda"-RED UNO
III. Local Roundtables					

Activity 9: Design and Produce Briefing Materials

The BCA team has developed a total of 13 fact sheets for various USAID-funded projects. These materials have been handed out during the various project visits with the media:

- Economic Opportunities – BTBC (COPROCA Program)
- Economic Opportunities – BTBC (Employment Generation and Labored Insertion Program)
- Economic Opportunities – BTBC (Global Entrepreneurship Monitor Program)
- Economic Opportunities – BTCB ("Tecnomadera" Fair)
- Municipal Strengthening Program – PFM (Rural Infrastructure and Basic Services Program)
- Justice Administration Program – CIJS (Justice Administration Center for free legal services)
- Health and Nutrition Program – Save the Children (Child Heath and Nutrition Program)
- Special Development Fund- SDAF ("Casita Transitoria" shelter for homeless children)
- Economic Opportunities – MAPA (8th Annual Red Chili Pepper Festival in Padilla, Sucre)
- Economic Opportunities – BTBC (Case Studies about Successful Private Entrepreneurships)
- Economic Opportunities (MAPA – Organic Peanut Program)
- Economic Opportunities (MAPA – Flowers Program)
- Special Development Activity Fund (SDAF – Provision of high power motor for Chiman Community in San Borja)

In September, the project begun overseeing the design and elaboration of USAID/Bolivia's institutional *Memoria* highlighting USAID programs in Bolivia over the past 45 years and current areas of foreign assistance and cooperation. The development and design of the *Memoria* has been assigned through a competitive process to "Editores Nuevo Periodismo". When finished, the *Memoria* will consist of a number of collateral sub-products including the main report, an executive summary in the form of a mini brochure, and a digital copy.

(*Annex B includes CD with media coverage of project activities and site visits, and samples of the informative material produced, including project fact sheets, electronic newsletter, banners, and others*)

Activity 10: Special Funds

Under the RFRP, the BCA has established a Strategic Activities Fund to respond to and provide support for specific project communications activities, including administration of Public Outreach Campaigns and Production of Innovative

Information Products to be awarded to selected projects through open competition.

The first open request for proposal began in September and the project anticipates awarding grants for the production of two (2) innovative communications products. The winning concepts will be selected by the BCA team in coordination with the strategic communications network and the grants will be issued during the second quarter of year two.

LESSONS LEARNED AND FUTURE ACTIONS

BCA has faced various challenges during the first year of activities mainly due to the sensitive nature of the project's original scope of work which was to develop and launch a multi media informative campaign. As a result of the project's newly modified scope of work -in forced as of July, 2009- we have had the opportunity to introduce a range of new and complementary ideas to improve communications in the mission.

These support activities include creating a permanent Working Network of communications officers from USAID/Bolivia-financed projects and provide technical support to the Network. Public communications and information activities have been carried out in close coordination with the various USAID projects covering diverse areas of assistance in different regions of the country. Coordination and approval of these high profile activities have had concurrence from the projects' communicators, COP's and COTR's, thus assuring a collective and participatory approach in prioritizing and developing communications actions.

We will continue to make USAID and other projects active participants in the planning and prioritizing of BCA's collateral and support activities to further coordinate and integrate the various communicational and informative efforts from the mission's different programmatic and implementing projects.

BCA future actions include developing several complementary informative tools that will help USAID maximize its communications impact using a Web page, new technologies and a digital photo bank. The project will also oversee the design and production of informative briefing and marketing material as part of a standardized communications checklist for each USAID-funded project and ensure that each project attains compliance with USAID/Bolivia communications standards (branding, press materials, briefings, others).

Another important component of the BCA activities is the Strategic Activities Fund to support the development, production and dissemination of innovative communications products and public interest campaigns in close coordination with USAID-funded projects. BCA will put special emphasis carrying out this high profile and innovative activity, to better improve perceptions of USAID assistance program among Bolivians and to help improve the operating environment for USAID projects and therefore lead a more effective foreign assistance program.

ANNEXES

ANNEX A: CD with samples of the creative concepts of the media campaign.

ANNEX B: CD with media coverage of project activities and site visits, and samples of informative material.