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SENIOR CAPSTONE
PROJECT

EQUAL FOOTING FOR FAITH

USAID

FROM THE AMERICAN PEOPLE



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EXECUTIVE SUMMARY

The United States Agency for International Development (USAID) exists to combat poverty and illness, meet humanitarian needs, promote democratic values and provide financial assistance in support of international development. Ever since President George W. Bush established the Faith-Based Initiative in 2001, religious nonprofits and other faith-based organizations (FBOs) have been eligible to apply for federal funding through USAID. Despite the fact that USAID has had a Center for Faith-Based Initiatives for nearly twenty years, secular nongovernmental organizations (NGOs) still make up the vast majority of the total number of organizations applying for agency funding. This strategic plan outlines an educational campaign USAID could utilize to further engage with FBOs and encourage these organizations to apply for USAID grants.

SITUATIONAL ANALYSIS

USAID is currently struggling to engage with FBOs and encourage these organizations to apply for federal funding. Although FBOs account for 59% of organizations involved with international development, these organizations still make up a minority of USAID competitive grant recipients (Heist and Cnaan, 2016; Haynes, 2021).

There are several reasons why FBOs may be hesitant to pursue partnerships with USAID, especially considering the longstanding domestic legislation that previously prohibited these very partnerships (*Everson v. Board of Education*, 330 US. 1, 1947; *Lemon V. Kurtzman*, 403 US. 602, 1971; *McCollum v. Board of Education*, 333 US 203, 1948). Perhaps FBOs believe accepting government funding would damage their reputation in their donors' eyes or that accepting these funds would compromise their religious identities. Maybe religious nonprofits believe there is a perceivable government bias against FBOs, or perhaps these organizations are unaware that they are eligible to apply for USAID grants (Haynes, 2021).

While more research is needed to determine the true reasons behind this trend, it's critically important for USAID to take steps to address potential FBO concerns. As previously stated, FBOs make up the majority of organizations involved with international development. In addition, studies have shown that FBOs often have a comparative advantage in earning the trust of the communities they serve (Wuthnow, 2004). For these reasons, forming strong partnerships with these organizations would enable USAID to more effectively administer aid to some of the most vulnerable populations around the world. Ultimately, establishing these partnerships would allow USAID to fulfill its mission of pursuing "partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance," (USAID, 2021).

Determining why FBOs are less likely than secular nonprofits to pursue federal funding is essential for USAID from both a legal and reputational standpoint. For example, if faith-based discrimination were to be discovered in USAID's grant selection process, this would qualify as a violation of federal regulations that could prompt legislative action against the organization. For that reason, USAID needs to determine the root cause of this trend, alleviate FBO concerns and clearly communicate their goal to form strong partnerships with organizations involved in international development, regardless of organizational religiosity.

Until now, USAID has done little to examine the reasons behind this trend and pursue courses of action to rectify this issue. In recent years, however, USAID has recognized the imperative role that FBOs play in the realm of international development. In 2020, USAID hosted their Evidence Summit on Strategic Religious Engagement (SRE), the organization's first conference focused on the role of religion in development. While the conference welcomed representatives from various NGOs, the conference's focus was to share research on the role of faith in development rather than develop more effective strategies for engaging with FBOs. USAID has also recently launched its New Partnership Initiative, which seeks to identify new funding sources to scale its impact and sustain its partnerships. While both the Evidence Summit on Strategic Religious Engagement and the New Partnership Initiative are undoubtedly critical first steps, USAID needs to do more to engage with their FBO partners and address their concerns effectively.



"Community and faith-based organizations are critical partners for USAID. We could not fulfill our mission without them."

John Barsa,
USAID Active Administrator

"Faith-based organizations in many parts of the world were there long before anybody else and they'll still be there long after the government has packed up, folded its tents and gone home. So if we're going to be effective, understanding that continuum of experience is key."

Mark Green,
Former USAID Administrator

"The practical reality is that faith-based organizations are indispensable to most community mobilization efforts."

Bonnie Glick,
USAID Deputy Administrator

SOLUTION

Choosing to implement an educational campaign focused on engaging with FBOs would be a practical first step towards solving this problem. This campaign will involve reaching out and engaging with various FBOs across the country, including past USAID grant recipients and FBOs with no affiliation with the organization. To demonstrate that USAID has an earnest desire to partner with these organizations, USAID should engage in a two-year campaign to address potential FBO concerns. USAID should conduct qualitative and quantitative research regarding FBO perceptions of the government to inform USAID's campaign approach. Research tactics such as distributing surveys and interviewing previous FBO grant recipients could provide USAID with helpful campaign insights. In addition, efforts to engage with FBOs should persist even after the stated campaign period has expired.

Before launching this campaign, USAID should consider how its actions will affect its many publics, including USAID employees, State Department regulators, FBOs and their employees and USAID service recipients. USAID should also be mindful of emerging trends that could impact their organization, including changes that the newly elected Biden Administration might make. For instance, many predict that Biden will prioritize international development within his foreign policy, implying USAID could have a larger budget to work with during the next several fiscal years.

