

RELEASE IN FULL

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**To:** The Honorable Hillary Rodham Clinton, Secretary of State

**Thru:** Cheryl Mills, Counselor and Chief of Staff

**From:** Reta Jo Lewis, Special Representative, Global Intergovernmental Affairs

**Date:** December 31, 2009

**Subject:** The Next Six Months - Work Plan

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**I. Introduction**

The next six months will be a critical time for establishing the Department's leadership in bridging relationships for U.S. intergovernmental officials and their foreign counterparts, defining the mission and role of the Office of the Special Representative for Global Intergovernmental Affairs ("S/SRGIA"), and outlining an agenda that serves the needs of the Department and these officials. Our approach will be strategic and integrated, working in collaboration with Department bureaus and USAID offices to strengthen and deliver on the Secretary's and Administration's priorities.

**II. Key Objectives**

The Special Representative for Global Intergovernmental Affairs will serve the global needs of the U.S. intergovernmental officials and the entities they represent. The S/SRGIA will also connect U.S. state and local officials with intergovernmental officials around the world, promote local capacity building investments and programs to enhance country-led processes, and facilitate the needs and goals of intergovernmental officials here and abroad consistent with Department priorities.

**III. Next Steps**

This work plan describes activities that the S/SRGIA plans to initiate, grow and implement in the next six months. To place the Work Plan in context, we describe below S/SRGIA's work-planning process.

**A. Establish S/SRGIA Mission and Role in the Department.**

Currently, no one and no office in the State Department has accountability to serve the needs of intergovernmental officials, (e.g., Governors, Mayors, local elected leaders, the entities that represent them) with respect to their global affairs portfolios. State and local officials' concerns are typically routed on an individual basis through bureaus with the results reflecting the priority of the person in the bureau's estimation or the nature of the request. Priority activities will be as follows:

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- Confirm the Secretary's support to focus on priority issues and countries;
- Join Department's meetings and conversations with visiting foreign state and local representatives and dignitaries to establish S/SRGIA's role;
- Strengthen support on global intergovernmental affairs issues internally in the State Department, by explaining the value of these stakeholders;
- Track deployment of resources assisting intergovernmental officials and leverage the State Department's collective U.S. and global intergovernmental relationships;
- Follow and interpret international issues (e.g., food security, global health, climate change, trade and economic development, energy) of importance to state governments;
- Promote dialogue between the Department (e.g., USAID, EEB, ECA, Public Private Partnerships, Global Women's Issues, Consular Affairs, MCC and targeted Regional Bureaus) and external constituents (e.g., Governors, Mayors, local elected officials, and the entities that they represent) for more effective partnerships and relationships; and
- Collaborate with the Public Diplomacy and INR to create a survey of foreign intergovernmental affairs officials to determine their needs and engage U.S. intergovernmental officials to learn how the Department should help to further their global goals.

### **B. Conduct Stakeholder Outreach: Obtain first-hand understanding of the needs of U.S. intergovernmental officials.**

State economies are increasingly globalized, and more and more U.S. companies are competing in international markets and against firms worldwide. As the principal stewards of their states' economic success, Governors recognize that the global marketplace presents both challenges and opportunities and that states must address both to ensure their continued competitiveness. Thus, S/SRGIA will develop its global intergovernmental affairs outreach activities in partnership with its participating US and other intergovernmental and international organizations. U.S. national organizations who serve governmental authorities include but are not limited to the following:

- National Governors Association;
- National Lt. Governors Association;
- U.S. Conference of Mayors;
- National League of Cities;
- National Association of Counties/Large Urban County Caucus;
- National Association of States Attorney Generals;
- National State Legislatures; and
- Councils of State Governments.

Outreach is essential to many aspects of the Department's activities. S/SRGIA's outreach objective is to promote and increase the general awareness of the benefits of the State Department efforts in global intergovernmental affairs, especially among decision makers and policy makers, educational entities, non-governmental organizations, public-interest groups and public agencies. S/SRGIA will provide international outreach services to state and local elected officials in all 50 states, the District of Columbia, Puerto Rico and all other inhabited U.S. territories. Specific objectives are to:

