Part III: USAID/Panama Illustrative
Communications and Outreach Implementation Matrix

Development Outreach and Communications (DOC) Activities	Roles and Responsibilities				
	Technical Staff	SO Team Backstop in the Program Office (PROG)	Dir/PROG or Development Outreach and Communications (DOC) Officer	Secretary/ PROG	USAID/Panama Representative (AIDREP)
Overall Roles/Responsibilities	Identify DOC opportunities and issues and liaison with PROG and implementing partners to handle them. Provide technical input to DOC information materials.	Draft most USAID/Panama DOC information materials. Provide support to Technical Office/SO Team Staff and Dir/PROG or DOC Officer on DOC issues.	Primary point of contact on DOC issues. Provide guidance on USAID/Panama information materials. Coordinate with Embassy and USAID/W on DOC activities. Monitor and evaluate USAID/Panama DOC results.	Maintain USAID/Panama Online/Offline DOC Library and Calendar. Distribute USAID/Panama DOC Quarterly Report.	Provide overall clearance on major USAID/Panama materials. Participate in media and other high-level events. Interact with senior USAID/W and Embassy staff on high-level DOC issues.
INITIAL SIX MONTHS OF STRATEGY:					
In-Reach Activities					
Continue to include USAID/Panama staff and Embassy colleagues in site visits and non-traditional events (i.e., other than ribbon-cuttings)	Advise USAID/Panama, Embassy staff of site visits and events. Ensure site visits/events are inputted to USAID/Panama DOC Calendar. Take photos of site visits/events for future use.			Ensure that site visits/events are inputted to USAID/Panama DOC Calendar	Coordinate with Ambassador on major events for which his/her participation is requested
Include associated partners' activities and planning into USAID/Panama communications plans	Ensure that event is inputted to USAID/Panama DOC Calendar			Ensure that event is inputted to USAID/Panama DOC Calendar	
Maintain a USAID/Panama DOC Calendar of key in-reach and outreach dates and events	Input events to the calendar, including associated partners' DOC activities and planning			Maintain Calendar on shared drive	
Outreach Activities					
Continue to invite media to site visits/events/briefings (inaugurations, events, official and unofficial tours, etc.)	Follow *Guidelines on Media Relations and Planning Public Events* for site visits/events/briefings. Take photos of site visits/events as needed.	Provide support to Technical Office/SO Team Staff and Dir/PROG or DOC Officer as needed.	Coordinate with Technical Office staff, Embassy PAS, and USAID/Panama Director as outlined in Guidelines on Media Relations and Planning Public Events	Ensure that event is inputted to USAID/Panama DOC Calendar	Attend events and/or invite Ambassador as appropriate

Rework and/or refine USAID/Panama "canned" briefing materials/fact sheets:
    1 1-pager on USAID/Panama programs (text only)
    3 1-pagers on each SO (mostly text, 1 photo per SO)
 	
    3 3-pagers on each SO (text and photos)
	Provide technical input to PROG Backstop	Draft briefing materials/fact sheets	Review and edit briefing materials/fact sheets, clearing with AIDREP.		Clear briefing materials/fact sheets

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			Roles and Responsibilities		
Create a USAID/Panama Communications and Outreach electronic library and binder containing: - USAID/Panama program briefing materials, including fact sheets, scene setters, talking points, press releases, "telling our story" narratives, and brochures in both English and Spanish - External reporting on our programs, such as press clippings, press reports, television footage, radio transcripts, FrontLines articles, etc. - Program and activity photos - DOC monitoring and evaluation data	Inform Sec/PROG of external reporting on our activities. Provide electronic photos from site visits, events, etc.	Inform Sec/PROG of external reporting on our activities. Provide electronic photos from site visits, events, etc.	Send all finalized USAID/Panama briefing materials to Sec/PROG	Maintain library, including obtaining copies of external reporting	
Share the material produced for the Panamanian market for re-packaging to the American market			Send finalized materials to USAID/W	File materials in DOC library	
Continue to provide briefing materials and help arrange site visits for VIP visitors	Work with PROG Backstop and Dir/PROG or DOC Officer to develop VIP briefing materials and arrange site visits	Work with Technical staff and Dir/PROG or DOC Officer to develop VIP briefing materials and arrange site visits	Coordinate and edit VIP briefing materials and itineraries	File briefing material copies in DOC library	Provide direction and clearance on all VIP briefing materials and itineraries
Share local media coverage with the LAC and LPA Bureaus	Inform Dir/PROG or DOC Officer when aware of local media coverage	Inform Dir/PROG or DOC Officer when aware of local media coverage	Forward info to USAID/W when aware of local media coverage	File copies of local media coverage in DOC library	
Monitoring/Evaluation Activities					
Newspaper reporting about or related to USAID activities	Provide copies to Sec/PROG	Provide copies to Sec/PROG	Provide copies to Sec/PROG	File in DOC Library	
TV/radio segments on USAID activities	Provide copies to Sec/PROG	Provide copies to Sec/PROG	Provide copies to Sec/PROG	File in DOC Library	
Number of Page Views or Website hits, and their origin			Obtain report from IT Staff	File in DOC Library	
Attendance at USAID events (staff speakers, beneficiary forums, road shows)	Provide information to Secretary/PROG	Provide information to Secretary/PROG		File in DOC Library	
Anecdotal information on target audience's awareness and knowledge of USAID programs	Provide information to Secretary/PROG	Provide information to Secretary/PROG		File in DOC Library	
Requests for more information about USAID or USAID programs			Respond to requests and provide copies to Secretary/PROG	File in DOC Library	
Responses to the question on knowledge of USAID in Embassy annual survey of attitudes (get baseline data in year one and changes in year two and onward)			Develop question and track data. Disseminate info analyzing results to rest of USAID/Panama.	File in DOC Library	
Updates at general staff meetings	Provide updates on a regular basis as needed	Provide updates on a regular basis as needed	Provide updates on a regular basis as needed	Provide updates on a regular basis as needed	Provide updates on a regular basis as needed

