

RELEASE IN FULL

**Office of Public Diplomacy & Public Affairs
Bureau of African Affairs
(AF/PDPA)**

**2010-2014
Organizational Development Plan**

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AF/PDPA Organizational Development Plan

Table of Contents

Executive Summary

- I. About the Organizational Development Process
- II. 21st Century Africa Public Diplomacy & Public Affairs - Context & Mandates
- III. Making Better Policy & More of a Public Impact
- IV. Strategic Plan for Africa Bureau Office of Public Diplomacy and Public Affairs
 - Philosophy
 - Mission Statement
 - Role
 - Audiences
 - Core Functions
 - Goals
 - Strategies
 - Actions

Annexes

- I. Acronyms
- II. Approach & Methodology
- III. AF/PDPA Staffing
- IV. AF/PDPA Core Functions
- V. Action Progress Summary

Executive Summary

To address concerns raised by the OIG in its August 2009 inspection report of the Africa Bureau, the Office of Public Diplomacy and Public Affairs (AF/PDPA) has engaged in an organizational development process. Over the past few months AF/PDPA has defined the philosophy, role, mission, audiences, core functions, and value added of public diplomacy and public affairs in the Africa Bureau and set goals and strategies for the AF/PDPA office to excel.

The Department of State's expertise on public diplomacy programs and activities in Africa, on the regional African public and media context, and on the Department's engagement with the media and American audiences on African issues should reside in AF/PDPA.

The mission of Africa Bureau (AF) public diplomacy and public affairs is to support the achievement of U.S. foreign policy goals and objectives, advance national interests, and enhance national security by understanding, engaging, informing and influencing the people of Africa and informing the people of the United States of America in order to create an enabling environment and strong relationships for a healthy, mutually-beneficial U.S.-African partnership.

This four-year organizational development plan lays down specific goals, strategies and actions/changes that will facilitate the highest level of performance of the office's core functions; address the office's performance challenges, and take advantage of opportunities. Throughout this plan is an ongoing commitment by AF/PDPA personnel to a renewed approach to their work. The commitment is to increased initiative, more strategic thinking, more frequent and earlier engagement in policy-making processes, and a fuller understanding by every staff member of how his/her work contributes to the larger whole. Over the course of the next few months, the approach of each AF/PDPA staff member will change as will a number of roles and portfolios. This plan assumes that the rest of the AF Bureau not only will be receptive to these changes but also will pro-actively seek AF/PDPA expertise and collaboration as appropriate.

The most visible outcome of this organizational development process will be the physical reorganization in the Africa Bureau. As soon as space is available, AF/PDPA will embed public diplomacy desk officers in the AF geographic offices. In order to make space available and to increase coordination among the bureau's functional offices, all of which do some engaging of civil society and private-sector audiences in the United States and in Africa, Assistant Secretary Carson has asked the bureau's executive office to conduct a full-bureau analysis of office space based on function, size and resource available. This analysis will inform the ultimate decisions as to who sits where.

However, the most significant outcome of this process will not be the shuffling of office space, but the results. The current AF/PDPA team is constantly short-staffed but at its core is an innovative, talented team of Civil and Foreign Service experts in engaging publics and the media and building long-term relationships for the United States. With added expertise, further integration with the rest of the Bureau and a 21st century focus on networking, AF/PDPA will produce results: more effective public diplomacy in

"The U.S. must recognize the necessity of orchestrating networks of public, private and civic actors to address global problems"

-- Anne-Marie Slaughter

UNCLASSIFIED AF/PDPA Strategic P

Africa and public affairs in the United States and better informed policy-making in Washington.

AF/PDPA is adopting five major goals and will use seven cross-cutting strategies to achieve the goals by taking dozens of specific steps and actions.

AF/PDPA Goals

By 2014:

- I. AF/PDPA is valued for public diplomacy leadership in Africa and for public affairs leadership on Africa policy in the U.S.
- II. Policy-making on Africa is informed by an understanding of public perspectives. State depends on AF/PDPA for expertise and advice on understanding, informing, engaging, and persuading publics in Africa and informing the U.S. public.
- III. The conduct of public diplomacy in Africa and AF's public affairs in the U.S. is strengthened and enhanced via the achievement of specific, measurable public diplomacy and public affairs program objectives.
- IV. AF attracts and retains a diverse, high-caliber public diplomacy and public affairs workforce.
- V. Resources to engage publics in Africa and in America are sufficient and deployed in line with policy priorities.

Strategies

- A. Address location and restructure to close access and communications gaps with AF, better support and guide the field, facilitate AF engagement with target domestic audiences, support expanding PD portfolios, make positions more desirable, and facilitate AF inter-office teamwork.
- B. Engage fully in AF policy-making processes, especially the paper process.
- C. Raise visibility of PD and PA work in AF.
- D. Build and retain expertise in the field and in AF/PDPA.
- E. Increase AF/PDPA networking and coalition building.
- F. Empower the field and AF/PDPA

- G. Align resources with policy priorities and stretch resources via partnerships with other USG, private, and non-profit organizations to maximize resource coordination on shared policy and program goals.

Actions to Achieve Both Public Diplomacy and Public Affairs Goals

1. Engage more in the formal paper process (report more to the Front Office via DARs, Info Memos etc.)
2. Increase administrative support to public affairs staff and cultural coordinator
3. Retain special projects/assistant cultural affairs position
4. AF Bureau BSRP includes public diplomacy and public affairs goal paper
5. Increase coordination and clarify PDPA roles to AF functional offices
6. Establish all-AF/PDPA electronic filing and contact systems
7. Reconfigure media officer position to non-traditional media and outreach position
8. New deputy PACO/special projects civil service position
9. Pilot if appropriate: "Public Environment" issue paper for A/S and higher trips

Public Diplomacy Actions

1. PD desk officers develop PD, educational, cultural, media, and social networking expertise in portfolio countries
2. Embed desk officer positions in geographic offices
3. Improve support for first-time PAOs
4. Meet Specific Public Diplomacy Program Objectives (Listed on page 25 and in Annex V)
5. Streamline and improve results/impact and public environment reporting from the field (Embrace MAT)
6. Annual AF PAO Conference in Washington, DC.
7. MSRPs – PD included in all goal papers and specific PD goal paper
8. Increase interagency coordination with an emphasis on Africom and USAID
9. AF/PDPA makes better use of public opinion polling/academic analysis and data on Africa
10. Annual Franklin and/or Science & Technology Fellow in AF/PDPA
11. Improve links to public-private partnerships
12. Chief of Mission EERs include public affairs achievements

Public Affairs Actions

1. Increase strategic value of outreach to the Africa Bureau
2. Enhance Diaspora Relations Coordination
3. Restructure morning media clips
4. Biweekly calendar of domestic outreach and media interviews
5. PD-DAS takes on principal AF Bureau spokesperson role
6. Internal marketing - update AF/PDPA information on State's internal websites

I. ABOUT THE ORGANIZATIONAL DEVELOPMENT PROCESS

Since mid-January, the Public Diplomacy and Public Affairs Office of the Africa Bureau (AF/PDPA) has been engaged in a practical, structured organizational development process that seeks:

- To enhance the effectiveness of public diplomacy in Africa and the Africa Bureau's public affairs in the United States;
- To improve AF/PDPA's ability to meet its mandates and fulfill its mission, and
- To directly address concerns raised by the OIG in its August 2009 inspection report of the Africa Bureau - ISP-I-09-63 – about the need “to better integrate AF/PDPA into the Africa Bureau” and to “address the philosophy and role of public diplomacy and public affairs in forming and contributing to the policy of the Africa Bureau in the medium and longer term.”

This process is not a performance evaluation for any person, an inspection, or a judgment on the relative value of any position. Through interviews, document reviews, and group discussions the contractor led a volunteer organizational development team of PDPA staff and leadership in analyzing office performance challenges, opportunities, strengths and weaknesses¹, in clarifying what the public diplomacy and public affairs functions are needed to do in the Africa Bureau (AF) – their philosophy, role, mission and value added - and in setting goals and strategies for AF/PDPA to excel.