While this isn't necessarily an urgent situation, USAID should recognize the potential consequences of failing to engage with FBOs. In addition, USAID should approach this situation with an opportunistic mindset, recognizing how an educational campaign would allow them to form strong partnerships with religious nonprofits and more effectively carry out their mission. This campaign has the potential to be mutually beneficial, as it would enable FBOs to increase their organizational capacity and allow USAID to demonstrate their genuine desire to partner with FBOs. For those reasons, USAID should consider making enhanced FBO engagement one of their top PR goals over the next several years. Even if USAID chooses to pursue a different campaign approach, they should establish more efficient communication channels between their organization and FBOs, keeping its reputation and long-term well-being in mind.

ORGANIZATIONAL ANALYSIS

INTERNAL ENVIRONMENT

USAID is the world's leading international development agency that actively defines best practices in administering foreign aid and providing development assistance. As an independent agency of the U.S. federal government, USAID has access to a wide variety of resources. The budget allotted to USAID and the U.S. Department of State for the 2021 fiscal year is \$41 billion, \$19.6 billion of which is designated as funding dollars for USAID to manage (USAID). USAID has also achieved high levels of name recognition and earned its place as a respected industry leader.

USAID's budget steadily increased during the Trump Administration, and it's anticipated that USAID will see a budget increase under the Biden Administration as well (Igoe, 2020; USAID, 2021). Like his predecessors, President Biden recognizes the vital role that FBOs play in international development. In a recent Executive Order, he reestablished the White House Office of Faith-Based and Neighborhood Partnerships and stated that FBOs are "vital for the success and effectiveness of the United States' diplomatic, international development, and humanitarian work around the world." (Biden, 2021). If Biden were to expand USAID's budget, this would enable the organization to have more funds at their disposal that they could award to FBOs and invest in an educational campaign. The acceptance of USAID funding can prove to be beneficial for grant recipients by enabling them to expand their organizational capacity and more effectively fulfill their missions. Some potential drawbacks of accepting USAID funding from an FBO standpoint include the perceived fear that accepting these funds will somehow lessen their organization's religious identity or cause them to lose donor support (Haynes, 2021). For these reasons, many FBOs choose to rely on private donations rather than pursue federal funding. While USAID is already successful in administering funds to a wide variety of nonprofit organizations, they should consider altering their outreach approach to reach a greater number of FBOs and address their respective concerns. USAID department leaders have already expressed a desire to partner and engage with FBOs, but they need to support these claims with actions.

USAID recognizes the importance of having a strong public relations team in place and has authorized the Bureau for Legislative and Public Affairs (LPA) to handle all of their strategic communication needs related to legislative affairs, media relations, digital strategy and public engagement (USAID). The LPA is responsible for developing outreach and educational programs and advising senior leadership on new outreach opportunities to advance USAID's mission. The LPA also has access to various resources to execute these initiatives, including a large staff, digital resources and ample funding. With that being said, it would be well within the LPA's capacity to launch an educational campaign targeted explicitly at FBOs to position USAID as a genuine, unbiased funding distributor. However, launching this campaign would require the senior leadership team's approval, making it essential for the LPA to craft a compelling proposal to show how increased FBO outreach directly correlates with USAID's mission.

EXTERNAL ENVIRONMENT

While USAID is the world's leading international development agency, several other organizations exist to provide similar goods and services, including Mercy Corps, the International Development Law Organization and others. Since USAID receives funding from the U.S. federal government, they aren't necessarily competing with these organizations to generate enough funding and resources to carry out their mission. USAID is also unique in that they work through partnerships rather than directly administering aid to the areas they serve. While USAID might occasionally compete with other international development organizations to secure nonprofit partnerships, direct competition with these organizations is rare. It's also important to note that all of these organizations are "on the same team" in a sense, as they are all seeking to solve humanitarian crises and foster international development. In other words, the competition is less "cut-throat" than it might be in other industries.



For this specific campaign, USAID won't necessarily be dealing with any direct competitors. Instead, USAID will be looking to assess and alter FBO perceptions. While USAID has a high level of name recognition, FBOs may be unaware that federal funding through USAID is an available resource. When looking to engage with FBOs specifically, USAID should be mindful of the factors that could limit their campaign's effectiveness. If FBO concerns are left unaddressed, these organizations may choose to continue relying on private donations rather than seeking government funding, especially if they believe that USAID partnerships come with "strings attached." USAID's campaign message could also be lost in the translation if not carefully crafted and intentionally relayed to their potential FBO partners. In addition, USAID's campaign message could be misconstrued by the media or overshadowed by other relevant news.

