Public Diplomacy: Strengthening U.S. Engagement with the World

A strategic approach for the 21st century

Preface: Scope of the Strategic Framework for Public Diplomacy

This strategic framework is intended to be a **roadmap for Public Diplomacy**, ensuring its **alignment with foreign policy objectives**, and bringing a **strategic focus** to how Public Diplomacy **programs, resources and structures** support those objectives.

The framework will serve as the **foundation for Public Diplomacy's FY 2012 budget request**, but the **operating principles** herein are intended to **guide Public Diplomacy operations now**.

The framework is the **first phase** of a process for developing a **detailed strategic plan for Public Diplomacy**. **Working groups** will start immediately, tasked with working through implementation details for each of the tactics outlined herein.

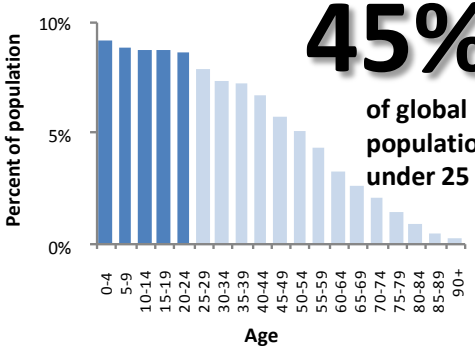
Public Diplomacy
Mission Statement

To support the achievement of ***U.S. foreign policy*** *goals and objectives, advance* ***national interests,*** *and enhance* ***national security*** *by* ***informing and influencing foreign publics*** *and by* ***expanding and strengthening the relationship*** *between the people and government of the United States and citizens of the rest of the world.*

The World We Face

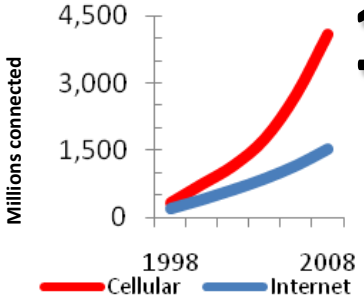
To meet the challenges and seize the opportunities of the 21st century, we need a foreign policy that uses tools and approaches to match a changing global landscape of engagement.

The world we face: A changing global landscape of engagement



45%

of global population is under 25



12x

increase in global cellular penetration in last decade

40

new electoral democracies in the past two decades

Demographics

- **Young people** represent a particularly **high stakes and important** group that has come of age in a period marked by **limited direct American engagement**
- **Women** are 50% of population but earn only **10% of income** and own **1% of property**
- **Illiteracy and low levels of education** in conflict areas continue to impact the dynamic of engagement

Communications

- **Immediate public access** to a wide array of information **changes the nature** of communications
- Information, **misinformation**, and disinformation **rapidly penetrate** deeply into societies
- Technology **empowers people by better connecting them** with communities, networks, and markets
- **Technology** can also serve as a **spark** which ignites **discontent**, dissent, and destruction

People Power

- **Masses matter**: power and influence within societies has **shifted from the few to the many**
- Even in authoritarian countries, **people and institutions are increasingly able** to shape the debate
- Traditional bilateral diplomacy **cannot address the full range of actors** now engaged on global issues

Sources: Population Reference Bureau, Freedom House, United Nations Development Fund for Women

The world we face: Competing influences

A broad and increasingly active set of players is filling the global space for engagement and communications. For example:

- **Extremists** have developed **sophisticated media strategies** and are increasingly adept at shaping the narrative and recruiting new followers.
- **China's global influence** is increasing through **broad outreach programs** and expanded **Chinese language teaching**.
- Aggressive **marketing of higher education** opportunities in the **EU, Singapore, and Australia** has diminished a key appeal of the U.S. for the world's best and brightest.
- **Russia's media presence** has expanded in **former USSR countries.**
- **Iran's cultural centers and political linkages** have created broader influence with key publics.

The world we face: Complex global challenges

- ***Democracy and human rights***
- ***Combating violent extremism***
- ***Nuclear non-proliferation***
- ***Economic opportunity and prosperity***
- ***Women's empowerment***
- ***Climate change and natural disasters***
- ***Food security***
- ***Global health***
- ***Outreach to Muslim communities***

Making **progress** on these issues requires **complex, multi-dimensional public engagement strategies** to forge partnerships, mobilize broad coalitions, and galvanize public opinion across all sectors of society: activists and academics, business and civil society leaders, faith communities and NGOs.

An effective approach to Public Diplomacy is now **more important than ever**.

Strategic Imperatives for 21st Century Public Diplomacy

Shape the narrative

Develop proactive outreach strategies to inform, inspire, and persuade

We have been misrepresented—or not represented at all—in too many global conversations.

Expand and strengthen people-to-people relationships

Build mutual trust and respect through expanded Public Diplomacy programs and platforms

A foundation of trust opens ears and minds.

Combat violent extremism

Counter violent extremist voices, discredit and delegitimize al Qaeda, and empower credible local voices

The voices of violent extremists must not go unchallenged.