During this process AF/PDPA often took a zero-based approach to consideration of its own existence, organization, location, and function. Over the first four months of this year the majority of the staff in AF/PDPA continuously pressed themselves to define not only what they do, but also the value of the tasks and activities they perform. Questions and options for discussion during weekly brown bag sessions, meetings of senior leadership, as well as at a half-day all-office meeting, challenged traditions and assumptions and defined primary audiences.

For example, from “what if” type questioning as to whether a public diplomacy (PD) office is needed at all in a regional bureau came clarity about the role of AF/PDPA and its core functions. The analysis of over a half dozen configurations for the public diplomacy country affairs officer (PD desk) position, including eliminating it entirely, became the decision not only to keep the geographic portfolios but to proceed as quickly as possible to embed the PD desks into their corresponding geographic offices. This analysis has concluded that State Department public engagement on Africa policy is best coordinated and led by an active joint public diplomacy and public affairs office in the Africa Bureau - AF/PDPA.

¹ The “Where You Are” interim report was produced by the contractor in March 2010 with the input of AF/PDPA staff.

This process has followed the PD-version of the medical code “primum non nocere” – first, do no harm to the field. However, just as in medicine this does not mean the changes to which AF/PDPA is committing itself and those it is expecting from the AF Bureau, R, posts, and other stakeholders will be easy or painless.

Additional information on the methodology of the process is found in Annex II.

II 21ST CENTURY AFRICA PUBLIC DIPLOMACY & PUBLIC AFFAIRS – CONTEXT AND MANDATES

The African public comprises eight hundred million people who speak thousands of languages in forty-seven countries spread across an area larger than China, the United States and Western Europe combined. Most Africans have no direct contact with America or Americans.

Africa has the world’s fastest population growth rate. Forty-four percent of the population is under 15 and African youth are hungry for opportunity, education, and relevance. Education is a top priority for families across the continent. Traditional American educational and cultural diplomacy – academic exchanges, English teaching, student advising, libraries, and performing arts – provide what people want and, as such, an important opportunity for U.S. Missions to reinforce priority messages and themes. They also provide a two-way window that gives Africans a view of a more diverse, complex, value-based America than is available on most flat screens, and US officials, access to, and greater understanding of, local societies and emerging leaders in particular.

With estimates of no more than a fifth to a third of Africa’s population having electricity at home and historically centralized and inadequate national telecommunications infrastructure, the web-based information revolution of the last twenty years largely bypassed Africa. Africa is well on its way to leapfrogging right over it. Cell phone and other mobile handheld technologies are connecting, informing and empowering urban and rural dwellers like never before.

The U.S. is generally well-regarded in Africa. The U.S.-Global Leadership Project found in 2009 that 83% of sub-Saharan Africans approved of U.S. leadership. BBC World Service polling found that 85% of Kenyans and 72% of Nigerians view U.S. influence as mainly positive. Americans’ interest in Africa is growing. For example, IIE’s Open Doors report on international educational exchange indicates that although still small, the percentage of American students studying in Africa has increased steadily for the past fifteen years. The bonds that have joined America’s and Africa’s history have created durable, complicated ties, strong opinions, and sometimes unrealistic public expectations. This history, these trends, and the personal popularity of President Obama create tremendous opportunity for public diplomacy in Africa.

“I do not see the countries and peoples of Africa as a world apart; I see Africa as a fundamental part of our interconnected world -- as partners with America on behalf of the future we want for all of our children. That partnership must be grounded in mutual responsibility and mutual respect.”

-- President Barack Obama

As African nations become stronger international players, as global networks – reputable and nefarious – increasingly include Africans, as African diasporas are involved more regularly back home, the number of priority themes and issues on which to engage a greater number of audiences grows every year. The Africa Bureau places a priority on expanding public programming outside of chancery compounds to reach more youth, women, and Muslim communities as well as African diaspora and users of social media. Yet, Department of State public engagement resources on and in Africa have been in short supply for years.

The Department of State’s public diplomacy and public affairs Africa resources (human and programmatic) are currently dwarfed by those in budgets in other U.S. government agencies marked for specific angles of this purpose. For example, in Africa it is not unusual for a Department of Defense (DoD) Military Information Support Team (MIST) to have three times the number of American officers and budget of the Embassy’s Public Affairs section. Peace Corps can deliver a dozen American volunteer English teachers directly to rural schools in a single country while State may be able to fund only one English teaching fellow to work on Mission-theme-based curriculum development (i.e. English language instruction that uses good governance, accountability, tolerance, respect for diversity and other themes.) USAID is able to invest millions of dollars in media training via non-profit organizations while a single \$100,000 journalism grant is a major program for most public affairs sections in Africa.

Private charitable foundations, American businesses and non-profits also invest more on communications, education and media in Africa than does the Department of State. Carnegie and other foundations are investing tens of millions of dollars annually in specific African universities over the course of a decade while the Fulbright program provides at most a few scholars per year to these institutions. American civil society groups spend more than AF’s annual domestic public affairs budget on informing and engaging the American people on a single issue - Darfur.

“Africa is cutting-edge cool at this point”

-- Mark Anthony Neal, professor of black culture at Duke University (May 2010)

The resource imbalance is a reality, but in the 21st century it need not be the only factor that defines effectiveness or even relative impact. As Anne-Marie Slaughter has noted “networked power flows from the ability to make the maximum number of valuable connections...In a networked world, the issue is no longer relative power but centrality in an increasingly dense global web.”²

In Africa, where experience has taught citizens not to expect that centralized government will do what is best for society when it means going against the personal interests of those in power, smaller identity networks (ethnic, religious, school, clan etc.) are critically important. Adapting to a networked style will make U.S. government public affairs more effective in Africa. Indeed, for years the GAO has recommended “campaign style” approaches to public diplomacy thematic communications and messaging. Coalition building and pooling resources with others’ to achieve mutual goals can be much more effective than trying to do it all alone.

² Slaughter, Anne-Marie “America’s Edge: Power in the Networked Century” *Foreign Affairs*, January/February 2009

The practices of public diplomacy in Africa and of public affairs on Africa policy are bound by mandates that come from several sources. Legal mandates such as Smith-Mundt and the Fulbright-Hayes regulations are explicit. They restrict resources for certain kinds of activities. “Understood mandates” are those that are widely assumed to be part of the job and stem from State’s ingrained practices and corridor channels, not necessarily regulations. Mandates all along this spectrum are strong enough to dictate when, and for what, public diplomacy and public affairs are used as well as when they are left out of the policy process.

“We also will reach out beyond governments, because we believe partnerships with people play a critical role in our 21st century statecraft.”

-- Secretary of State Hillary Rodham Clinton

The priorities, mandates and principal resources of public diplomacy flow from the Africa Bureau (AF) and from the Office of the Undersecretary for Public Diplomacy and Public Affairs (R). At posts, public affairs sections adhere to Mission priorities first and foremost. Public diplomacy programs and tools are most often run out of the bureau of Educational and Cultural Exchanges (ECA) or International Information Programs (IIP). The AF Bureau’s and Missions’ public diplomacy and public affairs staff must collegially tap into, and show results for, other bureaus and occasionally agencies.

The Africa Bureau has five policy pillars and AF public diplomacy and public affairs further and support all five – strengthen democratic institutions; mitigate and prevent conflict; foster broad-based economic growth; enhance access to education and combat disease, and combat transnational threats – as well as global themes such as climate change, food security, and outreach to Muslim populations in particular.