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Year-end summary for inclusion in Annual Performance Report	Review and edit summary	Review and edit summary	Develop summary, based on USAID/Panama DOC Quarterly Reports	File summary in DOC Library	Clear summary as part of clearance process for USAID/Panama Annual Report
Additional, Specific In-Reach/Outreach Opportunities to be Undertaken as Resources Permit					
A Panamanian Weekly has expressed interest in covering USAID activities on a regular basis.	Follow-up with the Weekly, coordinating with DOC Officer or Dir/PROG and following *Guidelines on Media Relations and Planning Public Events*	Provide support to Technical Office/SO Team Staff and Dir/PROG or DOC Officer as needed.	Coordinate with Technical staff and PROG SO Team Backstop		
COPA Airlines has requested video footage of USAID/Panama's work in the Darien for potential use in the airline's in-flight entertainment.	Follow-up with COPA, coordinating with DOC Officer or Dir/PROG and following *Guidelines on Media Relations and Planning Public Events*	Provide support to Technical Office/SO Team Staff and Dir/PROG or DOC Officer as needed.	Coordinate with Technical staff and PROG SO Team Backstop		

The SO2 Team Leader has previous experience in the following and could potentially facilitate similar activities/events for USAID/Panama:
    - Photographic exhibit and presentation at the USAID Library in Washington on specific USAID/Panama
    - Development of documentaries on our PVO partners by Visionaries Inc. (a non-profit media outfit). For example, with $US 30,000 USAID/Dominican Republic was able to obtain three videos for airing on the World Link system, reaching approximately 1.6 million U.S. households, to help its partner PVOs sell their story to the U.S. private sector to diversify their funding sources.
	Coordinate with DOC Officer or Dir/PROG, following *Guidelines on Media Relations and Planning Public Events*	Provide support to Technical Office/SO Team Staff and Dir/PROG or DOC Officer as needed.	Coordinate with Technical staff and PROG SO Team Backstop		