Better inform policy-making

Ensure foreign policy is informed upfront by an understanding of attitudes and opinions of foreign publics

If we fly blind, expect to crash.

Deploy resources in line with current priorities

Strengthen structures and processes to ensure coordinated and effective Public Diplomacy

We can do this better… and we have to.

Achieving our objectives: Tactics

1

Shape the narrative

Develop proactive outreach strategies to inform, inspire, and persuade

Current challenges

- Our **spokespeople** need **new tools to deal effectively with the 24/7** reality of new media
- **Inaccurate information** often defines stories about America **before we have a chance** to shape the debate
- There is a **surfeit of information** about the U.S.—accurate and not—available to audiences all around the world

Achieving our objectives: Tactics

1 **Shape the narrative:** Develop proactive outreach strategies to inform, inspire, and persuade

Rapidly respond to inaccurate information; expand and strengthen capability to proactively and nimbly engage with international media to shape stories

- **Develop and implement country/region-specific targeted media engagement plans to strengthen U.S. ability to shape the narrative and proactively present U.S. views**
  Work with posts to create media engagement plans based on detailed analysis of the environment and target audiences to shape stories early and effectively tailor the content of our messages.
- **Increase operating freedom for frontline staff at post through more flexible and nimble engagement with media and build capacity for aggressive, timely response**
  Revise guidance and clearance processes to equip USG voices to engage quickly with a multitude of online voices and other media sources. Empower staff to use centrally produced press guidance without requiring time-consuming clearance.
- **Expand role of Regional Media Hubs, and enhance their capabilities as digital engagement centers**
  Equip Hubs with greater ability to shape regional debate in traditional media and new digital channels.
- **Designate a Deputy Assistant Secretary to oversee international media support within the Bureau of Public Affairs (PA)**
  DAS will support posts in media outreach and coordinate PA's functions focused on foreign audiences, including foreign press centers, regional media hubs, rapid response units.
- **Support free and vibrant international media through exchange and engagement**
  Increase journalistic exchanges and convene global fora for media executives/journalists to encourage responsible journalism and the unrestricted flow of information to citizens worldwide.

Achieving our objectives: Tactics

1 **Shape the narrative:** Develop proactive outreach strategies to inform, inspire, and persuade

Expand ability to leverage traditional and innovative information platforms for shaping global dialogue, communicating U.S. perspectives, and countering misinformation and disinformation

- **Recruit a leader for International Information Programs (IIP) with a deep understanding of behaviors, attitudes and preferences in international markets; strengthen capacity to analyze target audiences, leverage new technologies, and manage strategic outreach campaigns**
  IIP will serve as the creative and innovative center of Public Diplomacy, developing strategic campaigns for policy priorities (including Administration priorities such as climate change and food security) based on audience research and analysis. IIP will develop creative applications for cutting-edge technology to enable posts to better engage with their publics.

Ensure that all Department equipment and regulations facilitate the use of new modes of communication and engagement

- **Upgrade necessary equipment in Washington and at post**
  Provide Posts with up-to-date equipment needed to fully utilize new tools, and put those tools into the hands of all who need to be accessible in a 24/7 media environment. These may include updated operating systems, Blackberries, Apple computers, wireless internet, flashdrives, Flip-cams for recording events, and basic video-editing tools.
- **Standardize practices for access to and use of digital tools**
  Disseminate clear and coordinated guidance to posts for use of digital tools, such as Facebook or YouTube, to address confusion and inconsistency in utilization of new forafor engagement and communication. Allow liberal use of these new media and tools within a framework of risk management.

Achieving our objectives: Tactics

2

Expand and strengthen people-to-people relationships

Build mutual trust and respect through expanded Public Diplomacy programs and platforms

Current challenges

- Budget constraints have **limited our ability to engage beyond traditional elites**, despite demographic shifts
- Security concerns have **shut venues for direct engagement**, often leaving the U.S. presence **defined by fortified compounds**
- Experimentation with **new media tools has been uneven across posts**
- Fast turnover of personnel and limited follow-up with program participants leads to **limited return on investments** in skills and relationships

Achieving our objectives: Tactics

2 **Expand and strengthen people-to-people relationships:** Build mutual trust and respect through expanded Public Diplomacy programs and platforms

Build Public Diplomacy programs for 21st century audiences

- **Broaden the demographic base of people with whom we engage, and create comprehensive strategies for critical groups**
  Expand audiences and program participants beyond traditional elites. Seek mechanisms to encourage a wider circle of people (e.g. rural; less affluent) to participate in programs and visit American venues. Place additional emphasis on reaching critical demographics, like youth and women, based on extensive analysis of views, values, and opinions in target geographies. Strategies will aim to: create long-term relationships with future leaders; amplify credible voices around the world; and empower these groups to play larger constructive roles within their own societies.
- **Use social networking and connective technologies more effectively**
  Leverage new tools to communicate U.S. perspectives where appropriate. Participate in informal dialogues in new conversation spaces. Empower individuals to use these tools to play constructive roles within their own communities.