In addition, R’s “Strategic Imperatives for 21st Century Public Diplomacy” certainly will guide public diplomacy in Africa: shape the narrative; develop proactive outreach strategies to inform, inspire, and persuade; expand and strengthen people-to-people relationships to build mutual trust and respect; better inform policy-making; ensure foreign policy is informed up front by an understanding of attitudes and opinions of foreign publics; combat violent extremism; counter violent extremist voices, discredit and delegitimize violent extremism and empower credible local voices; and deploy resources in line with current priorities - strengthen structures and processes to ensure coordinated and effective public diplomacy

III. MAKING BETTER POLICY AND MORE OF A PUBLIC IMPACT

Over the past four months AF/PDPA has defined the philosophy, role, audiences, mission, and core functions of AF/PDPA. This organizational development plan was developed by AF/PDPA through a consultative and collaborative process. It does not seek to catalogue the full panoply of activities that the office engages in every day. It seeks to provide a strategic direction for the many daily activities – from responding to taskers, to recruiting officers for field positions, to producing daily press clips, to informing PAOs about Washington’s latest policy initiative – so that the each AF/PDPA staff member can make smart decisions about how to increase the value, impact and results of his/her work. It also seeks, to the extent feasible, to

evaluate and measure these to be able to align human and financial resources with strategic priorities.

This plan seeks to build on the office's considerable strengths which include, but are by no means limited to the outstanding teamwork displayed by most staff members on projects ranging from innovative training for LES, to trip paper; the leadership by example of the office director, deputy, PACO and public affairs officer in providing policy-makers and PAOs with regular, valued updates and input; the "go to" responsiveness to posts' needs of the cultural coordinator and ARS Paris; the extensive networking for the Bureau of the outreach coordinator across the United States; the close, collaborative working relationship with IIP in particular; the transparency and inclusiveness within AF/PDPA as to how funding decisions are made, and, the media interview clearance and press guidance processes. The latter works so well that PAOs and AF office directors repeatedly told the contractor "whatever you do, don't change it."

Throughout this plan is an ongoing commitment by AF/PDPA personnel to a new approach to their work. The commitment is to **increased initiative, more strategic thinking, more frequent engagement in policy-making processes, and a fuller understanding by every staff member of how his/her work contributes to the larger whole.** This may sound obvious, but it is not a minor shift and is a day-to-day challenge in the State culture that tasks down, values procedure over creativity, and expects quick responses and turn-around from lower levels but does not place priority on keeping them informed.

The new Public Diplomacy Deputy Assistant Secretary (PD-DAS) will play a major leadership role in implementing this plan. AF/PDPA's leadership team (Director, Deputy, PACO, Chief of Public Affairs, and Cultural Coordinator) is responsible for the pace of implementation, but actually achieving the goals will require all staff members to reshape their approach to their own jobs. It is generally not a matter of just doing more. Most AF/PDPA personnel are already juggling large work loads. It is a matter of working more strategically, in some cases more in depth, and focusing more on impact and purpose.

AF/PDPA GOALS - 2010-2014

- I. AF/PDPA is **valued for public diplomacy leadership** in Africa and for **public affairs leadership** on Africa policy in the U.S.
- II. **Policy-making on Africa is informed** by an understanding of public perspectives. State depends on AF/PDPA for expertise and advice on understanding, informing, engaging, and persuading publics in Africa and informing the U.S. public.
- III. The conduct of public diplomacy in Africa and AF's public affairs in the U.S. is strengthened and enhanced via the achievement of **specific, measurable public diplomacy and public affairs program objectives.**
- IV. AF **attracts and retains** a diverse, high-caliber public diplomacy and public affairs workforce.
- V. **Resources** to engage publics in Africa and in America are **sufficient and deployed in line with policy priorities.**

During this organizational development process AF/PDPA staff and stakeholders proposed many more thoughtful ideas and specific strategies, steps, and actions to achieve these five goals than there are time or resources available. Seven cross-cutting strategies arose out of the list of over a hundred specific actions that the contractor compiled from interviews and discussions with the field and in Washington.

STRATEGIES

- A. **Address location and restructure** to close access and communications gaps with AF, better support and guide the field, facilitate AF engagement with target domestic audiences, support expanding PD portfolios, make positions more desirable, and facilitate AF inter-office teamwork.
- B. **Engage fully in AF policy-making** processes, especially the paper process.
- C. Raise **visibility** of PD and PA work in AF.
- D. **Build and retain expertise** in the field and in AF/PDPA.
- E. Increase AF/PDPA **networking and coalition building**.
- F. **Empower** the field and AF/PDPA
- G. **Align resources with policy priorities and stretch resources** via partnerships with other USG, private, and non-profit organizations to maximize resource coordination on shared policy and program goals.

In early May 2010, as a result of this organizational development process, Assistant Secretary Carson approved major physical restructuring of AF/PDPA. AF/PDPA will embed PD desk officers in the geographic offices using a model similar to that currently used by WHA and EUR. As soon as space is available, PD desks will be relocated to the corresponding AF geographic office (AF/C, AF/W, AF/E and AF/S) in the Harry S. Truman main State building (HST). The PD desk officers will be an integral part of the geographic offices' day-to-day work as public diplomacy experts. These officers will be rated by AF/PDPA and reviewed by the geographic office director, serving as members of both office teams.

Embedding will help close the existing chasm between AF/PDPA and the rest of the bureau, but it is far from a perfect solution and certainly not a cure-all. Shifting of physical office space will jumpstart changes to the "out of sight, out of mind" mentality which has affected AF/PDPA for many years. It will directly address the OIG reports concerns that "the current situation, with AF/PDPA offices across the street from the main Department building, exacerbates the alienation between AF and AF/PDPA." It will open other gaps. The distance between the AF/PDPA "home office" in SA-3 and the AF geographic offices on the fourth and fifth floors of HST will make supervision of and communication with the desks more challenging than EUR's or WHA's experience. Included in this plan are actions to mitigate anticipated new gaps and to address proactively potential thorny areas. The AF/PDPA leadership

team has discussed potential pitfalls. They are ready to take on the added management challenges that embedding creates.

In addition, on AF/PDPA's recommendation, Assistant Secretary Carson asked AF/EX to conduct in FY 2010 a zero-based reconsideration of physical space based on office function, size, and resources available. This was a result of AF/PDPA's organizational development analysis that pointed to the need to improve coordination between the domestic outreach side of AF/PDPA and other AF offices' cultivation and engagement of domestic audiences (such as NGO, Diaspora, and other constituency briefings) as well as between the public diplomacy program side of AF/PDPA and the work of other AF offices on engaging priority public audiences in Africa (such as women, civil society, entrepreneurs, and Muslim communities). It is expected that consultation and collaboration among the various public engagement activities of the bureau's functional offices – RSA, EPS, and PDPA – will be enhanced by locating AF's regional government-to-people portfolios in closer proximity, and that as a result AF/PDPA will be more engaged in the Bureau's policy-making processes.

As physical reorganization is not sufficient on its own to fully integrate AF/PDPA, this plan contains the steps AF/PDPA has agreed to take to redefine responsibilities, portfolios and expectations to enable the PD desks to build expertise in their geographic portfolios, the PA section to build expertise in the U.S.-based African diaspora and in new and social media, and the PACO, cultural coordinator, deputy and office director to continue to focus region-wide with improved administrative support. This plan includes a commitment from the new Public Diplomacy Deputy Assistant Secretary as to the role he will play in encouraging the rest of the Africa Bureau to improve its attitude toward, and raise its expectations of, AF/PDPA. Ensuring foreign policy-making is informed by an understanding of public perspectives is a two-way street. AF's geographic and functional offices must collaborate more fully with AF/PDPA.

Early in FY2011, Diplomacy 3.0 will provide two new country affairs (desk) officer positions enabling the West Africa portfolio of 16 posts to be split into two. The program and project specialist position will be reconfigured to support additional programs. The media officer position will be refocused with an emphasis on social/online media and additional diaspora outreach. AF/PDPA seeks to add two new positions in FY 2013 – a deputy planning and coordinating officer and another media officer. All of AF/PDPA will work to better inform policy-making.