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- Build state by state profiles, thus creating a set of priorities and identifying opportunities for collaboration with state and local officials on their global projects and Department priorities;
  - Establish our target list of public officials to assist and nurture relationships with principals and the organizations that represent them and their global needs;
  - Create dialogue with the Governors and Mayors in preparation for the NGA and Mayors Washington conferences in the fall;
  - Travel to conferences and meetings within the United States and countries abroad required to implement the Department's global intergovernmental affairs agenda;
  - Develop a network of leaders, to collaborate and create partnerships;
  - Coordinate meetings between Department of State experts and state and local officials;
  - Support targeted elected officials trade missions and other official trips abroad;
  - Develop a strategy for deliverables such as multilateral pacts and Memorandum of Understandings on key State Department priorities that we will sign with responsible parties; and
  - Collaboration with EEB, to partner with them to engage state and local government leaders in the bureaus enhanced commercial diplomacy efforts (e.g. the Administration's National Export Initiative and EEB/Consular Affairs Business Visa Facilitation initiative, etc.).
- C. Conduct Stakeholder Outreach: Obtain first-hand understanding of the needs of middle and senior foreign intergovernmental affairs officials.**

Currently, ECA conducts a significant number of exchanges with foreign and domestic government officials. None of ECA's programs target regions with the objective of enhancing another country's government systems because the bureau's authorities do not permit any type of training since everything must be done under the auspices of enhancing mutual understanding. The most visible ECA program is the International Visitor Leadership Program which in FY09 brought in 1,390 foreign government officials at the state, city and national levels to gain knowledge around the US political system and culture. To date, the bureau estimates the same number of government visitors in FY10.

Thus, S/SRGIA will develop its global intergovernmental affairs outreach activities in partnership with international organizations. International organizations who serve local governmental authorities include but are not limited to the following:

- United Cities and Local Governments;
- Metropolis;
- The World Urban Forum;
- UN-HABITAT;
- Latin American and Caribbean Ministers of Housing and Urbanization;
- UN Advisory Committee of Local Authorities;
- The World Mayors Council on Climate Change;

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- Sister Cities International;
- Local Governments for Sustainability; and
- Municipal Development Partnerships which targets governments in Africa.

Priority activities will be as follows:

- S/SRGIA will collaborate with Public Diplomacy to conduct stakeholder outreach with strategic countries – e.g. Af, Pak, Iraq – and key emerging powers (Brazil, India, Indonesia, South Africa, Nigeria) and developing countries (Rwanda, Ethiopia, Kenya, etc.) to obtain first-hand understanding of the needs of middle and senior foreign intergovernmental affairs officials;
- Collaborate with INR to assist us in gaining a better understanding of what foreign intergovernmental affairs officials want to engage with their US counterparts ranging from engagement on a host of common policy concerns, opportunities, programs and connections.

### **D. Provide Leadership for Department Intergovernmental Capacity Building.**

One of our largest challenges in most developing countries is the lack of capacity in the government below the President and Prime Minister level. As the Department seeks to implement development programs or conduct diplomacy, there is often limited local counterpart capacity to do so with or to empower. S/SRGIA will work with USAID and State bureaus and offices to provide connections and leadership development to build the capacity of intergovernmental officials in countries around the world. Currently, millions of dollars of USAID and ECA grants that support capacity building are typically carried out by contractors and have results that are not transparent in their reporting or impact. S/SRGIA will partner with existing offices to provide leadership for the investment in this space, accountability for the outcomes and programming, and foster relationships between intergovernmental officials here in the US with foreign partners to mentor and model what is needed.

S/SRGIA capacity building strategies will primarily be based on best practices derived from studying successful and less-successful approaches. Within the next six months, S/SRGIA will work in partnership with Department and USAID bureaus and resources. Priority activities will be as follows:

- Identify State Department investments, canvass additional State Department dedicated resources other than grant-making and assess the strength of the current environment needed to advance the S/SRGIA's Secretary capacity building agenda for state and local leaders; participate in QDDR process regarding this agenda;
- Develop an agenda for a high-level retreat on the formulation of a National Capacity Development Strategy to present achievements to date, lessons learned and proposals for institutional capacity development going forward;
- Work with the Chiefs of Missions and other diplomats in countries where capacity building is critical to the success of our diplomacy and development efforts;

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- Amplify and sustain high quality and results driven support to institutional capacity development by assisting in advocating for increased funding and building public-private partnerships;
- Prioritize discrete initiatives to “fast track”, based on importance, regional priorities (e.g., Asia, Africa and Latin America), assessment of readiness, impact and feasibility and translate priorities into actionable interventions;
- Develop a network of experts involved in existing capacity-building initiatives related to global intergovernmental affairs and build partnerships;
- Define a coordinated approach and institutional responsibilities for supporting the GIA capacity building initiative; and
- Identify opportunities for further collaboration with state and local officials on their projects and Department priorities.