Emphasize programs which advance U.S. national interests and develop desired skills that provide opportunity and alternatives to extremism

- **Expand English language teaching and teacher training**
  Broaden English language teaching as a bridge to foreign publics and a tool for economic empowerment. Set bold goals to capture the imagination of the public as well as attract private sector funding.
- **Encourage collaboration and skill-building in science, technology, and entrepreneurship**
  Enable knowledge-sharing between U.S. scientists and foreign publics through research, exchanges, teaching, and educational development; encourage linkages between the lab and marketplace to facilitate economic growth based on innovation; and increase awareness of U.S.-sponsored science and commercial partnerships.
- **Expand educational advising to provide access to academic opportunity**
  Provide larger network of advisers to connect young people with educational programs in the U.S. to strengthen the image of the U.S. as a welcoming location for opportunity and advancement. For example, link American university students to those considering study in the U.S. through social networking technology to complement more formal advising efforts.

Achieving our objectives: Tactics

2 **Expand and strengthen people-to-people relationships:** Build mutual trust and respect through expanded Public Diplomacy programs and platforms

Expand Public Diplomacy platforms and venues for direct engagement with foreign audiences to present a new face to foreign publics beyond fortified compounds

- **Revitalize and establish American Centers/Corners as spaces for Public Diplomacy activities and engagement**
  Identify the best means of upgrading and maintaining publicly-accessible, secure American Corners/Centers. Design models for new American Centers as venues for programs beyond fortified compounds and as symbols of our desire to engage. Actively seek private sector partners in making these places showcases for American culture and technology. For example, Embassy Jakarta is developing plans for an American Place in a shopping mall.
- **Reinvigorate cultural programming to drive engagement and collaboration**
  Scale up cultural programming that presents American art, theater, music, dance, and literature to create apolitical space for building relationships and to counter negative stereotypes about American culture. Extend American culture's collective reach by facilitating the overseas work of other public and private cultural institutions and organizations (e.g. the Smithsonian or regional arts councils), using technologies to multiply linkages (e.g. online arts management courses taught by U.S. experts or online fora for sharing artistic content), and encouraging artistic collaboration as a springboard for enduring relationships.

Sustain enduring relationships and ensure that USG fully leverages investments in relationships and skills

- **Deepen our connections with alumni of USG programs through better long-term outreach programs**
  Greatly expand alumni coordination, tracking, and outreach to turn these potential resources into credible advocates and community organizers.
- **Consider longer or repeat assignments for Public Diplomacy FSOs as appropriate**
  One- or two-year tours can impede FSOs' ability to develop deep relationships with host-country contacts. Longer tours (e.g. three or four years where appropriate) or repeat assignments would allow FSOs to better capitalize on country-specific knowledge and language abilities.

Achieving our objectives: Tactics

3

Combat violent extremism

Counter violent extremist voices, discredit and delegitimize al Qaeda, and empower local credible voices

Current challenges

- **Violent extremists** have used a wide variety of platforms and media to **spread their messages** and **inspire new followers**
- We have **not developed** an **effective approach for countering violent extremist propaganda**

Achieving our objectives: Tactics

3 **Combat violent extremism:** Counter violent extremist voices, discredit and delegitimize al Qaeda, and empower local credible voices

Rapidly respond to extremist messages; proactively shape the narrative that has allowed extremists to disseminate misinformation and recruit new followers

- **Aggressively harness new and traditional media to communicate U.S. perspectives and counter misinformation**
  Develop targeted media engagement plans in key geographies allowing for quick response to those who speak for al Qaeda; expand the role of media hubs and enhance their role as digital engagement centers to play a larger role in regional dialogues; bolster International Information Program's capabilities to leverage media platforms for participating in new conversation spaces and disseminating information.

Empower credible voices within societies to undermine violent extremists' messages

- **Provide tools and platforms for independent voices to expand their reach**
  Facilitate linkages between post contacts to create stronger civil society networks to advocate more effectively; provide access and training in social media to create broader platforms for local voices; equip post contacts with useful information and resources to deepen their impact
- **Leverage partnerships to train religious and secular leaders with local influence in issues of development, health, and education**
  Expand programs to work with local leaders to equip them with relevant skills and knowledge for strengthening their communities, expanding economic opportunity, and improving living conditions. Enhance the capacity of participating leaders to: share information on critical topics with members of the communities they serve; act as conduits for relaying community needs and expectations; serve as catalysts for activities in their own communities.