Better input into policy also means doing a better job of reporting on public sentiment and on the media, academic and civil society perspectives and environments in country as well as capturing the impact and results of public diplomacy activities. AF has asked officers in the field to do more strategic reporting. This is also expected of officers at public affairs sections. In Washington, AF/PDPA officers will do more to inform themselves and policymakers by reading INR, Open Source, and non-governmental public opinion polls and analysis as well as networking with the academic communities that study Africa. In order to improve reporting on the results of public diplomacy programs, assessment and reporting tools must be improved. Measuring the impact of public diplomacy programming is expensive and, if not done using longitudinal methods, imprecise. AF/PDPA is committed to working with R to improve

reporting and measurement of public diplomacy results and to setting expectations for this office and the field to move beyond counting activities to counting impact.

Carrying out the core function of oversight of, and support for, the field means more than emails and phone calls to posts from Washington (although the value of the weekly phone call between PD desk and PAO should not be underestimated). Africa does not have many senior PAO positions. Thirty-one out of 44 AF PAO positions are graded for mid- or entry-level officers (FS-02 and below). Many PAOs are the sole public diplomacy officer at post and on their first PAO tour. As AF/PDPA desk officers have not always had field PD experience, this plan contains actions to build expertise in Washington and the field including adding more regional and Washington training opportunities, coaching/mentoring less-experienced PAOs by more experienced officers, manuals and written guides, as well as academic and scientific fellows who bring specialized expertise into AF/PDPA. These will help the field be more effective, but will not solve the need for additional LES and FSO positions in public affairs sections across the continent.

While AF/PDPA can and must recruit and build public diplomacy officers for service in Africa, there are few, very limited actions the office can take on its own that will make an appreciable difference in retaining good public diplomacy officers at posts. This is not just a problem for public diplomacy in Africa. The Department's assignments priority on Iraq, Afghanistan and Pakistan, including the promise of "linked assignments" and the financial incentives that come with service in these countries has had the unintended effect of creating a disincentive to serving in Africa. As many posts in Africa are two year tours, the already systematic every-other-year assignment gaps are multiplied by curtailments of officers to serve in those countries the Department considers a higher priority.

Several of the specific actions in this plan are designed to raise the visibility of AF public diplomacy and public affairs work in order to garner a regular seat at the policy table, better represent PAOs in Washington, attract more FSO bidders, and increase interagency and public-private networking. Coalition building and public-private partnerships are a critical part of stretching public diplomacy and public affairs resources.

Separating AF/PDPA by embedding and taking on more work – new audiences, partners, and drafting and reporting responsibilities – will mean working more time, working more efficiently, or letting go of some duties. Some actions in this plan (such as restructuring one of AF/PDPAs most highly visible products - the morning clips) will evaluate whether the time it takes to perform a task can be reduced.

IV. STRATEGIC PLAN FOR AFRICA BUREAU PUBLIC DIPLOMACY AND PUBLIC AFFAIRS

Philosophy of AF Public Diplomacy (PD) and Public Affairs (PA)

- PD and PA advance foreign policy objectives; they are essential tools for national security and require credibility and legitimacy.
- PD and PA communicate U.S. government Africa policies to domestic and foreign audiences and inform policy-making including, but not limited to, providing opportunities for policy-makers to listen to these audiences.
- PD creates an enabling environment for U.S. government policies and U.S. national interests in Africa through programming that strikes the right balance of short- and long-term engagement activities.
- PAOs and the public affairs sections of U.S. Missions abroad have the lead on public affairs programming and media work in country including, under chief of mission authority, coordination of interagency public outreach and messaging in country.
- PD works best when the field is trained, trusted and empowered to act and when tools and messages are adaptable to local realities and the perspectives of the target audience.
- AF/PDPA personnel are expected to be an essential part of the web of America's diverse networks of public, private and civic actors on Africa, representing the Department, modeling integrity, and learning continuously.
- AF/PDPA works as a team of high-caliber experts, each with a specialty supporting and backstopping each other, as well as coaching and cultivating entry-level officers and less-experienced colleagues in the field and in Washington.
- AF/PDPA fosters open communication and encourages creativity and innovation.
- Effective PD and PA require personnel who reflect, respect, understand, and positively engage the diverse composition of our nation and of Africa. AF/PDPA is committed to a diverse workforce.

Mission Statement - AF/PDPA

The mission of AF public diplomacy and public affairs is to support the achievement of U.S. foreign policy goals and objectives, advance national interests, and enhance national security by understanding, engaging, informing and influencing the people of Africa and

informing the people of the United States of America in order to create an enabling environment for a healthy, mutually-beneficial U.S.-African partnership.

This engagement takes place via daily communications with the media and others, targeted outreach initiatives to audiences in Africa and in the U.S. related to specific themes, and longer-term people-to-people relationship building efforts between Africa and the United States.

Role of AF/PDPA

State Department's expertise on public diplomacy programs and activities in Africa, on the regional African public and media context, and on the Department's engagement with the media and American audiences on African issues resides in AF/PDPA.

AF/PDPA also houses the Africa Bureau's experts on Africa's cultural, educational, and media environments, on electronic social networking/social media in Africa, and on crafting thematic communications strategies for regional Africa policy.

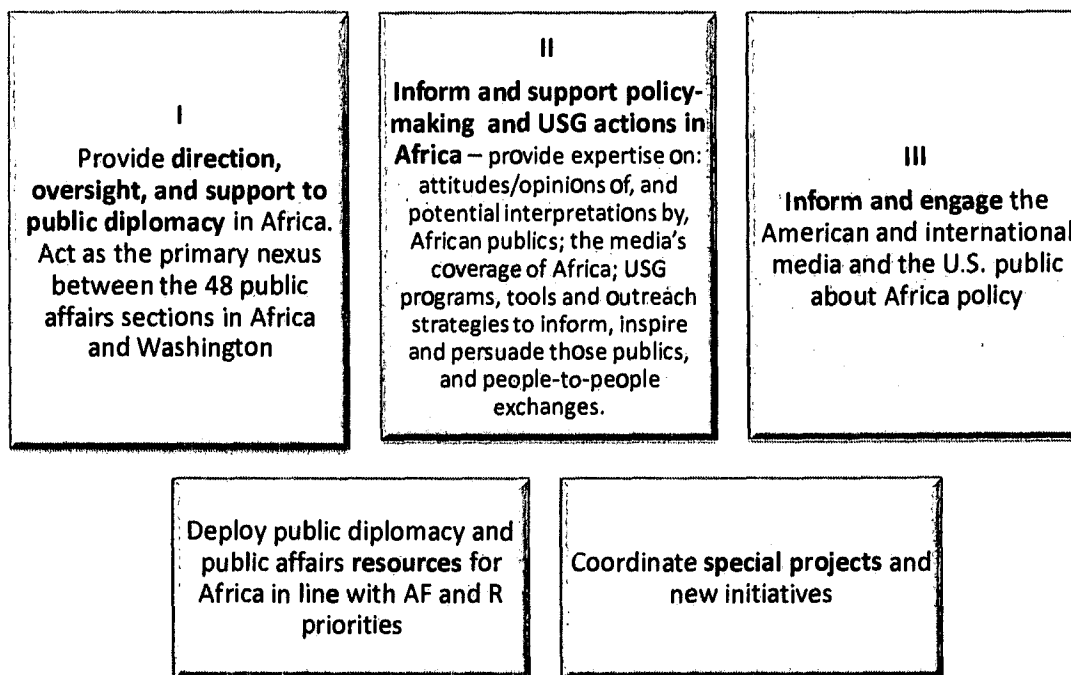
Information on AF/PDPA staffing is found in Annex III

AF/PDPA Priority Audiences

(Note: these are the priority audiences for the Washington-based AF/PDPA staff. Priority audiences for posts and ARS Paris are different.)

1. AF Posts
2. AF Bureau
3. R
4. PA, ECA, IIP
5. other State
6. U.S. and global media
7. U.S.-based public (Americans and Diaspora), and
8. other USG.

AF/PDPA Core Functions



Additional information on these core functions is found in Annex IV.