While we don't anticipate any significant campaign opposition, we recognize that there will always be those who believe the United States pours too much money into foreign aid, those who think the government should have no involvement with religion and those who are opposed to the democratic values USAID supports. We also recognize that many FBOs may choose to continue abstaining from seeking federal funding due to their concerns about entering into government partnerships. It's also possible that the campaign message could be distorted to claim that USAID is advocating for faith, rather than merely seeking to ensure FBOs are aware that they have equal access to federal funding. USAID needs to keep these external factors and potential opposition forces in mind as they begin to implement this campaign.

SWOT ANALYSIS

STRENGTHS

- Ample amount of funding to offer to potential FBO partners.
- Large budget and wide variety of resources available to launch an educational campaign.
- Positioned as an industry leader with high levels of visibility and name recognition.

WEAKNESSES

- Lack effective communication channels with faith-based organizations.
- .Need to counter preconceived FBO perceptions and their key concerns regarding perceived government discrimination and the reputational consequences associated with accepting government funding.

OPPORTUNITIES

- Opportunity to expand FBO outreach and position USAID as a genuine, unbiased funding distributor.
- FBO partnerships will allow USAID to reach some of the world's most vulnerable populations with their services.

THREATS

- Potential legislative consequences if discrimination is discovered in the grant selection process.
- Failure to secure strong FBO partnerships could leave many vulnerable populations unreached.
- USAID could be accused of advocating for faith if the campaign messages aren't carefully crafted.

PUBLICS ANALYSIS

USAID communicates with a wide variety of publics on a daily basis, including the media, Congress and other legislative officials, nonprofit partners, their employees, the general public, service recipients and stakeholders from the international development community. For this campaign's purposes, USAID will primarily focus on communicating with three main publics, including their current FBO partners, potential FBO partners, and their employees.

PRIMARY PUBLICS

CURRENT FBO PARTNERS

- Need funding from private and public sectors to continue carrying out their programs effectively
- Want to be financially stable and maintain positive relationships with their donors and service recipients.
- Rely on USAID funding to carry out their programs
- Will look to community leaders, religious leaders and other similar FBOs for inspiration, although specific opinion leaders will vary.
- Will be very receptive to the needs and desires of their donors and cognizant of how these groups are perceiving their organization.
- Utilizing direct channels of communication, such as mail, phone and email, will be the best way to communicate with this public.
- Will be receptive to social media and trade specific outlets, such as Nonprofit Quarterly and Institute for Nonprofit News, making these channels effective ways to reach this public.
- Will view USAID funding as an enabler rather than an inhibitor, implying that long-term USAID grant recipients could serve as opinion leaders to help USAID reach these potential FBO partners.

POTENTIAL FBO PARTNERS

- Need funding to continue carrying out their programs effectively.
- Want to acquire enough funding to remain operational and be effective in their programs.
- Want to uphold their unique religious identity and maintain positive relationships with their donors and service recipients.
- Will look to community leaders and other FBOs of similar faith backgrounds for inspiration, but specific opinion leaders will vary.
- Will be very receptive to the needs and desires of their donors and cognizant of how these groups are perceiving their organization.
- Utilizing direct channels of communication, such as mail, phone and email, will be the best way to communicate with this public.
- Will be receptive to social media and trade specific outlets, such as Nonprofit Quarterly and Institute for Nonprofit News, making these channels effective ways to reach this public.

USAID EMPLOYEES

- Need to follow proper USAID protocols, including all non-discrimination policies, to ensure that FBOs are receiving accurate information about the logistics of partnering with USAID.
- Need to have a thorough understanding of USAID policies and procedures in regards to FBOs. Internal analysis reveals that this public has a need for *“relevant policy, better guidance, more research evidence, as well as resources and training on effective collaboration with religious communities.”*
- Want to carry out their respective tasks and responsibilities and be rewarded for these efforts
- Want clarification on the proper protocols to follow regarding FBO outreach.
- Will look up to USAID officials and other development agencies considered to be industry leaders.
- Will be receptive to direct channels of communication, such as email, phone, meetings, intranet servers and other internal communication channels, making these channels the most effective ways to connect with this audience.

GOALS & OBJECTIVES

This campaign will address the most pressing issues standing in USAID's way of securing strong FBO partnerships and seek to accomplish the following goals and objectives.

GOALS:

1. Increase FBO awareness levels regarding their eligibility to apply for federal funding through USAID and alleviate any potential concerns about these partnerships.
2. Increase USAID employee awareness about the proper protocols for FBO partnerships.
3. Maintain positive relationships with existing FBO partners.

OBJECTIVES:

1. Achieve a 5% increase in the amount of FBOs that apply for USAID funding by the end of 2023.
2. Achieve a 2.5% increase in the amount of FBOs that receive USAID funding each year for two years following the EFF campaign launch.
3. Host an annual Equal Footing for Faith conference and monthly educational webinars for two years following the launch of the campaign.
4. Implement agency-wide Strategic Religious Engagement training sessions and biannual assessment tests for USAID employees, with 90% of employees scoring above 80% on the assessments.
5. Maintain positive relationships with existing FBO partners and ensure that at least 90% of these organizations continue to pursue partnerships with USAID.