Achieving our objectives: Tactics

4

Better inform policy-making

Ensure foreign policy is informed upfront by an understanding of attitudes and opinions of foreign publics

Current challenges

- Public Diplomacy must be more fully integrated into foreign **policy formulation**
- PD-specific **mechanisms** for **analyzing** our operating environments and **linking** plans to policy, like USIA's institutional analysis and country plans, **no longer exist**
- **Structures for interagency coordination** for Public Diplomacy and Strategic Communication efforts need strengthening

Achieving our objectives: Tactics

4 **Better inform policy-making:** Ensure foreign policy is informed upfront by an understanding of attitudes and opinions of foreign publics

Bolster Public Diplomacy's integration with and role in formulating foreign policy

- **Appoint a Deputy Assistant Secretary dedicated to Public Diplomacy in each regional bureau**
  Elevated Public Diplomacy presence within regional bureaus will provide greater integration of Public Diplomacy activity and policy formulation and stronger links between R and regional bureaus. It is critically important that the position be filled with a senior Foreign Service Officer with extensive experience in the region. DAS would lead regional Public Diplomacy operations.

Ensure that market research becomes a critical component of Public Diplomacy strategy

- **Bolster capabilities to conduct and disseminate market and consumer research that tracks and analyzes important trends in global behavior and opinion**
  Enhance and expand Public Diplomacy's organizational capacity for thorough research, analysis, and monitoring of audience opinion and sensitivities to ensure that State maintains a deep understanding of the evolving environment for engagement. Create a staff dedicated to market research and analysis within International Information Programs (IIP) and continue to strengthen collaboration with the Bureau of Intelligence and Research (INR).
- **Leverage research and analysis to inform foreign policy formulation and tailor outreach to resonate with target audiences**
  Incorporate research into development of Public Diplomacy strategies and initiatives to ensure that chosen methods for engagement and communications reflect a nuanced understanding of host society opinions, norms, and modes of communication and achieve maximum impact. Ensure that Public Diplomacy's expertise and understanding of societal trends informs foreign policy formulation and implementation.

Achieving our objectives: Tactics

4 **Better inform policy-making:** Ensure foreign policy is informed upfront by an understanding of attitudes and opinions of foreign publics

Coordinate proactively with other USG departments and agencies

- **Strengthen the role and capacity of the Global Strategic Engagement Center at State**
  Support IPCs for Global Engagement and Strategic Communications, connect decision-makers with Government-wide expertise and analysis, and alert the interagency to emerging and long-term communications and engagement trends and issues.
- **Establish detail positions for Public Diplomacy officers in DHS, DoD, and USAID**
  Detail positions and embedding will create closer linkages and improve understanding of partners' capabilities to better plan for collaborative whole-of-government approaches.
- **Reinforce role of Public Affairs Officers (PAOs) to lead communications and engagement at post**
  Several USG agencies conduct activities related to Public Diplomacy. PAOs should be empowered to support, coordinate, and integrate the efforts of all mission elements in external communications and other forms of engagement.

Achieving our objectives: Tactics

5

Deploy resources in line with current priorities

Strengthen structures and processes to ensure coordinated and effective Public Diplomacy

Current challenges

- Annual **budgets are largely determined by previous year** spending, not by changing global priorities
- The **Under Secretary lacks mechanisms to effectively coordinate** Public Diplomacy operations
- Tools for **evaluating short- and long-term impact** are **not uniformly used** or built into planning
- **DoD continues to hold a large proportion** of USG resources for civilian-focused engagement

Achieving our objectives: Tactics

5 **Deploy resources in line with current priorities:** Strengthen structures and processes to ensure coordinated and effective Public Diplomacy

Establish mechanisms for appropriate allocation of resources to support foreign policy priorities

- **Initiate needs-based and policy-oriented budgeting approach to ensure alignment with current priorities**
  Review allocations as part of QDDR process to ensure that resource levels reflect evolving priorities. Institute annual strategic reviews with regional bureaus and R to ensure that plans and resources support current goals.
- **Establish multi-year Public Diplomacy plans at all posts based on thorough research and analysis**
  Reorient Public Diplomacy planning culture to require posts to identify policy objectives and target audiences based on insights into evolving trends in opinion and behavior. Multi-year plans will help to provide clarity of objectives and ensure continuity through personnel turnover.
- **Fully utilize evaluation and assessment tools to measure Public Diplomacy's impact**
  Improve tracking and reporting mechanisms and incorporate measurement into all Public Diplomacy plans. Use evaluation and measurement results to help focus Public Diplomacy plans on activities designed to maximize impact. Track short-term outputs to ensure successful program management and to build baseline data and longitudinal data sets to understand long-term impact on opinions and attitudes.
- **Support innovation and flexibility at post and create a *Fund for Innovation***
  Create a *Fund for Innovation* to allow posts to pursue innovative ideas for outreach. Funding decisions would be made quickly to ensure that time-sensitive opportunities are not missed or postponed until the next fiscal year budget cycle. Seek additional mechanisms to provide more flexible budgeting within budget cycles for rapid deployment of funds to timely initiatives.

Strengthen the Under Secretary's ability to coordinate Public Diplomacy programs and resources

- **Bolster R's Office of Policy, Planning, and Resources by strengthening its ability to coordinate global Public Diplomacy policy, evaluation, and strategic resource allocation**
  Strengthen central functions for Public Diplomacy to ensure that activity flows from strategic priorities and is coherent and coordinated.