AF/PDPA GOALS

2010-2014

- I. AF/PDPA is valued for public diplomacy leadership in Africa and for public affairs leadership on Africa policy in the U.S.**

Public Diplomacy Leadership

A primary function of the public diplomacy office in a regional bureau must be to guide and oversee public diplomacy operations and programming at U.S. Missions. Management of public diplomacy resources, support, and training for the field are major parts of AF/PDPA’s responsibilities. This work is, and will remain, largely invisible to the AF policy process. The bureau relies on AF/PDPA to align public diplomacy resources with policy priorities and national interest and implement public diplomacy programs that produce tangible results.

Longer-term educational and mutual understanding activities in particular are labor and resource intensive and results may not be apparent for years. These engagement activities need to be shaped by AF/PDPA.

In order to oversee and support the field more effectively, AF/PDPA will take steps to improve interaction between the PD desks, PAOs and AF's geographic offices, and to engage more in interagency and intradepartmental networking and coalition building in Washington. AF posts will increase reporting of their results and impact, not just activities (outcomes not just outputs). AF/PDPA staff will build their own knowledge of, and expertise in, public diplomacy activities, staff and environments in Africa.

By 2014, AF/PD will be D.C.'s experts on the full range of PD activities on the ground at AF posts, networked in the U.S. and linked to the field sufficiently to promote and garner resources and opportunities for posts.

Public Affairs Leadership

The State Department's expertise on engagement with the U.S. domestic and major global media and with targeted domestic audiences on Africa policy resides in AF/PDPA. AF/PA is responsible for serving as AF's spokespeople and providing the Department and posts with press guidance and media relations expertise. AF/PA cultivates the U.S.-based media (traditional and social/new) and informs AF and posts about Africa coverage in the U.S. and major global media. AF/PA leads coordination of AF's domestic public speaking (non-Congressional) and AF Speakers Bureau. AF/PA has the lead in AF on U.S.-based diaspora engagement and on interagency communications strategy and messaging related to Africa policy.

By 2014, AF/PA will be valued equally for its communications strategy, public outreach, and media expertise and will be recognized as AF bureau spokespeople, as appropriate.

- II. Policy-making on Africa is informed by an understanding of public perspectives. State depends on AF/PDPA for expertise and advice on understanding, informing, engaging, and persuading publics in Africa and informing the U.S. public.**

"The ear of the leader must ring with the voices of the people."

-- Woodrow Wilson

Policy on any topic that affects Africa should be informed by an understanding of how the global media as well as public audiences in Africa may receive and then re-broadcast their own interpretation of U.S. government actions, and of U.S. government programs, communications strategies, tools and outreach strategies to inform, inspire and persuade those publics. Africa policy also should be informed by an understanding of the interests of the American public.

By 2014, AF/PD will be:

- State's experts on the full range of PD activities on the ground at AF posts, able to communicate to Washington's non-PD policy-makers how and when PD programs make a difference in the local environment or target audience;
- AF's experts on Africa's academic, media, and cultural environments and trends, and on electronic social networking/social media in Africa, and
- AF's experts in developing "campaign style" communications strategies.

By 2014, AF/PA will be:

- AF's experts on outreach to U.S.-based African diaspora and domestic audiences and
- AF's experts in U.S. domestic media relations including traditional and internet-based media.

III. The conduct of public diplomacy in Africa and AF's public affairs in the U.S. is strengthened and enhanced via the achievement of specific, measurable public diplomacy and public affairs program objectives.

Public diplomacy and public affairs support U.S. foreign policy goals, advance national interests, and enhance national security through the measurable achievement of program objectives aligned with policy priorities and targeted strategically at priority audiences. An enabling environment for a healthy, mutually-beneficial U.S.-African partnership is created through greater U.S. government engagement of the diaspora, women, youth, faith communities, and public opinion leaders in academia, business, media, civil society and the arts.

By 2014, AF/PDPA will support Africa policy across a range of priorities and also will have achieved measurable results in specific areas of expertise.

AF Public Affairs Program Objectives

- Engage U.S. non-traditional and internet-based media on Africa policy
- Understand and engage U.S.-based diaspora groups

AF Public Diplomacy Program Objectives

- An Informed Public
- Options for Young People – English Teaching and Educational Advising
- Strengthened American Voices

IV. AF attracts and retains a diverse, high-caliber public diplomacy and public affairs workforce.

AF/PDPA positions should be of such value, substance and visibility that they attract and retain FSOs and civil servants eager to be part of the Africa policymaking hub with a focus on understanding and influencing public opinion and sowing the

"You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget that errand."

— Woodrow Wilson

seeds for long-term mutual understanding.

AF Foreign Service positions in the field should have a reputation as challenging, satisfying, and career-enhancing where an officer can make a difference.

By 2014, AF/PDPA will be fully-staffed by a diverse, highly-qualified team of foreign and civil service personnel (entry-level to senior-level) who chose to work in AF/PDPA.

V. Resources to engage publics in Africa and in America are sufficient and deployed in line with policy priorities.

AF/PDPA administers public diplomacy resources for the field and works closely with R, ECA and IIP to ensure public diplomacy tools and resources support policy priorities, as well as networks with other bureaus in State, U.S. government agencies, and with the private and non-profit sectors to maximize coordination of resources on shared policy and program goals.

STRATEGIES

- A. **Address location and restructure** to close access and communications gaps with AF, better support and guide the field, facilitate AF engagement with target domestic audiences, support expanding PD portfolios, make positions more desirable, and facilitate AF inter-office teamwork.
- B. **Engage fully in AF policy-making** processes, especially the paper process.
- C. Raise **visibility** of PD and PA work in AF.
- D. **Build and retain expertise** in the field and in AF/PDPA.
- E. Increase AF/PDPA **networking and coalition building**.
- F. **Empower** the field and AF/PDPA
- G. **Align resources with policy priorities and stretch resources** via partnerships with other USG, private, and non-profit organizations to maximize resource coordination on shared policy and program goals.

ACTIONS

Following are the priority actions that AF/PDPA has committed to taking over the next few years to achieve the goals in this plan. These changes are all designed to address performance challenges, take advantage of opportunities, and utilize one or more of the above strategies. Implementation has already begun on many of these actions.

Actions to Achieve Both Public Diplomacy & Public Affairs Goals

1. Engage more in the formal paper process & report more to the Front Office (submit DARs, Action Memos etc.)

Start Timing: June 2010
Lead: All Office
Type: Internal
Needed to begin: 0
Direct Financial Implications: none
Goals: II
Strategies: B, C
Performance Indicator: One DAR or unsolicited info memo weekly from PDPA

2. Increase admin support to public affairs staff and cultural coordinator

Plan of Action: OMS and Program/Project Specialist duties reconfigured to include support to public affairs and the cultural coordinator.

Start Timing: Summer 2010
Lead: PDOD
Type: Internal and HR
Needed to begin: 0
Direct Financial Implications: none
Goals: IV, V
Strategies: A
Performance Indicators: Updated work requirements for Program/Project Specialist and OMS; PDOD conducts analysis of workloads and work flow after 6 months and adjusts accordingly.

3. Retain special projects/assistant cultural affairs position

Plan of Action: Current senior advisor for cultural affairs is in AF/PDPA on a Y tour and will rotate out summer of 2010. Diplomacy 3.0 country affairs officer position established for FY 2011; portfolio for this new position to be configured to handle cultural affairs support, cross-cutting theme projects such as Muslim engagement and entrepreneurship, and Washington-based major events and summits.

Start Timing: January 2011 ELO begins
Lead: Deputy, CC
Type: HR
Needed to begin: Desk space
Direct Financial Implications: none
Goals: I, II, IV
Strategies: A
Performance Indicators: January 2011 ELO begins

4. AF Bureau BSRP includes public diplomacy and public affairs goal paper

Plan of Action: BSRP baselines established in FY 2010.