ACTION & RESPONSE STRATEGY:

RETHINKING CURRENT STRATEGIES

An audit of USAID's current FBO outreach strategies reveals that most of their communication efforts have been internally focused. In other words, USAID has focused on gathering information on program effectiveness and showcasing how these partnerships have been beneficial for USAID and the communities they serve. To secure more FBO partnerships, USAID must adopt a more externally focused, targeted outreach approach. They should strive to focus on the benefits that these partnerships can produce for FBOs in addition to the benefits they can create for USAID and its service recipients.

PROACTIVE STRATEGIES

AUDIENCE INTEREST & ENGAGEMENT

USAID will need to find creative ways to capture their audiences' attention to be successful. Moving forward, USAID needs to be more intentional about highlighting the benefits these partnerships can have for FBOs rather than just focusing on the benefits to USAID and the communities they serve. While these benefits might seem self-explanatory (since the FBOs are receiving funding), USAID should be more specific and focus on how these partnerships can help to expand the organizational capacity of these FBOs. USAID must also ensure that these fact-focused messages are relayed through effective and engaging communication channels.

ALLIANCES / PARTNERSHIPS

Developing and maintaining strong partnerships with FBOs will allow USAID to carry out its mission more effectively. First, USAID should focus on maintaining solid relationships with their existing partners and determine if any would be willing to serve as thought leaders to persuade other FBOs to pursue funding opportunities through USAID. Second, USAID must establish effective communication channels with new and existing FBOs to communicate the benefits of these partnerships.

ACCESSIBLE INFORMATION / RESOURCES

To persuade more FBOs to partner and continue partnering with USAID, the organization needs to establish more effective communication channels, both internally and externally. Many of the existing problems with the program have stemmed from a lack of easily accessible information. USAID should address this issue by hiring dedicated personnel to directly oversee the program and address any questions and concerns that employees and FBOs might have. USAID should also make ample resources available on their website for their FBO partners, including factsheets, frequently asked questions, case studies, charts, relevant points of contact, and other materials.

EVENTS (VIRTUAL AND IN-PERSON)

USAID should incorporate both virtual and in-person events to convey the program's importance, policies and procedures. The events can also serve to address any FBO questions and concerns. There are several types of events that USAID could implement to achieve this goal, including national and regional conferences, webinars, training sessions and others. Regardless of which approach is chosen, USAID needs to establish a platform where FBO directors can share about their experiences and learn how to maximize the effectiveness of their partnerships with USAID.

INTERNAL TRAINING

Before USAID can effectively relay their messages to FBOs, they first need to ensure that their employees have a thorough understanding of the Strategic Religious Engagement program's policies and procedures. Conducting agency-wide training would help ensure that USAID employees know the rules and expectations regarding FBO outreach and confirm that they can communicate these policies and procedures with new and existing FBO partners.

REACTIVE STRATEGIES

While we do not anticipate any significant campaign opposition, USAID needs to be mindful of potential crises and develop appropriate response strategies. Specifically, USAID needs to be aware of how their messages could be perceived by the media and legislators, as these groups have the greatest potential to misconstrue USAID's message. USAID must make it clear that they are striving to position the organization as an unbiased distributor of funding rather than advocating for or against faith. USAID's high level of name recognition puts the organization in a position to gain high levels of media coverage. For that reason, this campaign will primarily focus on avoiding media coverage if possible and ensuring that USAID's messages are being clearly communicated with each of its key publics. Here are some of the potential issues and crises that we anticipate:

- Policy misunderstandings (from both an employee and FBO standpoint)
- Accusations of discrimination against FBOs
- Accusations that USAID is advocating for faith
- Misconstrued messages by the media
- Loss of partnerships

While not all of these issues would be considered crises, in the event that a situation is deemed a crisis by USAID's executive leaders, the organization should selectively adopt the following strategies when applicable:

ANALYZE THE SITUATION

Take time to assess the situation and issue a holding statement to inform USAID's publics that a thorough investigation is underway.

EXPRESS SYMPATHY

Take ownership, express concern, take time to assess the needs of USAID's publics and apologize when and if necessary.

CLARIFICATION OF POLICIES

Policy confusion is one of the most likely issues we expect to result from this campaign. If this occurs, USAID should work to communicate intentionally and directly with the effected parties to troubleshoot issues.

JUSTIFICATION OF POLICIES

USAID could be accused of discriminating against FBOs or advocating on their behalf. In these instances, USAID should push out statements on their social media channels to reiterate their key messages and stress how the campaign is seeking to create an equal playing ground for FBOs.

MESSAGE STRATEGY

The purpose of this campaign is to bring the focus back to FBOs and highlight why it's mutually beneficial for them to enter into partnerships with USAID. All of our campaign messages will be communicated with this goal in mind.

KEY MESSAGES

- *USAID is an unbiased distributor of funding seeking to partner with a variety of nonprofit organizations to meet the needs of the world's most vulnerable populations.*
- *USAID has an earnest desire to partner with faith-based organizations and does not discriminate based on an organization's religious orientation.*

In order to support these key messages, USAID will expand upon their current FBO outreach and utilize various strategies to address FBO concerns and educate their employees and potential FBO partners.