Achieving our objectives: Tactics

5 **Deploy resources in line with current priorities:** Strengthen structures and processes to ensure coordinated and effective Public Diplomacy

Grow and diversify Public Diplomacy's private sector partnership base to extend and enrich our reach and to enable State to serve as a catalyst, aggregator and convener of American efforts at engagement

- **Broaden the pool of private sector partners with whom we engage**
  Multifaceted challenges require partners beyond the USG. Public Diplomacy should act as a catalyst and aggregator for non-governmental efforts at engagement. Partnerships with corporations, foundations, academic institutions, and private citizens can broaden Public Diplomacy impact and facilitate deeper linkages between U.S. civil society and counterparts abroad.
- **Seek private sector funding to share costs of new engagement platforms**
  The scale of required outreach and budget realities will require Public Diplomacy to secure new sources of support for initiatives.

Begin review with Defense Department and interagency of civilian-focused activities led by DoD

- **Work closely with the interagency and Congress to ensure that any new responsibilities are accompanied by new resources; build internal capacity to successfully absorb any new resources**

Develop and deploy human resources to meet the demands of 21st century engagement

- **Recruit, hire, and train for effective development and implementation of new strategies for engagement**
  Revolutionize recruitment for Public Diplomacy through a strategy of concerted outreach across college campuses and professional spheres, calling Americans to public service in engaging with people around the world. Expand training to focus on requisite skills, from strategic planning and audience analysis to creative use of new media technologies.
- **Institutionalize R collaboration on Public Diplomacy assignments**
  R, HR, and regional bureaus will collaborate in deployment of Public Diplomacy officers.

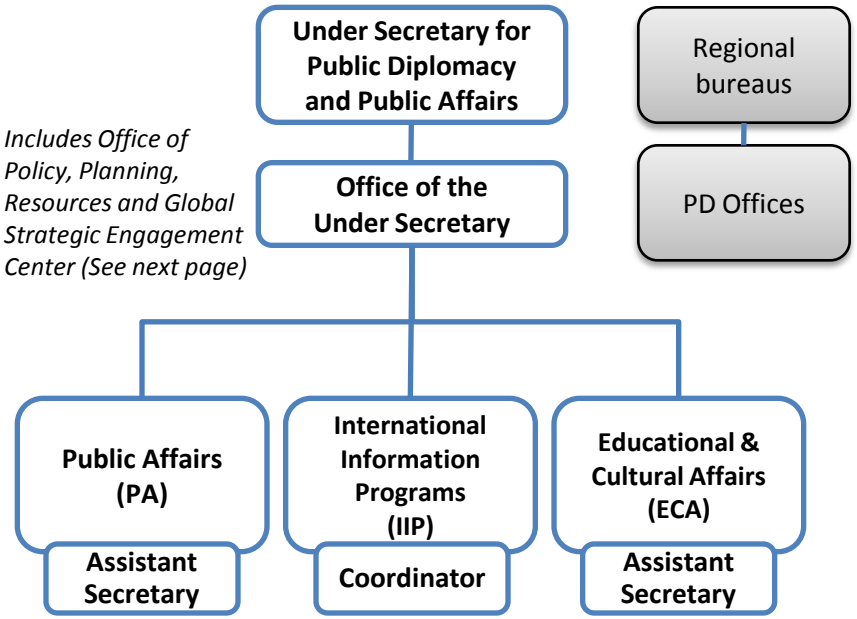
Appendix

- **Overview of structural reforms**
  - New organizational charts
  - Vision for International Information Programs (IIP)
  - Highlights of changes to Educational and Cultural Affairs Bureau (ECA)
  - Role of Deputy Assistant Secretary for International Media Support within Bureau of Public Affairs (PA)
  - Vision for R's Office of Policy, Planning, Resources (R/PPR)
  - Role of Deputy Assistant Secretary for Public Diplomacy within regional bureaus
- **Overview of Public Diplomacy budgets**
- **Overview of working groups**

