

OMB No. 1124-0006; Expires April 30, 2017

U.S. Department of Justice  
Washington, DC 20530

**Exhibit A to Registration Statement  
Pursuant to the Foreign Agents Registration Act of  
1938, as amended**

**INSTRUCTIONS.** Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <http://www.fara.gov>.

**Privacy Act Statement.** The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: <http://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <http://www.fara.gov>.

**Public Reporting Burden.** Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

<p>1. Name and Address of Registrant CMGRP, Inc. 733 10th St., NW, Washington, DC 20001</p>	<p>2. Registration No. 3911</p>
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<p>3. Name of Foreign Principal Embassy of Belgium</p>	<p>4. Principal Address of Foreign Principal 3330 Garfield Street, NW Washington, DC 20008</p>
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5. Indicate whether your foreign principal is one of the following:

- Government of a foreign country<sup>1</sup>
- Foreign political party
- Foreign or domestic organization: If either, check one of the following:
  - Partnership
  - Corporation
  - Association
  - Committee
  - Voluntary group
  - Other (*specify*)
- Individual-State nationality

6. If the foreign principal is a foreign government, state:

- a) Branch or agency represented by the registrant  
Embassy of Belgium, Washington DC
- b) Name and title of official with whom registrant deals  
Joris Totte, First Secretary Press & Public Affairs

7. If the foreign principal is a foreign political party, state:

- a) Principal address
- b) Name and title of official with whom registrant deals
- c) Principal aim

<sup>1</sup> "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

8. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal

Yes  No

Owned by a foreign government, foreign political party, or other foreign principal

Yes  No

Directed by a foreign government, foreign political party, or other foreign principal

Yes  No

Controlled by a foreign government, foreign political party, or other foreign principal

Yes  No

Financed by a foreign government, foreign political party, or other foreign principal

Yes  No

Subsidized in part by a foreign government, foreign political party, or other foreign principal

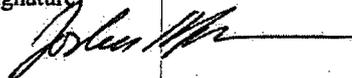
Yes  No

9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page must be used.)

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

**EXECUTION**

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit A to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit A	Name and Title	Signature
July 19, 2014	Joshua Kaufman, SVP & General Counsel	

OMB No. 1124-0004; Expires April 30, 2017

U.S. Department of Justice  
Washington, DC 20530

**Exhibit B to Registration Statement  
Pursuant to the Foreign Agents Registration Act of  
1938, as amended**

**INSTRUCTIONS.** A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <http://www.fara.gov>.

**Privacy Act Statement.** The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: <http://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <http://www.fara.gov>.

**Public Reporting Burden.** Public reporting burden for this collection of information is estimated to average .33 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant CMGRP, Inc.	2. Registration No. 3911
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3. Name of Foreign Principal Embassy of Belgium
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Check Appropriate Box:

- 4.  The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
- 5.  There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
- 6.  The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and expenses, if any, to be received.
- 7. Describe fully the nature and method of performance of the above indicated agreement or understanding.

CMGRP, Inc. through it's Powell Tate division, worked for the Embassy of Belgium for 1 month in May, 2011. The attached memo is Powell Tate's initial proposal to the Embassy of Belgium. The actual services rendered were a subset of what is reflected in the memo. The engagement terminated at the end of May, 2011.

8. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

The Powell-Tate division of CMGRP, Inc. executed a strategic communications program for Belgium Crown Prince Philippe's Economic Mission and Royal Visit to Washington D.C. and New York, NY.

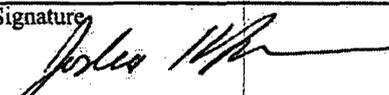
9. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act and in the footnote below? Yes  No

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

The Powell-Tate division of CMGRP, Inc. developed a communications campaign focused around key messages, scheduling meetings and visits, and outreach with media and influencers, in order to promote the Belgian Economic Mission.