STRATEGIES

FACT-FOCUSED & EVIDENCE DRIVEN

This campaign needs to be fact-focused and evidence-driven to be successful. Specifically, the campaign needs to use logos appeals to communicate the benefits of these partnerships with FBOs. These fact-focused appeals can include infographics, fact sheets, statistics, case studies and other materials that provide hard evidence of how these partnerships can expand FBO organizational capacity.

THOUGHT LEADERSHIP

USAID's messages will be amplified by influential thought leaders who can effectively shape FBO perceptions of USAID. We believe that representatives from FBOs that have previously partnered with USAID will be the most reputable individuals to serve in this role.

INTENTIONAL LANGUAGE

Rather than focusing on the benefits that these partnerships can bring to USAID, we want our language to intentionally highlight how these partnerships can be beneficial to FBOs. This will involve rewording USAID's current marketing materials to ensure that they are FBO-focused. This concept is exemplified by the rewording of one of USAID's previous headlines, listed below:

FROM THIS

"We Expected to Die" — How USAID Helped Contain the First Ebola Case in Goma

When the first Ebola case was confirmed in 2018 in Goma, a city in the Democratic Republic of the Congo (DRC) with more than two million people, the world braced for the worst. USAID and partner World Vision helped ensure the virus did not spread.

TO THIS

"We Expected to Die" - How World Vision and USAID Helped Contain Goma's First Ebola Case

When the first Ebola case was confirmed in 2018 in Goma, a city in the Democratic Republic of the Congo (DRC) with more than two million people, the world braced for the worst. World Vision and USAID collectively stepped in to ensure the virus didn't spread.

BRAND

While USAID has a relatively robust social media presence, its Center for Faith and Opportunity Initiatives (CFOI) lacks a defined social media presence. We want to rebrand CFOI as the Strategic Religious Engagement Program and create separate social media channels for the program. We believe this would be an effective way for USAID to directly communicate with current and potential FBO partners. To be as effective as possible, USAID must also take steps to further define the SRE brand and increase awareness of the office among their target audiences.

NAME: Strategic Religious Engagement Program

SLOGAN: Finding Equal Footing for Faith

MISSION: To help FBOs take advantage of all of the resources available to them by educating them about the opportunities available through USAID.

VISION: To see an increase in the overall amount of FBOs that apply for USAID funding.

POSITION: SRE exists to serve as an additional resource for FBOs to help them navigate their partnerships with USAID and better understand USAID policies and procedures. The office exists in congruence with USAID and will not discriminate against any organization on the basis of religion.

VOICE/PERSONALITY: Serious, helpful, unbiased, transparent, well-established, industry-expert.

LOGO: This proposed logo for SRE remains very consistent with the USAID logo while simultaneously allowing the department to establish somewhat of a separate identity.



SRE Logo



USAID Logo

COMMUNICATION TACTICS

While we recommend that USAID utilize all of the following tactics to achieve their campaign objectives, incorporating any combination of the tactics below is likely to produce an increase in the amount of FBOs that apply for USAID funding.

EQUAL FOOTING FOR FAITH | ANNUAL CONFERENCE

Hosting an annual conference would be a great way to bring new and existing FBO partners together to share about their experiences. This conference would also serve as a great recruitment opportunity for USAID by allowing them to thoroughly explain their partnership policies and highlight the benefits of their program. Recruiting representatives from USAID's existing FBO partners to serve as keynote speakers would be an effective way to demonstrate how partnering with USAID can produce several benefits for FBOs. USAID could also host breakout sessions to discuss some of the more minute details of the program, as well as provide a platform for FBOs to ask questions.

CONFERENCE GOALS

- Provide an opportunity for potential FBO partners to learn about the benefits of partnering with USAID and the proper steps for pursuing these partnerships.
- Recruit new FBO partners and encourage these organizations to apply for USAID funding.
- Discuss partnership policies and procedures in depth.
- Create a platform for current FBO partners to share about their experiences and offer suggestions for improvements.
- Celebrate accomplishments of the previous year and highlight FBO partnerships that have been particularly successful.
- Allow FBOs to connect with their regional representatives.



REGIONAL REPRESENTATIVES

It's imperative for USAID to hire dedicated personnel to serve as experts for their Strategic Religious Engagement program. Specifically, USAID should appoint regional Strategic Religious Engagement representatives to be the primary points of contact for FBOs within their region. FBOs will have the option to schedule private virtual meetings with these representatives to discuss program specifics and learn more. The goal is to make the experience feel personal and seamless for FBOs by providing them with a direct point of contact within the organization.