Start Timing: May 2010
Lead: Advisor & PDOD

Type: internal
Needed to begin: 0
Direct Financial Implications: none
Goals: II
Strategies: B
Performance Indicators: FY 2012, FY 2013, and FY 2014 BSRPs include public diplomacy and public affairs goal paper and performance indicators met for FY 2011, FY 2012, and FY 2013

5. Increase coordination and clarify PDPA roles to AF functional offices

Plan of Action:

- a. AF/EX conducts a bureau-wide, zero-based analysis of office space. AF/PDPA seeks, to the extent feasible, to facilitate increased collaboration between the domestic outreach side of AF/PDPA and other AF offices' cultivation and engagement of domestic audiences (such as NGO, Diaspora, and other constituency briefings) as well as between the public diplomacy program side of AF/PDPA and the work of other AF offices on engaging priority public audiences in Africa (such as women, civil society, entrepreneurs, and Muslim communities). If office space can be reconfigured, collaboration among and between the bureau's functional offices will be greatly enhanced by locating AF's functional offices in particular in closer proximity to each other.
- b. Orientation session on public diplomacy/public affairs work for Front Office staff after 2010 summer rotation cycle. Orientation sessions conducted whenever there is a change in front office staff assistants, or as often as needed.

Start Timing: May 2010
Lead: PD-DAS
Type: AF
Needed to begin: AF/EX space evaluation
Direct Financial Implications: yes, moving/remodeling
Goals: I, II
Strategies: A, C, E
Performance Indicators: Six months after physical move, the front office, PDPA, RSA, and EPS evaluate degree of closer coordination; after orientation sessions - decrease in mis-directed taskings.

6. Establish all-AF/PDPA electronic filing and contact system

Plan of Action: Enable new officers to get up to speed more quickly in their portfolios through a functioning filing system. WAE or contractor hired to clean up and sort AF/PDPA classified paper files and electronic files stored on the "T" drive and move to a Department of State SharePoint filing system and to set up an AF/PDPA all-office contact database for non-State contacts.

Start Timing: Summer 2010
Lead: PDOD
Type: Internal
Needed to begin: WAE or contractor

Direct Financial Implications: yes; cost of WAE or contractor

Goals: V

Strategies: D, G

Performance Indicators: By December 2010, filing system and files in line with State regulations and contact database established. AF/PDPA utilizes and maintains the filing system and contact database.

7. Reconfigure media officer position to non-traditional media and outreach position

Plan of Action: With the development of social and new media capabilities in the field a high priority, this position will be dedicated half-time to Washington support of expanding posts' technical and programming abilities in this area. Officer will liaise with resource offices in IIP and elsewhere at State and communicate this expertise to the field. The other half of the position will be dedicated to supporting the enhanced diaspora relations coordination. In FY 2011 – reconfigure current media officer position. New FTE for media officer position submitted in FY 2012 BSRP but not accepted by the AF Bureau. Resubmit for FY 2013 BSRP.

Start Timing: FY 2011

Lead: PA Chief

Type: internal

Needed to begin: 0

Direct Financial Implications: yes, FTE

Goals: I, II, V

Strategies: A, E, G

Performance Indicators: PAO, PDOD and PA Chief satisfaction with social/new media coverage and outreach support. Position duties and responsibilities to be reviewed after first six months; new FTE established by FY 2014.

8. New deputy PACO/special projects civil service position

Plan of Action: AF/PDPA established thematic teams to track and communicate developments to PAOs in priority AF policy areas: women's empowerment, Muslim engagement, food security, economic development, environment and good governance. The PACO is responsible for staffing these teams, from public affairs and public diplomacy employees of AF/PDPA. The PACO needs assistance in both managing the field supervision and support aspects of the position as well as the thematic team responsibilities. Establish a Civil Service FTE in this role to give the office continuity and a knowledge base over time. Civil Service position submitted in FY 2012 BSRP but not accepted by Bureau. Resubmit for FY 2013 BSRP.

Start Timing: FY 2013

Lead: PDOD

Type: AF & HR

Needed to begin: FTE & space

Direct Financial Implications: yes; personnel costs

Goals: I, II, IV

Strategies: A, E, G

Performance Indicators: New position filled by FY 2014

9. PILOT: "Public Environment" issue paper for A/S & higher trips

Plan of Action: PD-DAS will assess public diplomacy and public affairs perspectives and issues in trip paper and decide whether an additional issue paper is needed. May decide to pilot media environment or other as an "optional issues" paper.

Start Timing: FY2011

Lead: PD-DAS

Type: AF Front Office decision

Needed to begin: AF approval

Direct Financial Implications: None

Goals: II

Strategies: B

Performance Indicators: Utility for the traveler. Informal satisfaction/utility evaluation conducted after pilot.

Actions to Achieve Public Diplomacy Goals

1. PD desk officers develop PD, educational, cultural, media, and social networking expertise in portfolio countries

Plan of Action:

- a. AF/W portfolio of 16 countries too large to expect in-depth expertise in all countries. Add an assistant AF/W PD desk officer to this portfolio using a Diplomacy 3.0 country affairs position authorized for FY 2010;
- b. FSI training for new PD desk officers as appropriate (AF area studies/Washington tradecraft/Intro to PD);
- c. Formal handover notes from departing staff beginning summer 2010;
- d. PD desks travel to every post in portfolio at least once during tour;
- e. PD Desk Officer Manual that will include checklists for PAO consultations, information about the portfolio posts, administrative information about AF/PDPA, and more;
- f. Beginning in summer FY 2010, PD desks attend geographic offices' internal meetings whether or not embedded. PACO speaks with geographic area directors to begin "virtual embedding";
- g. PD desks institute weekly conversation with portfolio PAOs

Start Timing: summer 2010 cycle

Leads: All PD

Type: AF, HR, FSI, Internal

Needed to begin: Space for new officer

Direct Financial Implications: travel funds; moving/remodeling costs

Goals: I, II

Strategies: A, B, C, D

Performance Indicators: PD desks travel to every post in portfolio at least once during tour beginning FY 2011; Advisor produces manual by July 2010; assistant AF/W PD desk officer begins FY 2011; AF/W, PAO, & PDPA satisfaction with AF/W PD desks evaluated 3 & 6 months after 2nd AF/W officer arrives; new PD

desk officers take up portfolios properly trained; FY 2010 - AF/S handover notes. FY 2012 AF/W & AF/E handover notes; PAO satisfaction with desk officer support evaluated by PACO or Deputy six months into each desk's tour.

2. Embed desk officer positions in geographic offices

Plan of Action: The PD desk officers will be supervised by AF/PDPA but will be an integral part of the geographic offices' day-to-day work as public diplomacy experts, providing direction and support to PAOs in the field, and informing and supporting policy-making in AF by providing expertise on attitudes/opinions of target African audiences, potential interpretations by African publics of U.S. government policies and actions; U.S. government programs, tools and outreach strategies to inform, inspire, and persuade those publics, and people-to-people exchanges designed to build long-term ties. Officers rated by AF/PDPA PACO and reviewed by appropriate geographic office director. AF/PDPA leadership team and advisor set expectations for interaction between and among PD desks, AF/PDPA home office, PAOs and geographic offices with first set of newly embedded PD desk officers. AF/PDPA leadership team and advisor works on internal communications/coordination strategies designed to facilitate PDPA teamwork and information flows and bridge HST/SA-3 distance between desks and rest of AF/PDPA. For example, instituting very short daily meetings to update PD desks on AF/PDPA and to inform AF/PDPA about front office/other bureau thinking and priorities.

Start Timing: FY2010

Lead: PD-DAS, PDOD, Deputy and PACO

Type: AF

Needed to Begin: AF/EX space evaluation & desk space

Direct Financial Implications: moving/remodeling

Goals: I, II, IV

Strategies: A, B

Performance Indicators: 6 month evaluation examines stakeholder satisfaction -- Posts, Front Office, PD desk officers, home office, geographic offices; new PD desk officer position description and work requirements reflect expectations and core functions; evaluation of communications strategies/coordination meetings for participant satisfaction/utility after first two week, then again after three months.

3. Improve support for first-time PAOs

Plan of Action: Large post/small post shadow/buddy system established in Africa with mentoring of first-time PAOs by experienced PAOs in their sub-region. PAO SharePoint or other website or other means to share advice among themselves and continued management and program support from ARS. Also pursue with FSI a new Single Officer Post PAO training module that includes a formal mentoring for first-time PAOs at small posts around the world.