**EXECUTION**

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit B to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit B July 17, 2014	Name and Title Joshua Kaufman, SVP & General Counsel	Signature 
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Footnote: "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

**POWELL TATE** STRATEGIC COMMUNICATIONS + PUBLIC AFFAIRS

**MEMORANDUM**

**TO:** Embassy of Belgium  
Mr. Joris Totté, First Secretary Press & Public Affairs

**FROM:** Michael Stopford, Powell Tate  
Henry Stewart, Powell Tate

**RE:** Strategic communications program for Belgium Crown Prince Philippe's  
Economic Mission and Royal Visit to the U.S.

**DATE:** May 9, 2011

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We greatly appreciated the opportunity to meet with you to discuss the preparation of a strategic communications program for Belgium Crown Prince Philippe's Economic Mission to the U.S. and the royal visit to Washington, D.C. and New York, with HRH Prince Philippe accompanied by HRH Princess Mathilde.

**Powell Tate Introduction**

Powell Tate was created 20 years ago by two prominent former White House press secretaries Democrat Jody Powell and Republican Sheila Tate, who believed that the best public policy and the more effective counsel requires left-brain and right-brain thinking to produce the most effective results. We still feel that way and today, Powell Tate has grown into one of the most respected agencies in Washington, D.C.

A division of Weber Shandwick, Powell Tate is a global network of partners who create and execute communications campaigns of all shapes and sizes for clients ranging from industry giants to local businesses. We have teams available in cities across the country and around the world. You can even visit Powell Tate offices in Beijing.

*Some key issues we focus on include:*

- International Affairs
- Technology
- Healthcare
- Public Health
- Climate Change, Energy & Environment
- Defense

700 THIRTEENTH STREET, NW WASHINGTON, DC 20005  
WWW.POWELLTATE.COM 202.383.9700

*Relevant Clients Include:*

- Mexico City
- U.S. Agency for International Development (USAID)
- Medical Imaging & Technology Alliance
- U.S. Chamber of Commerce

Powell Tate staff has worked at the highest levels of government and politics, from the White House to Capitol Hill, political campaigns, advocacy organizations, corporations, media, law firms, state houses and regulatory agencies. And we bring not only broad experience, but political diversity to our work.

**Michael Stopford**

Michael Stopford serves as executive vice president and senior global corporate strategist.

Stopford brings high-level experience in public affairs and communications from both the private and public sectors to his new role. Most recently, he served as the deputy assistant secretary general for strategic communications services for NATO at its Brussels Headquarters, enhancing understanding and support for the Alliance and its mission. In addition, he led NATO's largest civilian technology funding program, Science for Peace and Security.

His public sector experience includes assignments for the United Nations in New York, Geneva and Washington, D.C., including the Executive Office of the Secretary General, Director of the United Nations Information Center and Chief of Staff for the United Nations Office in Geneva and Human Rights program. He led electoral assistance missions for the UN to Nicaragua and Albania. He subsequently served as chief of media and public relations for the International Finance Corporation, the World Bank's private sector arm.

In the corporate sector, leading multinational companies such as Coca-Cola, Syngenta International, and ExxonMobil have relied on Stopford's public affairs, government relations and reputation management expertise. Stopford's role has ranged from forging strategic partnerships across sectors to the development and execution of global corporate reputation strategies, integrating sustainable growth with social, environmental and business reputation leadership. With ExxonMobil, he led the company's community engagement in Nigeria, designing and managing sustainable partnerships between the company, the World Bank and civil society on social and environmental issues.

Stopford has also served in higher education, working as Senior Assistant to the President and Director of International Affairs at American University in Washington, D.C. He currently sits on the boards of the Korbel School of International Studies at the University of Denver, and the Von Karman Institute in Brussels, is a member of the Cercle de la Grande Société de Berne (Swiss Foreign Policy Council) and has served on various non-profit and higher education boards. In addition, he was a 2007 member of the Clinton Global

Initiative. Stopford has held adjunct professorships at Georgetown University, Johns Hopkins University and American University and has lectured widely in the US and overseas. A graduate of Oxford University, he received an honorary degree from New England College.

### **Henry Stewart**

Henry Stewart is a Vice President at Powell Tate Strategic Communications and Public Affairs. Before joining Powell Tate he served as deputy executive director and director of policy and outreach for the Campaign for High School Equity (CHSE), a coalition of civil rights groups committed to equitable education policy reform. In this role he helped to shape the organization's policy education efforts, assists partner organizations in communicating their policy priorities, and he lead CHSE efforts to build awareness and support for the goals of comprehensive high school policy reform.