STRATEGIC RELIGIOUS ENGAGEMENT WEBINARS

Offering regular webinars would be a great way to educate new and existing FBO partners about the details of partnering with USAID. These webinars would serve as an established platform for FBO partners to ask questions about the program and allow potential FBO partners to learn more. The webinars would also serve as a more informal, convenient option for organizations that are unable to attend the annual conference. USAID should host these webinars monthly following the initial launch of the campaign and transition to hosting them bi-monthly as the program becomes more well known.

FACT SHEET & INFOGRAPHICS

USAID should develop several materials in order to make a compelling case to their potential FBO partners, such as infographics and a comprehensive fact sheet. These materials should answer FBOs' frequently asked questions, and address potential concerns that FBOs might have about pursuing partnerships with USAID. In addition, they should showcase how the program has been effective in expanding the organizational capacity of USAID's existing FBO partners by including quotes, statistics, and other figures that speak to the success of these partnerships. USAID may need to engage in additional research to make these materials more compelling to potential FBO partners. Once completed, these materials should be published to USAID's website and included in their direct outreach efforts.

DIRECT EMAIL OUTREACH

Email will be the primary way USAID will engage with their new and existing FBO partners. In order to form new partnerships, USAID will need to compile contact lists for representatives from FBOs across the country and draft compelling pitches for the program. These pitches should include factsheets and infographics, highlight information about program's benefits and direct FBOs to where they can go to learn more. USAID should also engage in regular email outreach with their existing FBO partners by sending them program updates and webinar information. In addition, each regional representative should connect regularly with their assigned FBO partners.

INTERNAL TRAINING

Conducting proper internal training on USAID's Strategic Religious Engagement program will be imperative to this campaign's success. Mandatory agency-wide training will occur during the initial campaign launch, where all USAID employees will be required to complete bi-weekly training for two months followed by an initial assessment test. After the initial training period has expired, optional training should be offered quarterly for USAID employees with mandatory assessment tests occurring biannually. All new USAID employees must complete the initial SRE training program.

SRE SOCIAL MEDIA

While we don't want to clutter USAID's existing social media channels, it's important for USAID to provide FBOs with abundant information and resources. To accomplish this goal, USAID should create separate social media pages specifically for their Strategic Religious Engagement program. In doing so, USAID will establish an informational hub for FBOs to learn more and visualize what the program could look like for their organization. This platform will also allow USAID to shine light on the program's success by sharing infographics and compelling photos and videos of the affected communities.

CASE STUDIES, NEWSLETTERS & PROMOTIONAL VIDEOS

While USAID already publishes regular newsletters and FBO success stories on their website, they could take steps to make these stories more visible and compelling for new and existing FBO partners. As stated in the message strategy section, most of USAID's existing literature on FBOs tends to focus on how the SRE program benefits USAID's overall mission. While this is certainly important, the language needs to be more FBO focused to demonstrate that USAID places a high value on these partnerships. Moving forward, USAID should be initial about rewording their newsletters and case studies to focus more on the specific FBOs they are working with.

In addition to rewording these materials, USAID should also create promotional videos to bring their SRE program to life. These videos should take on a mini-documentary format and follow the stories of USAID's FBO partners and the communities they serve. These documentaries should also include interviews with representatives from USAID's FBO partners to emphasize how receiving funding through USAID has enabled these organizations to expand their programs' capacity. The overarching hope is that these documentaries will allow potential FBO partners to hear from trusted thought leaders and visualize how the program could benefit their organization. USAID should promote their case studies, newsletters and mini-documentaries on the SRE social media pages to effectively reach their intended audiences.

WEBSITE

While USAID already has a decent amount of resources available for FBOs on their website, this information is rather difficult to find. In order to effectively reach FBOs, USAID should reorganize their website to make it easy for FBOs to navigate to the proper pages and find relevant information. USAID should also publish all of their updated case studies, newsletters and promotional videos to the site. In addition, the website should make it easy for FBOs to get in touch with their assigned regional representatives to schedule meetings and ask questions. USAID's website should be the primary informational hub for FBOs in conjunction with the newly created SRE social media pages.

IMPLEMENTATION

The timeline for this campaign will be broken down into several phases over a two-year period, with some elements (such as the annual Equal Footing for Faith Conference) continuing even after the campaign period has expired.

PHASE 1 - PLANNING & PREPARATION

2-3 Months | January - February, 2022

- Conduct research to identify potential FBO partners and compile contact lists for these organizations.
- Update contact lists for existing FBO partners to ensure that reputable contacts are listed.
- Identify thought leaders among USAID's existing FBO partners to serve as thought leaders and speak at the annual conference.
- Identify existing FBO partners to be featured in the SRE mini-documentaries that will premier at the annual conference.
- Work with USAID executive leaders to develop the SRE employee training curriculum. Determine what changes need to be made and what employees need to know about the program.
- Begin hiring and training the new Strategic Religious Engagement program staff, as well as transitioning any CFOI staff into their new roles within the program.