#### **IV. Administrative Activities**

- Standardize requests for assistance with projects related to policy, business, trade, consular affairs, etc.; and
- Link the Department website to states websites and trade and development office websites.

#### **V. Budget and Staffing**

S/SRGIA will require a budget and staffing to fulfill its mission.

#### **VI. Assessment of Progress**

The **short term** goal will be to engage U.S. intergovernmental officials about their global concerns. The S/SRGIA office will become a significant resource for high-level State Department engagement for U.S. state and local elected officials. The benefits of this new office will be immediate and grow over time as our engagement deepens. Assisting US states and local governments to expand their exports, promote locations for foreign investment and for participation in State Department priorities are some of the short term benefits we hope to achieve with respect to U.S. intergovernmental officials.

With respect to the global intergovernmental officials, in the **short term**, we expect to work with our Regional Bureaus and Offices, (e.g., USAID, ECA, EEB, etc.) to assess the current state of play and assist us with how we better target and leverage our assistance to this constituency.

In the **longer term**, institutionally, we need to sustain relationships with our embassies and missions overseas, so that they can assist state and local officials and their constituencies to expand their global business base. As related to our national capacity building strategy, in the long term, we seek to empower and educate and build relationships with state and local officials abroad. We also seek accountability for the outcomes of the programming and will provide leadership for future investments. Going forward, we will tailor these investments to address regional State Department priorities.

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In addition, since there is a lack of USG harmonization of all of the relevant USG programs, having S/SRGIA be the designated coordinator will allow DOS to take the lead in synchronizing government wide programs that engage foreign government officials. This will be another **long term** goal for the office.

### **VII. Potential Events**

#### **A. Potential Events and Activities for S**

1. Private Dinner or Luncheon with the Governors and Urban Mayors;
2. Roundtable or Speech at USCM/NGA Winter Meetings; and
3. Recommendations of Governors and Mayors for S to extend possible invitations for occasional international travel with S.

#### **B. Potential Events and Activities SRGIA**

1. Host "Day with State" with U.S. intergovernmental officials and conduct joint meetings with various State Department Bureaus and Offices giving stakeholders the ability to connect and partner with State;
2. Focus Groups with Diplomats from key regions of interest representing Latin America, Africa, Asia in our development of our capacity building strategy;
3. Meetings with other elected officials and representative organizations;
4. Meetings with NGOs, thinktanks, etc.; and
5. Recommend US intergovernmental officials for appointments to US delegations to State Department international meetings and conferences.

### **VIII. Possible Travel for SRGIA**

#### **A. Domestic**

1. TX, NY, VA, MD, PA, Delaware, D.C. Illinois, Florida, California, Ohio, NJ, Michigan. States are targeted based on foreign direct investment, export data and states of interest.

#### **B. International**

1. Travel to targeted international meetings that focus on engaging state and local leaders; (e.g. World Urban Forum, Brazil; World Cities Summit 2010, Singapore; World Alliance of Cities Against Poverty, Rotterdam; 3<sup>rd</sup> Meeting of United Cities and Local Governments-ASPAC Congress 2010, Japan; Global Mayors Forum, Hong Kong and Shenzhen, China;)
2. Emphasis and travel to Asia, Latin America and Africa countries where capacity building is critical to the success of our diplomacy and development effort.

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### **IX. Key Dates - 2010**

1. Jan. 13 - 14, 2010, Western Hemisphere Economic Officers Conference, Puerto Rico
2. Jan. 20 – Jan. 22, USCM Winter Meeting and June 2010 Annual Meeting
3. Jan. 29 – Feb. 1, National Association of Secretaries of State
4. Jan. 30 – Jan. 31, National Conference of State Legislatures, Savannah, GA
5. Feb. 8 – Feb. 10, National Association of Attorneys General, Ft. Lauderdale, FL
6. Feb. 20 – Feb. 22, National Governors Association Winter Meeting and July 2010 Annual Meeting
7. Mar. 6 – Mar. 7, National Association of Counties
8. Mar. 10 – Mar. 12, National Lieutenant Governors Association
9. International Conference of Mayors Summits
10. Strategic and Economic Dialogue – Chaired by S and Treasury
11. 2010 - Gov. Linda Lingle, APEC Conference – Hawaii
12. World Conference of Mayors for Peace
13. United Nations Day
14. Mayors Hemisphere Forum