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FINAL SIX MONTHS OF STRATEGY:					
In-Reach Activities (Additional)					
Conduct briefing sessions/brown bags for USAID/Panama staff and Embassy colleagues about USAID projects	Recommend topics for and conduct briefing sessions	Provide support to Technical Office/SO Team Staff and Dir/PROG or DOC Officer as needed.	Schedule briefings and send announcement of briefings to USAID/Panama, Embassy staff	Input briefings to USAID/Panama DOC Calendar	Approve schedule for briefings, brown bags
Hold semi-annual informal meetings involving all counterparts and partners to share experiences and network	Coordinate with PROG staff on meeting content and agenda, including on speakers, meeting topics, and list of invitees	Coordinate events (in tandem with Technical Office staff), including on invitations, agenda development, etc.	Schedule semi-annual informal meetings and approve agenda, invitation list, etc.	Input meetings to USAID/Panama DOC Calendar	Provide keynote for semi-annual meetings
Distribute USAID/Panama DOC Quarterly Report (an update on USAID/Panama outreach activities) via e-mail within USAID/Panama and to Embassy and USAID/W colleagues	Review and edit report	Review and edit report	Develop report, based on activities included in USAID/Panama DOC Calendar and prepared briefing materials. Include info on what was achieved, i.e., the "so what."	Distribute report to USAID/Panama and appropriate Embassy, USAID/W staff	Clear USAID/Panama DOC Quarterly Report
Outreach Activities (Additional)					
Schedule media interviews of the USAID/Panama Director and other appropriate USAID/Panama staff, in coordination with Embassy's Public Affairs Section: Goal = 1 per quarter	Recommend interviews as appropriate, following *Guidelines on Media Relations and Planning Public Events.*	Provide support to Technical Office/SO Team Staff as needed.	Coordinate with Technical Office staff, Embassy PAS, and USAID/Panama Director as outlined in Guidelines on Media Relations and Planning Public Events	Ensure that event is inputted to USAID/Panama DOC Calendar	Perform interviews as appropriate
Arrange for USAID/Panama staff to speak at professional events (conferences, roundtables, symposiums) : Goal = 1 per quarter	Recommend USAID/Panama participation in professional events as appropriate, coordinating with Dir/PROG or DOC Officer.		Coordinate with Technical Office staff as appropriate	Ensure that event is inputted to USAID/Panama DOC Calendar	
Encourage USAID/Panama staff - in coordination with Embassy/PAS - to speak at local venues (e.g. universities, high schools, community centers, IT community centers, etc.) : Goal = 1 per quarter	Identify local venues appropriate for USAID presentations. Follow *Guidelines on Media Relations and Planning Public Events.*	Assist in the identification of local venues appropriate for USAID presentations. Provide support to Technical Office/SO Team Staff as needed.	Assist in the identification of local venues appropriate for USAID presentations.	Ensure that event is inputted to USAID/Panama DOC Calendar	
Develop English-language and Spanish-language websites for USAID/Panama	Provide technical input on website content	Using the USAID/Panama strategy, Technical Staff input, and the DOC online library, draft website content according to PROG guidelines.	Develop overall vision for USAID/Panama website, providing guidance on specific technical pieces to SO Team Backstops. Partner with IT staff to put web pages online.		Clear all website content prior to its being posting on the internet.
Provide "telling our story" articles to the local media. SO Team Goal = 1 per quarter	Provide technical input to PROG Backstop	Draft articles	Review and edit articles, clearing with AIDREP and coordinating with PAS. See Guidelines on Media Relations and Planning Public Events.		Clear articles

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			Roles and Responsibilities		
Submit articles and features on USAID/Panama activities to FrontLines. USAID/Panama Goal = 1 every 6 months	Provide technical input to PPD Backstop	Draft articles	Review and edit articles, clearing with AIDREP. Submit to USAID/W when finalized.	File article copies in DOC library	Clear articles
Distribute a USAID/Panama DOC Quarterly Report (an update on USAID/Panama outreach activities) via e-mail within USAID/Panama and to Embassy and USAID/W colleagues (also listed above under In-Reach)	Review and edit report	Review and edit report	Develop report, based on activities included in USAID/Panama DOC Calendar and prepared briefing materials. Include info on what was achieved, i.e., the "so what."	Distribute report to USAID/Panama and appropriate Embassy, USAID/W staff	Clear USAID/Panama DOC Quarterly Report
Encourage USAID/Panama staff as appropriate to speak at events, meet with Congress, and conduct interviews while on TDY in the U.S.	Contact Desk Officer prior to TDY to learn of potential events. Provide short summary of event in Senior staff meeting and for USAID/Panama DOC Quarterly Report upon return	Contact Desk Officer prior to TDY to learn of potential events. Provide short summary of event in Senior staff meeting and for USAID/Panama DOC Quarterly Report upon return	Contact Desk Officer prior to TDY to learn of potential events. Provide short summary of event in Senior staff meeting and for USAID/Panama DOC Quarterly Report upon return	Ensure that event is inputted to USAID/Panama DOC Calendar	Contact Desk Officer prior to TDY to learn of potential events. Provide short summary of event in Senior staff meeting and for USAID/Panama DOC Quarterly Report upon return
Encourage USAID/Panama staff to contribute technical articles for publication in technical journals	Draft technical articles and submit to DOC Officer or Dir/PROG for clearance	Draft technical articles and submit to DOC Officer or Dir/PROG for clearance	Draft technical articles. Manage clearance process for all articles drafted by USAID/Panama staff. Once cleared, submit to journals for publication.	File article copies in DOC library	Draft technical articles. Clear all articles drafted by USAID/Panama staff. Recognize in Senior Staff meeting any staff who publish technical articles.
Monitoring/Evaluation Activities (Additional)					
USAID/Panama DOC Quarterly Reports distributed within USAID/Panama and to LAC and LPA in USAID/Washington (also listed above under In-Reach and Outreach)	Review and edit report	Review and edit report	Develop report, based on activities included in USAID/Panama DOC Calendar and prepared briefing materials. Include info on what was achieved, i.e., the "so what."	Distribute report to USAID/Panama and appropriate Embassy, USAID/W staff. File in DOC Library	Clear report