PHASE 2 - CREATION & TRAINING

2-3 Months | March - May, 2022

- Design and order promotional materials for the annual conference and the SRE program in general. This will include direct mailers, flyers, infographics, newsletters and others.
- Restructure and reorganize the USAID website to make it easy for FBOs to find relevant information about partnering with USAID. Including a tab for the SRE program and contact information for department representatives would make it easier for FBOs to get connected with the right resources.
- Contact existing FBO partners to acquire new case study content and begin writing case studies.

- Begin filming the SRE mini-documentaries.
- Finalize guest speakers and begin coordinating with these thought leaders to determine conference content / topics.
- Select and book conference venue.
- Begin conducting mandatory bi-weekly SRE employee training, followed by an initial assessment test
- Determine content and topics for first 6 monthly webinars.
- Develop social media pages for the SRE program.

PHASE 3 - OUTREACH & PREPARATION

3 Months | June - August, 2022

- Contact new and existing FBO partners to inform them about the conference/webinars and share factsheets and infographics. This outreach should also include calls to action that encourage FBOs to sign up for the conference and apply for funding.
- Share case studies, updates and teasers for mini-documentaries with new and existing FBO partners.
- Host first monthly webinar. USAID should continue hosting webinars monthly until the end of 2022, and then transition to bi-monthly webinars.
- Prepare welcome kits for conference attendees to include itinerary, program facts, success stories, statistics, and contact information for appropriate SRE representatives.
- Follow new and existing FBO partners on the SRE social media pages.
- Ongoing: Communicate with FBO partners to develop new content for case studies, newsletters and webinars.
- Pitch the conference to select trade outlets (such as Nonprofit Quarterly and Institute for Nonprofit News).

PHASE 4 - EXECUTION

1 Month | September, 2022

- Continue to reach out to new and existing partners leading up to the event
- Continue sharing promotional content, documentary teasers and promotional videos to the SRE social media pages.
- Execute the Equal Footing for Faith conference, featuring USAID's selected keynote speakers and the premier of their mini-documentaries.

PHASE 5 - EVALUATION & ADJUSTMENTS

3 Months | October - December, 2022

- Distribute post-conference surveys to new and existing FBO partners who attended the conference. The goal of these surveys will be to determine what USAID has done well and how they can improve, both in respect to the conference and the SRE program in general.
- Continue emailing new and existing FBO partners and connecting with FBOs that expressed interest in pursuing partnerships with USAID.
- Distribute surveys to USAID employees involved with the SRE to determine what adjustments need to be made to the training program.
- Continue hosting monthly webinars and transition to hosting them quarterly in the beginning of 2023.
- Continue posting to the SRE social media pages. USAID should share content related to the recent conference and upcoming webinars.
- Administer the second bi-annual SRE training test for USAID employees
- Identify FBOs that can serve as subjects for USAID's next mini-documentaries.
- Conduct an initial evaluation of USAID's partnership statistics, number of FBO applicants, and employee assessment test scores to determine if USAID should alter their campaign tactics and approach.
- Ongoing: Communicate with FBO partners to develop new content for case studies, newsletters and webinars.

PHASE 6 - ASSESSMENT & ENGAGEMENT

3 Months | January - February, 2023

- Continue posting new content to the SRE social media pages.
- Regularly update FBO contact list and reach out to potential FBO partners.
- Identify keynote speakers for the 2023 Equal Footing for Faith Conference and set conference date.
- Ongoing: Analyze SRE social media engagement levels and communicate with FBO partners to develop new content for case studies, newsletters and webinars.

PHASE 7 - CREATION & PREPARATION

3 Months | March - May, 2023

- Develop and order updated fact sheets, infographics, flyers and other promotional materials.
- Begin filming the new mini-documentaries.
- Finalize guest speakers and begin coordinating with these thought leaders to determine conference content / topics.
- Select and book conference venue.
- Administer first biannual employee assessment test of the year.
- Ongoing: Analyze SRE social media engagement levels, host bimonthly webinars, and communicate with FBO partners to develop new content for case studies, newsletters and webinars.

PHASE 8 - CONFERENCE OUTREACH

3 Months | June - August, 2023

- Contact new and existing FBO partners to inform them about the conference/webinars and share factsheets and infographics. This outreach should also include calls to action that encourage FBOs to sign up for the conference and apply for funding.
- Share case studies, updates and teasers for mini-documentaries with new and existing FBO partners.
- Prepare welcome kits for conference attendees to include itinerary, program facts, success stories, statistics, and contact information for appropriate SRE representatives.
- Follow new and existing FBO partners on the SRE social media pages.
- Ongoing: Analyze SRE social media engagement levels, host bi-monthly webinars, and communicate with FBO partners to develop new content for case studies, newsletters and webinars.
- Pitch the conference to select trade outlets (such as Nonprofit Quarterly and Institute for Nonprofit News).

PHASE 9 - SECOND CONFERENCE EXECUTION

1 Month | September, 2023

- Continue to reach out to new and existing partners leading up to the event.
- Share promotional content, documentary teasers and promotional videos to the SRE social media pages.
- Execute the Equal Footing for Faith conference, featuring USAID's selected keynote speakers and the new mini-documentaries.
- Identify FBOs that can serve as subjects for USAID's next mini-documentaries.