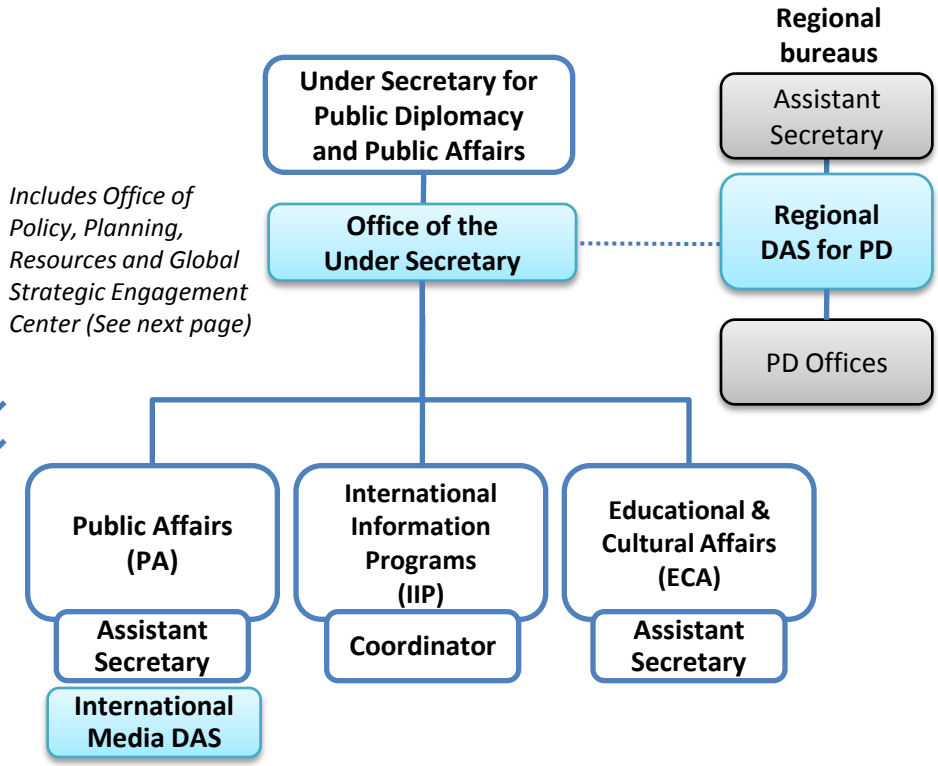
Overview of structural reforms

Realigned element

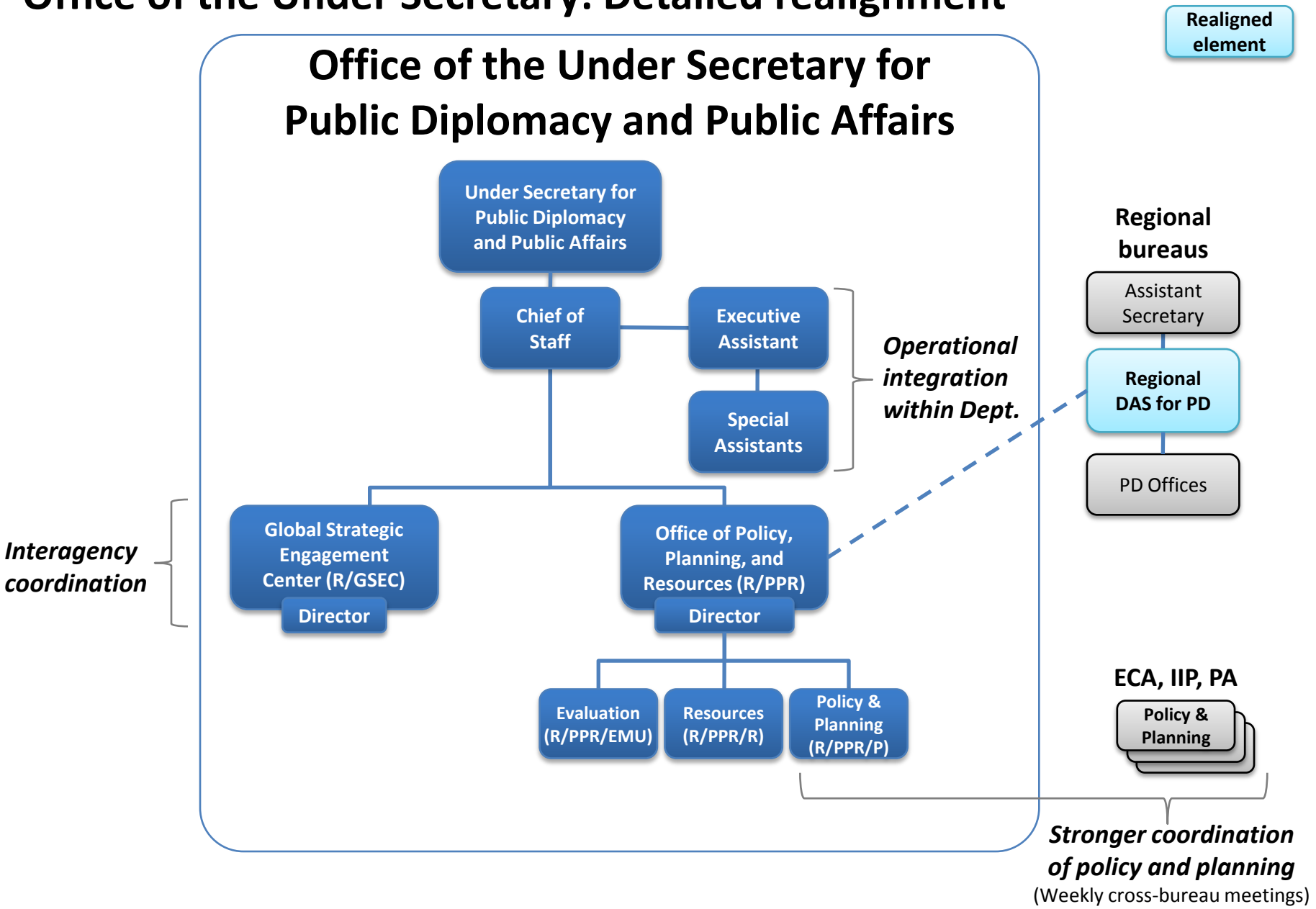
Existing Structure



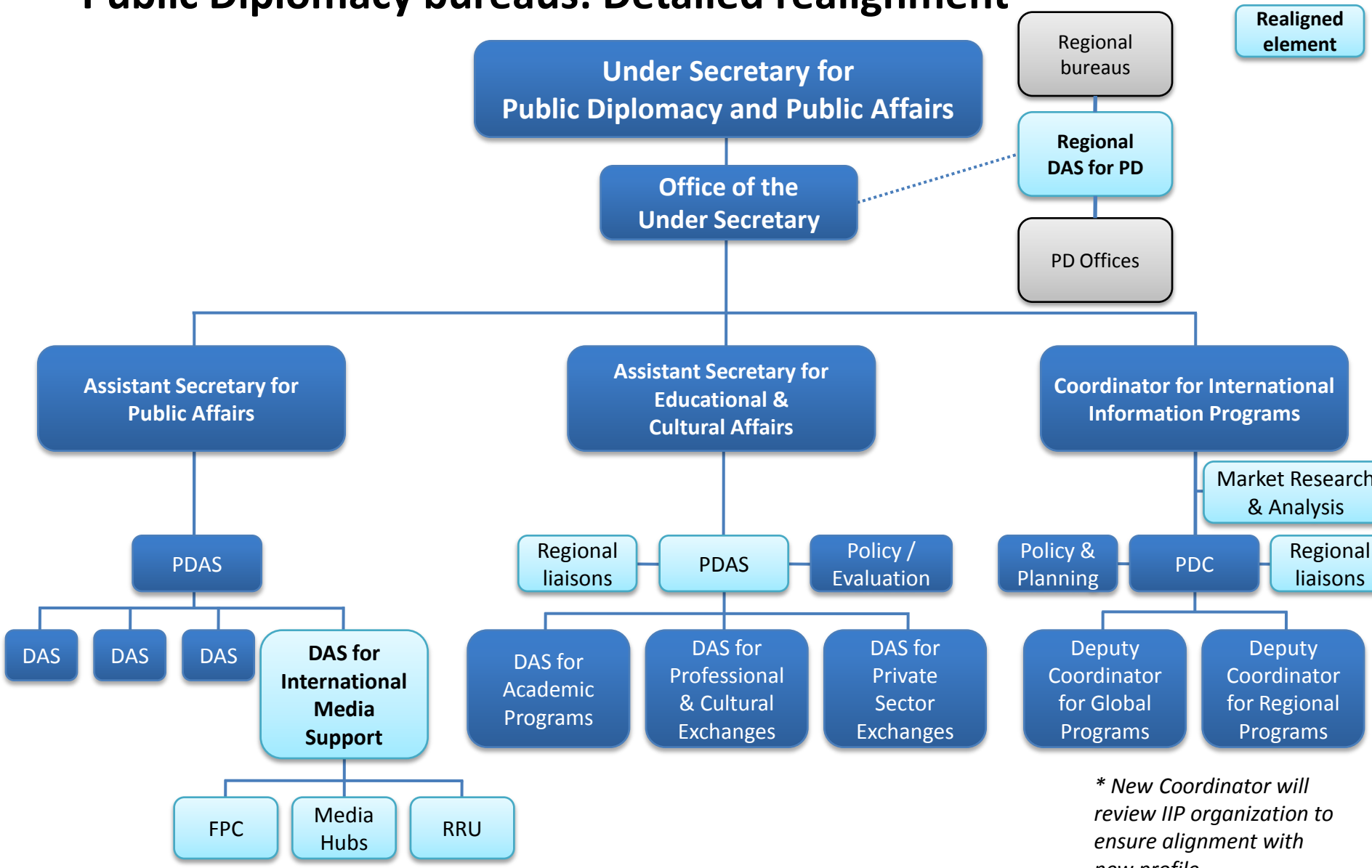
New Structure



Office of the Under Secretary: Detailed realignment



Public Diplomacy bureaus: Detailed realignment



** New Coordinator will review IIP organization to ensure alignment with new profile*

International Information Programs (IIP): A new profile

Creative engine of Public Diplomacy

- **Translates** policy guidance from S and R into **innovative strategies, plans, and programs for engagement** leveraging traditional and new information platforms
- New leader with **management experience** and **understanding of international markets**

Cauldron of innovative applications for technology

- **Department lead on harnessing cutting edge technology** to communicate with the world and engage new audiences
- Given **freedom and flexibility to experiment** with new forms of outreach

Market intelligencer

- Keeps **finger on the pulse of latest trends** in communications technology and opinions
- Scaled-up **market research function** will inform **matching of approach to target audiences**