Start Timing: FY 2011

Lead: Deputy

Type: internal

Needed to begin: New course module – FSI; other travel funds

Direct Financial Implications: travel

Goals: I, IV

Strategies: D, F

Performance Indicators: Coaching/mentoring system established for AF including strategic decision-making and post/Washington interaction and expectations; PAO evaluation of utility after first year of operation; module added to PAO training course at FSI specifically on single-officer posts.

4. Meet Specific Public Diplomacy Program Objectives

Plan of Action:

- a. Preserve current and establish new American Centers.
 - FY 2010 baseline: Ouagadougou.
 - FY 2011 – Maputo, Kinshasa and Lusaka upgraded;
 - FY 2012 – Kano established;
 - FY 2013 - Mombasa or elsewhere to reach goal of five new/refurbished American Centers by 2014;
- b. Double PD training opportunities in Africa.
 - FY 2009 baseline: 3 courses offered; 75 LES & FSOs trained in strategic planning;
 - FY 2010: new courses piloted. (9 – strategic planning, social media, alumni, grants, MAT & PD transition – for 150 participants in region);
 - FY 2011: previous year experience evaluated and training plan established for FY 2011 & FY 2012;
 - FY 2012 – 150 receive training in PD regionally.
- c. FSO position at South Africa Media Hub
- d. PAOs at PD transition posts - Add 8 PAO positions.
 - FY 2010 Baseline: 9 posts with no PAO.
 - FY 2011 - 7 new PAO positions filled and support/oversight plan for PD transition posts developed by PDPA;
 - FY 2013 one additional PAO position established
- e. PILOT: Podcasting production and training capabilities at Public Affairs Sections in Africa. FY 2010 Pilot: AF/PDPA works with IIP to provide regional training & podcasting kits; FY 2010 & FY 2011 evaluation of results; FY 2011 decision on pilot project.
- f. Nearly 100% increase in English Access Microscholarship students.
 - Baseline FY 2009: 900 new students in AF plus 900 currently studying under FY08 funding - 1,800 total.
 - FY 2010 funding: 1,000 new students in AF plus 900 from FY09; Total - 1,900 students
- g. Educational advisors at every embassy in AF.
 - FY 2010 baseline: local hire advisors added in Khartoum & Brazzaville. No advisors in Central African Republic, Equatorial Guinea, Gabon, Guinea Bissau, Sao Tome, Seychelles & Somalia. Program moribund in Botswana.
 - FY 2011 - add advising program in Gabon. Revive in Botswana.
- h. Double number of Regional English Language Officers to 4 by FY 2014.
 - FY 2009 baseline: 1 covering southern Africa out of Pretoria; 1 covering West Africa based in Dakar.

FY 2010 - new RELO in Dar es Salaam to cover East Africa and the Horn.
Position for 4th RELO to cover parts of West and Central Africa submitted for FY 2012 BSRP but not accepted. Try again for FY 2013.

- i. Pilot hand-held mobile devices for engagement/distribution of information. R/PPR completes Electronic Media Outreach Program Evaluation by FY 2011. These results and analysis inform future actions.

Start Timing: FY 2010

Leads: PDOD & Cultural Coordinator

Type: Coordination with R, OBO, ECA, and DS

Needed to begin: Appropriate approvals and funding

Direct Financial Implications: Yes, several

Goals: III, IV, V

Strategies: C, D, E, F, G

Performance Indicators: 5 new/refurbished American Centers by 2014; Evaluation and training plan established by FY 2012; South Africa Media Hub position established and filled by FY 2011; 9 new PAO positions established with smooth transition from PD-lite to full PAS; successful pilot: 12 AF posts engaged in regular podcasting production and distribution; evaluation/assessment of podcasting effectiveness carried out in FY 2011; ENGLISH ACCESS MICROSCHOLARSHIP students: FY 2011 - 2,200 students total; FY 2012 - 2,500 students total; FY 2013 - 3000 students total; FY 2014 - 3,500 students total; Educational Advising: 25% increase in number of African students in American Universities by 2015 academic year; by FY 2014 - 4th RELO to cover parts of West and Central Africa; Hand-held mobile devices for engagement performance indicator TBD from results of Electronic Media Outreach Program Evaluation.

5. Streamline and improve results/impact and public environment reporting from the field

Plan of Action: Embrace the Mission Activity Tracker (MAT) and reduce requirements for PD activity reporting from the field on other platforms. MAT training for AF/PDPA; MAT expectations from PAOs; R/PPR adds MAT update "RSS-type" alert; AF/PDPA nominates for Outstanding MAT reporting awards, not posts. MAT training continues in the field in FY 2011 & FY 2012. Each PAS to submit at least one major analytical reporting cable a year.

Start Timing: FY 2010

Lead: Cultural Coordinator, PACO & PD-DAS

Type: Internal & Coordination with R/PPR, ECA, IIP

Needed to begin: 0

Direct Financial Implications: none

Goals: II

Strategies: D

Performance Indicators: From 12% results reporting in MAT to 50% results reporting in MAT.

6. Annual AF PAO Conference in Washington, DC.

Plan of Action: Link to R's global PAO conference. FY 2011 scheduled for October 2010.

Start Timing: FY 2011
Lead: PDOD & R
Type: Coordination
Needed to begin: Funding
Direct Financial Implications: travel
Goals: I, IV
Strategies: C, D, E, F
Performance Indicators: Participant satisfaction

7. MSRPs – PD included in all goal papers and specific PD goal paper

Baseline: FY 2012 MSRP posts given the option by R to include PD goal paper or not.

Start Timing: FY 2010
Lead: PACO, PD desks, PD-DAS
Type: Internal & R
Needed to begin: 0
Direct Financial Implications: none
Goals: II, V
Strategies: B, F, G
Performance Indicators: For FY2013 and FY 2014, PD is well incorporated into all MSRPs and separate PD goal paper from all posts.

8. Increase interagency coordination with an emphasis on Africom and USAID

Plan of Action: PD-DAS to take the lead once position is located in the front office. Will work on Washington-based interagency coordination and on ensuring PAOs have the lead on coordinating interagency messaging/media at posts. Meanwhile, AF/PDPA to identify appropriate public affairs/public engagement personnel in other agencies with a focus on Africom and USAID. PD desk officers to arrange and accompany PAOs to interagency consultations before heading to post.

Start Timing: FY 2011
Lead: PD-DAS & PACO
Type: AF & Coordination
Needed to begin: 0
Direct Financial Implications: none
Goals: I, II
Strategies: E, F
Performance Indicators: Interagency contact list for AF/PDPA. # of posts with mission-wide integrated communications strategies/media plans. Other performance indicators TBD by PD-DAS

9. AF/PDPA makes better use of public opinion polling/academic analysis and data on Africa

Plan of Action: PACO working with Fellow or intern to pull together guide to Open Source Center, INR, DoD, and private sector, public opinion polling. PD Desks and

PACO to network with academic community in coordination with outreach coordinator. Baseline: In FY 2010 public opinion polling not routinely checked, accessed or used by AF/PDPA.

Start Timing: FY 2010
Lead: PACO
Type: Coordination w/INR and others
Needed to begin: 0
Direct Financial Implications: none
Goals: II
Strategies: B, D
Performance Indicators: AF/PDPA has access to and utilizes public opinion polling as part of their analysis and information sharing in AF. At least one DAR, info memo or trip paper references public opinion polling data per quarter.

10. Annual Franklin and/or Science & Technology Fellow in AF/PDPA

Start Timing: FY 2010
Lead: Deputy, PACO
Type: Done
Needed to begin: Completed.
Direct Financial Implications: travel, space and associated Fellow costs
Goals: II
Strategies: D, C
Performance Indicators: Annual fellows beginning in FY 2011; PDPA & Fellow satisfaction

11. Improve links to public-private partnerships

Plan of Action: New special projects/cultural affairs person will arrive on/about January 2011. This officer to gather information from other bureaus and offices (ECA, S/GPI, EB) on existing State Department public-private partnerships and coordinate with outreach coordinator and posts on interest in new partnerships.