PHASE 10 - FINAL EVALUATION

3 Months | October - December, 2023

- Distribute post-conference surveys to new and existing FBO partners who attended the conference. The goal of these surveys will be to determine what USAID has done well and how they can improve, both in respect to the conference and the SRE program in general.
- Continue emailing new and existing FBO partners and connecting with FBOs that expressed interest in pursuing partnerships with USAID.
- Distribute surveys to USAID employees involved with the SRE to determine what adjustments need to be made to the training program.
- Administer the second bi-annual SRE training test for USAID employees
- Conduct a final analysis of statistics related to campaign's key objectives, including partnership statistics, number of FBO applicants, employee assessment test scores, and others to determine if USAID's objectives were achieved,
- Ongoing: Analyze SRE social media engagement levels, host bi-monthly webinars, and communicate with FBO partners to develop new content for case studies, newsletters and webinars.

BUDGET

While USAID certainly has a large budget to work with, it's important for the organization to reserve most of its funding to award as grants to their partner organizations. For that reason, this campaign will seek to achieve USAID's goal of acquiring more FBO partners while spending only the minimum amount. The following budget accounts for USAID's campaign expenses for a two-year period.

EXPENSES

EMPLOYEE SALARIES

- 10 Strategic Religious Engagement Representatives **\$60K a year each**
- 5 Member Videography / Graphic Design Team **\$60K a year each**
- 2 Executive Program Directors **\$80K a year each**

~Graphic Design/ Photography /Videography costs will be covered inhouse

SECTION TOTAL: \$1,960,000

CONFERENCE COSTS

- Venue: Walter E. Washington Convention Center **\$5,000 each year**
- Hotel rooms for 2 nights for 3 keynote speakers **\$800 each year**
- Printed Handouts (200 for two years) **\$1,720 each year**

SECTION TOTAL: \$15,040

PRINTING & PROMOTIONAL MATERIALS

- Flyers / Direct Mailers \$5,000 each year (10,000 once monthly for 2 years) **\$1,380 each year**
- Printed Newsletters (biannually for 2 years) **\$5,620 each year**

SECTION TOTAL: \$14,000

TOTAL: \$1,989,040

EVALUATION

OBJECTIVE 1

Achieve a 5% increase in the amount of FBOs that apply for USAID funding by the end of 2023.

EVALUATION

This objective can be measured by comparing the total percentage of FBOs that applied for USAID funding in 2021 with those that applied in 2023 to determine whether or not the total percentage increased by 5%

OBJECTIVE 2

Achieve a 2.5% increase in the amount of FBOs that receive USAID funding each year for two years following the EFF campaign launch.

EVALUATION

USAID will play a direct role in determining whether or not this objective is achieved since they ultimately determine which organizations receive funding. In order to achieve this objective, however, they first need to ensure that they have an ample amount of FBO funding applicants. Ultimately this objective can be measured by comparing the total percentage of FBOs that receive funding from 2021 to 2023 to see if the desired increase has been achieved.

OBJECTIVE 3

Host an annual Equal Footing for Faith conference and monthly educational webinars for two years following the launch of the campaign.

EVALUATION

While there are several ways that USAID could choose to measure this objective, some of the main metrics for success include:

- Achieving successful conference execution for two consecutive years.
- Tracking annual conference attendance levels.
- Tracking webinar attendance levels.
- Tracking changes in FBO application rates in the months immediately following the conference
- Tracking how many questions the SRE office receives (with the hope of seeing this amount decrease as the program becomes more well known).

OBJECTIVE 4

Implement agency-wide Strategic Religious Engagement training sessions and biannual assessment tests for USAID employees, with 90% of employees scoring above 80% on the assessments.

EVALUATION

This objective can be measured by looking to see if 90% of USAID employees score above an 80% on their biannual assessment tests at the end of the campaign. These tests will serve as a direct indicators of how well USAID employees are retaining knowledge regarding the SRE program's policies and procedures..

OBJECTIVE 5

Maintain positive relationships with existing FBO partners and ensure that at least 90% of these organizations continue to pursue partnerships with USAID.

EVALUATION

Similar to Objective 3, this objective can be measured based on a few different indicators, including:

- Analyzing applicant data to determine whether or not USAID maintained 90% of their existing FBO partners.
- Distributing surveys to USAID's existing FBO partners to gage their overall satisfaction levels and gather feedback and suggestions

ADDITIONAL INDICATORS OF SUCCESS / MEASUREMENT TACTICS:

While the previous evaluation tactics will serve as this campaign's primary measurement metrics, there are a few additional indicators of success that USAID should keep in mind when evaluating this campaign:

- Lack of negative feedback about the program.
- Lack of negative media coverage.
- If USAID chooses to distribute surveys to their new FBO partners, positive feedback on these surveys would be an additional indicator of success.

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