Dynamic manager of strategic campaigns

- **Mobilizes functions** across Department in **support of targeted campaigns** for priorities (e.g. climate change, food security)
- **Supports posts** with innovative tools for executing campaigns

Bureau of Educational and Cultural Affairs (ECA): Strong ties to the field and private sector

Strengthened connections to policy and the field

- **PDAS** serves to ensure and articulate a strong **link between educational and cultural programming and policy** objectives
- **Regional liaison** positions **facilitate contact** between field and program offices and serve as **point-of-entry** to ECA for Posts

Bolstered capability for cultural programming

- Provide **expanded staffing and budget** for cultural programming

Aggregation and facilitation of broader efforts at engagement

- **Leverage complementary non-USG efforts** at cultural and educational outreach, by serving as an aggregator, catalyst, and facilitator of wider U.S. efforts
- **Seek broad partnerships** within American private sector to broaden impact of educational and cultural outreach

Public Affairs Deputy Assistant Secretary for International Media Support: Strengthened PA support for field engagement

Dedicated voice for International media engagement

- Ensures **Public Affairs considers international media** in all outreach
- Alerts Public Affairs to **trends and issues in foreign media**
- **Identifies target media outlets** and best approaches for communications

Coordinator of related functions

- Public Affairs currently has several **dispersed functions focused on foreign communications** and engagement
- **Deputy Assistant Secretary enhances coordination** among Public Affairs elements focused on overseas media outlets, including Regional Media Hubs, Rapid Response Unit, Foreign Press Centers

Link between Public Affairs and Public Diplomacy

- Ensures that **Public Affairs serves Post needs** for reaching out to foreign media
- Greater **consistency** of messaging
- Efficient, **strategic deployment** of resources
- Public Affairs activity will be more **closely tied to overall engagement** strategy
- **Stronger communication** between regional bureaus and Public Affairs

Office of Policy, Planning and Resources for Public Diplomacy: Strategic global coordination

Long-range planning

- **Directs and coordinates strategic planning process** for global engagement
- Analyzes long-term trends and **steers Public Diplomacy for the future**

Strategic resource management

- **Manages Public Diplomacy global budget** and ensures resource allocation that matches our objectives
- **Leads workforce planning for Public Diplomacy**, as a voice for Public Diplomacy on HR issues

Evaluation of impact through measurement

- **Creates, implements, and monitors performance measurement** for Public Diplomacy globally
- Provides Department and field elements **real-time analysis** supporting strategic planning and budgeting
- **Measures short-term** outputs to ensure effective program management and outreach to key demographics
- **Builds baseline data** to **measure long-term impact** on attitudes and opinions
- **Improves longitudinal datasets** of program participants to analyze impact of individual programs on different demographics

Regional Deputy Assistant Secretary for Public Diplomacy: A stronger voice for Public Diplomacy

Public Diplomacy voice in policy formulation

- Public Diplomacy perspective will be **present in senior policy** discussions
- Creates stronger **link between Public Diplomacy and policy** objectives
- **Public Diplomacy will be in on the "take-off"**, not just "crash-landings"

Link between R and regional bureaus

- DAS will **strengthen communication** between regional bureau leadership and R
- New relationship will **facilitate strategic deployment** of resources

Overview of Public Diplomacy budget FY 2009-2011

Public Diplomacy budget
(in thousands)

Fiscal Year	Non-exchange Public Diplomacy Funding (D&CP .7)	Educational & Cultural Exchange Programs (ECE)	Total Public Diplomacy Funding	% increase (year over year)
2009 Appropriation	$394,806	$538,000	**$932,806**	8.55%
2010 Request	$500,278	$633,243	**$1,133,521**	21.52%
2011 Request	$589,618	$697,900	**$1,287,518**	13.6%

Includes both program and staff funds, but does not include American salaries

Source: State Department Office of the Undersecretary for Public Diplomacy and Public Affairs

Overview of working groups

Purpose of working groups

- Create **detailed implementation plans** for Framework tactics, including:
  - Assessment of status quo and key gaps to achieving objectives
  - Programs and resource requirements for 2010 forward
  - Projected impact (e.g. audiences reached)
  - Metrics and milestones to measure success
- Create **platform for input** on tactics from broad set of stakeholders
- **Reach out beyond R and Public Diplomacy offices** to ensure that programs and processes integrate with Department while building a constituency of personnel invested in Public Diplomacy
- **Timeline**: **3-6 weeks** from working group launch to completion

Possible working groups include:

- **International media outreach**
- **Youth outreach**
- **Women's outreach**
- **Countering violent extremism**
- **American Centers**
- **Cultural programming**
- **English teaching**
- **Educational advising / alumni outreach**
- **Science and technology diplomacy**
- **Planning, Analysis and Evaluation**
  - Country strategic plans
  - Evaluation platforms
- **Technology and new media**
  - Equipment and regulations
  - Cross-cutting group contributes to all working groups