Henry has had an extensive career in legislative and public affairs. Starting his career as a staffer in the office of former Congressman Earl F. Hilliard (D-AL), he went on to serve as senior associate and director of legislative affairs at the Washington Linkage Group. From there, he was recruited to work as national director of religious and community affairs for the Kerry Edwards presidential campaign.

As director of community affairs in the Executive Office of Washington, DC, Mayor Anthony Williams, he built relationships with grassroots community groups working to improve education and opportunity for all. He then served as director of corporate and external affairs at the National Council of Negro Women under the direction of the late civil rights legend, Dr. Dorothy I. Height, where he developed an intense and targeted passion toward education in communities of color. After his tenure at NCNW, he joined the nation's largest professional organizational, the National Education Association (NEA) as senior liaison in the office of Minority Community Outreach. As the organization's primary link to communities of color he was instrumental in developing programs, building relationships, and planning events that fostered the expansion of the NEA brand among community advocates and stakeholders.

### *Relevant Projects*

Michael Stopford and Henry Stewart have contributed to the following projects:

- Government of Nigeria
- US Army
- Honeywell
- Eli Lilly
- Bank of America
- Cargill
- DTZ Equity Partners

### **The Powell Tate Approach**

We will develop a campaign integrating economic, commercial, social and political themes. The campaign will begin before the arrival of the royal party and delegation to the U.S., as we will prepare the communications campaign and core messaging well in advance. We will also, if required, help facilitate meetings and visits and support the Embassy and delegation with the schedule of events for His Royal Highness Crown Prince Philippe to attend in New York and Washington, D.C. We will plan and implement the communications activities surrounding these events and leverage their impact and effective outreach with targeted influencers and media. Strategic outreach around Crown Prince Philippe's Economic Mission will bring awareness of Belgium's government and business agenda to key influencers in the U.S., including the following:

- Department of Commerce
- Department of Health and Human Services
- Chamber of Commerce
- Bio-tech and pharmaceutical companies

The campaign will also specifically target other U.S. stakeholders including the following:

- Think Tanks
- Businesses
- Foreign Relations Professionals
- Decision Makers

### **Message Development & Strategy**

We will work with you to develop and disseminate credible and persuasive messages across a variety of different communications platforms - speeches, official statements, press and online communications, and through reports and correspondence. Importantly, we would also construct a strategic plan for accomplishing your goals for this visit, promoting Belgium as a leader in Biotechnology, Healthcare, technological innovation and economic dynamism across Europe. These messages will provide the context to showcase the attractiveness of Belgium as an investment destination and of the Belgian companies and industries participating in the delegation - promoting their products and their potential as partners. This will also help to reinforce the Government's reputation - and its positioning amongst U.S. opinion-makers - as a catalyst for economic success and growth and as a guarantee of social and political stability.

***Key Deliverables***

Press Kit  
Key Message Development  
Media Database

**Target Audiences and Stakeholders**

There is a high level of interest in Belgium's situation among many audiences in the United States - the Washington policy community, business and financial leaders, think tank experts, multilateral institutions, tourism and travel community, media and online commentators, and others. We can help your government prioritize the most important audiences to communicate with first, and then facilitate these discussions through a program of small meetings, briefings and events. We would recommend beginning this assignment with a mapping exercise to identify and prioritize stakeholders and devise strategies for engaging them. We would above all focus our communications on the country's economic dynamism, prosperity and alignment with cutting-edge industry and investment.

***Key Deliverables***

Media Database  
Core Group of Journalists  
Media Relations

**Media and Digital Communications**

Media and online coverage of the political and social situation in Belgium has tended to focus on a mix of stereotypes - the country as an old-fashioned member of la vielle Europe - and reporting on the difficulties affecting political cooperation between Flanders, Wallonia and Brussels. This has inevitably somewhat impacted the country's reputation among opinion leader audiences in the United States - policymakers, media, foreign investors and even potential business and leisure travelers. There is a need for Belgium to demonstrate that its situation is far more positive, its economy is flourishing and its social situation is more characterized by avant-garde culture, arts, fashion and innovation than by linguistic-community issues. In so doing Belgium will assure international audiences that government institutions - exemplified by the Royal Family themselves - are stable, the country is a safe and secure place for business and travelers alike, and it is an attractive destination for investors. With reporters and the public still learning about the complex situation, this is the time to insert your governments and private sector's voice and context into the dialogue.

*Monitoring media reporting and the online dialogue*

The most important component of an effective communications campaign is consistent media monitoring and analysis. It is essential to analyze current media reports (television, radio, print) to establish whether the news coverage is accurate and whether events are being portrayed in their proper context. In order to create and alter messages appropriately, you must know what the media is saying about you and how it is being said. Powell Tate offers a variety of different ways to monitor and analyze media, allowing us to flag important issues or misinformation. This is also an effective way to measure positive progress.

Monitoring the online dialogue is equally important and must be integrated into the communications campaign. We have seen increasingly the essence of the power of social media – through such tools as Twitter and Facebook – to reach broad global audiences and influence perceptions. These communications technologies enable stakeholders to bypass traditional media and communicate directly with interest groups.

We would work with you to customize the program to make sure our reporting to you reflects the unique needs of this communications campaign.

While some monitoring systems can provide an overall volume and basic sentiment analysis, we will go a step further to provide a comprehensive overview of online conversations about Belgium and about this visit. We analyze the vast social Internet (blog posts, online forums — even tweets) by identifying statistical patterns in the words used to express opinions in multiple languages on different topics. On an ongoing basis, we will provide a contextualized view of the meaning behind these electronic, social media and blogger conversations. In addition, we identify the most influential people around specific issues or in key markets — by ranking online influencers across three areas: reach (size of audience), resonance (ability to engage audience and spread opinions) and relevance (specificity to your issues).

In order to keep you apprised of the news and developments, we will organize weekly monitoring reports including relevant news updates from online conversations and traditional media.

*Creating response tools*

Beyond monitoring, there is a need for Belgium in the period surrounding the royal visit to create effective response and information tools to promote positive messages and quickly correct misinformation. After conducting an audit of the Embassy's existing external communications vehicles, we can determine what types of additional collateral materials, such as fact sheets, press kits, and other online tools, are necessary to most effectively disseminate your messages to key audiences. For example, we could explore ways to either enhance or tailor the Belgium Update newsletter based on the current distribution list. Powell Tate will also work with you to create a new audience specific microsite to carry your message online and take advantage of the emerging social web. We will design,

develop and create content as well as work with you to maintain the site over time. To gain visibility and drive traffic to the website, we recommend a targeted Google keyword advertising program to get the attention of policymakers, media and other stakeholders with an interest in following Belgium's and the Embassy's efforts. In addition, because most journalists today use social media tools such as Twitter to circulate important news and updates, we would also recommend creating a Twitter account to quickly push out facts and information to media in real-time (even if this is just for the duration of the visit). We would also enhance your Facebook presence or create an additional one for the visit.

***Key Deliverables***

Social Media Launch (Facebook)

Web Page Development and Update

Press Materials (press kits, fact sheets, media advisories)

*Direct outreach to traditional media and online commentators*

Building from our media monitoring effort, we will identify leading journalists and online influencers on this issue. We know and regularly communicate with the most influential political, business and financial editors, journalists and columnists. We will discreetly monitor their reporting, engage them in a dialogue when appropriate, and correct the record when necessary. We will work with you to recommend and facilitate interview opportunities for the Ambassador and senior government officials during their visits to the United States. We will also craft messages and help prepare officials for these specific media engagements.

A strong media relations campaign allows you to set the record straight, create proactive messages, neutralize opposing voices in the media, and mitigate any negative coverage. And, consistent media analysis will allow you to direct the conversation about Belgium and implications of its actions on U.S. policy, business confidence and travel. The power of the media - both traditional and online - has proved time and time again that public perception is synonymous with reality.

As part of the media outreach, we will work with you to include credible spokespeople that the U.S. and/or international media will come to recognize and trust. There are times when it would certainly be advantageous to hear the voices of Prince Philippe or even Princess Mathilde themselves - but we understand the restrictions and limitations involved here. Visiting Ministers and the Ambassador or other officials in the U.S. will serve as the main spokespeople.

***Key Deliverables***

Press Briefing

Feature Story Development

Interview with the Ambassador

Editorials

## **Communications Planning**

### *Strategic overview*

- Belgium to be positioned as modern, dynamic, innovative, attractive economy with successful focus on high-value healthcare, life sciences and biotech sectors

### *Supporting messages*

- Belgian success story: investment center for high-tech, healthcare, life sciences and biotech industries (highlighted by Prince Philippe opening Belgian presence at Bio Conference - which our company already represents)

- Research and innovation centers tied to world-class universities and hospitals, unparalleled ratio PhDs per capita, developing applied science and technology (illustrated by examples such as stem-cell research, other cutting-edge innovation)

- Economic growth and dynamism at heart of European high-tech nexus and excellent transport infrastructure

- Belgian dynamism driven across all regions - Flanders biotech and research hubs Antwerp, Gent; Brussels as heart of Europe and its institutions; Wallonia as growing investment magnet

- Investment-friendly, strong, stable, reliable, productive, open economy with important financial incentives for investment and for partnerships, venture capital, R&D grants

- New story of Belgian economic dynamism contrasted with existing perceptions of old-fashioned country, la vieille Europe, beset by linguistic community divisions and government issues

### *Secondary messages*

- Additional, supportive story-line of the new, cool Belgium: Antwerp the fashion and design center; Brussels, Gent, Antwerp, Namur as thriving new hubs of galleries, art shows, art-scene; younger tourism magnet as the new Berlin... (Supported by Princess Mathilde highlighting fashion news, as well as her personal commitment to micro-finance as effective and people-centered development vehicle)

- Additional cultural stories around new Belgian cuisine, gastronomy, music and arts festivals, Gent, Bruges, Mons, Namur, elsewhere

- Belgium-U.S. friendship and alliance recalling shared WWII memories at the pivotal Battle of the Bulge (illustrated by Prince Philippe visiting Arlington cemetery and meeting veterans or their families)
- Belgian royal family shown as modern, dynamic, attractive representatives of their country (with a glamour factor leveraging the current, post royal wedding U.S. fascination with royal families...)

*Outcomes*

- Perception of Belgium and Belgian economy significantly enhanced amongst key opinion-makers
- Key message of dynamic, strong, stable economy and thriving, innovative society reflected in mainstream and business media
- Focus on high-value, high-growth economic sectors of life sciences, healthcare, biotech resonates with opinion-leaders and media
- Impression of Belgium as modern, open, art/fashion/design hub appealing to younger target audiences reflected in relevant media, including social media

**Budget**

Below we have offered a budget for our services. We have itemized specific deliverables highlighted in the above memorandum.

Project	Proposed Fee Budget
<ul style="list-style-type: none"> <li>• Press Briefing</li> <li>• Identify key media and outreach with key audiences and stakeholders</li> <li>• Create media monitoring systems</li> <li>• Media outreach</li> <li>• Key Message Development</li> <li>• Development of Media Materials (Press Kits, Fact Sheets, Advisories)</li> <li>• Media Database</li> </ul>	\$US 20,000
<ul style="list-style-type: none"> <li>• Web page Development and Update</li> <li>• Social Media Update</li> </ul>	\$US 4,000
<ul style="list-style-type: none"> <li>• Photographers</li> </ul> <p>This is calculated at having two photographers available as needed for the visit: three days in NY (23-24-25) for separate programs at times and joint program at other times. Sunday 26<sup>th</sup> joint program in DC - one photographer. For Monday 27<sup>th</sup> and Tuesday 28<sup>th</sup> in DC, separate programs at times and joint program at other times.</p> <p style="padding-left: 40px;">Out of pocket expenses included All copyright on the photos belongs to the Belgian Embassy in DC.</p>	\$US 6,000
<b>TOTAL</b>	<b>\$US 30,000</b>