Start Timing: FY 2011
Lead: Cultural Coordinator, Special Projects/Cultural Affairs
Type: internal & coordination
Needed to begin: 0
Direct Financial Implications: perhaps
Goals: I, II
Strategies: E
Performance Indicators: Start after January 2011 When new person in the position; Information gathering then find PDPA niche

12. Chief of Mission EERs include public affairs achievements

Plan of Action: PD-DAS will decide whether or not to pursue

Start Timing: FY 2012
Lead: PD-DAS
Type: AF Front Office decision
Needed to begin: AF approval

Direct Financial Implications: none

Goals: I, II

Strategies: C

Performance Indicators: 100% of AF FY 2012 Chiefs of Missions performance evaluations include public affairs/public diplomacy achievements

Actions to Achieve Public Affairs Goals

1. Increase strategic value of outreach to the Africa Bureau

Plan of Action: In addition to current who, what, where, when and why, Speaker Bureau and Front Office speaking request template includes context, and strategic policy goal linkages. FY 2011 - establish baselines and measuring tool for assessing the impact of outreach. Clarify source for domestic outreach travel budget. Enter new contacts into AF/PDPA contact database.

Start Timing: June 2010

Lead: PA Chief

Type: Internal

Needed to begin: Contact database for contact entering

Direct Financial Implications: none

Goals: I, II, V

Strategies: C, G

Performance Indicators: Context, audience and strategic policy goal linkages standard for 100% of speaking requests; BSRP FY 12 Performance Indicator includes audience numbers tracked and beginning FY 2012, impact of outreach tracked.

2. Enhance Diaspora Relations Coordination

Plan of Action: AF/PDPA has the lead for the Africa Bureau on diaspora relations coordination. This will entail increasing outreach to engage new audiences. In FY 2010, the outreach coordinator with support from an intern or fellow, researches and evaluates African diaspora communities, liaises with S/GPI, AF/RSA and AF geographic offices to devise strategies for engagement, arranges discussions between diaspora and Bureau representatives, and communicates results and possible follow-up activities to relevant Bureau offices and to PAOs. FY 2011: Track number of communities reached and use outreach measuring tool to assess impact of outreach. Clarify use of AF/PDPA travel funds for domestic outreach.

Start Timing: FY 2010

Lead: PA Chief

Type: Coordination

Needed to begin: 0

Direct Financial Implications: travel funds

Goals: II, III

Strategies: D

Performance Indicators: FY 2011 - Establish diaspora outreach baseline.

Fulfill BSRP indicators: FY 2012 - 15% increase in outreach to African diaspora

communities over FY 2011 baseline. AF has utilizes an up-to-date diaspora outreach database. PDPA staff traveling in U.S. for domestic outreach purposes

3. Restructure morning media clips

Plan of Action: Analyzing and restructuring the morning news clips (one of the office's highest profile products) will either make it more valuable to readers or decrease the time that is spent compiling this product if its usefulness cannot be determined. Survey of media clip needs of Front Office, PAOs and AF office directors; analysis of major blogs and websites that cover Africa. Determine value-added PDPA clips can provide. Summer 2010 - survey designed and distributed

Start Timing: FY 2010
Lead: Advisor & Program Specialist
Type: internal
Needed to begin: 0
Direct Financial Implications: none
Goals: II, V
Strategies: C, G
Performance Indicators: clips have increased utility/importance to readers (reader satisfaction,) OR decreased production time (Fewer than 12 hours a week to produce)

4. Biweekly calendar of domestic outreach & media interviews

Plan of Action: Reinstate weekly coordination meeting with AF Front Office on A/S public speaking engagements. Bureau-wide public speaking compiled into a calendar and distributed (could be document sent via email, AF Opennet website calendar, Outlook calendar, or other.)

Start Timing: FY 2010
Lead: PA Chief
Type: Internal
Needed to begin: 0
Direct Financial Implications: none
Goals: I, II
Strategies: B, C
Performance Indicators: Calendar kept up to date. Utility of calendar. Participant satisfaction with weekly coordination meetings.

5. PD-DAS takes on principal AF Bureau spokesperson role

Plan of Action: PD-DAS will take on public speaking and media interviews; Monthly public briefings moderated/given by PD-DAS, some with media some with diaspora and other groups.

Start Timing: After PD-DAS in place
Lead: PD-DAS
Type: Front Office
Needed to begin: PD-DAS in place
Direct Financial Implications: none
Goals: I, II

Strategies: C, E
Performance Indicators: Front office satisfaction

6. Internal Marketing: Update AF/PDPA information on State's internal websites

Plan of Action: Update AF Opennet website and Diplopedia to reflect PDPA activities, mission and work

Start Timing: FY 2010
Lead: PA Chief
Type: internal
Needed to begin: 0
Direct Financial Implications: none
Goals: I
Strategies: C
Performance Indicator: website kept up to date.

Annex I**Acronyms**

AF	Bureau of African Affairs, Department of State
AF/C	Office of Central African Affairs, Bureau of African Affairs, Department of State
AF/E	Office of East African Affairs, Bureau of African Affairs, Department of State
AF/EPS	Office of Economic and Policy Staff, Bureau of African Affairs, Department of State
AF/EX	Office of the Executive Director, Bureau of African Affairs, Department of State
AF/PA	Public Affairs side of the Office of Public Diplomacy and Public Affairs, Bureau of African Affairs, Department of State
AF/PD	Public Diplomacy side of the Office of Public Diplomacy and Public Affairs, Bureau of African Affairs, Department of State
AF/PDPA	Office of Public Diplomacy and Public Affairs, Bureau of African Affairs, Department of State
AF/RSA	Office of Regional Security Affairs, Bureau of African Affairs, Department of State
AF/S	Office of Southern African Affairs, Bureau of African Affairs, Department of State
AF/W	Office of West African Affairs, Bureau of African Affairs, Department of State
A/S	Assistant Secretary
BSRP	Bureau Strategic Resource Plan
DAR	Daily Activity Report
DoD	Department of Defense
DS	Diplomatic Security
ECA	Bureau of Educational and Cultural Affairs, Department of State
FO	Front Office (Office of the Assistant Secretary for African Affairs)
FSI	Foreign Service Institute
FSO	Foreign Service Officer
HR	Human Resources
HST	Harry S. Truman Building (Main State Department Building)
IIP	International Information Programs, Department of State
INR	Bureau of Intelligence and Research, Department of State
LES	Locally Employed Staff (at U.S. Missions abroad)
MAT	Mission Activity Tracker
MIST	Military Information Support Team
MSRP	Mission Strategic Resource Plan
OBO	Overseas Building Operations
OIG	Office of the Inspector General
OMS	Office Management Specialist
PA	Public Affairs
PACO	Planning and Coordination Officer, Office of Public Diplomacy and Public Affairs, Bureau of African Affairs, Department of State
PAO	Public Affairs Officer
PAS	Public Affairs Section of a U.S. Mission abroad

PD Public Diplomacy
PD-DAS Public Diplomacy Deputy Assistant Secretary, Bureau of African Affairs,
Department of State
PD Desks Public Diplomacy Desks also called Public Diplomacy Country Affairs Officer
PDOD Public Diplomacy Office Director (Director of the Office of Public Diplomacy
and Public Affairs, Bureau of African Affairs, Department of State)
R Under Secretary of State for Public Diplomacy and Public Affairs
RELO Regional English Language Officer
USAID United States Agency for International Development
WAE Term for a retired FSO who works on temporary duty for the Department

Annex II

Approach & Methodology:

The contractor is using a classic collaborative strategic planning process for strengthening and sustaining organizational development and achievement grounded in the work of John M. Bryson and his book *Strategic Planning for Public and Nonprofit Organizations*, 3rd edition (John Wiley & Sons, Inc. 2004). Purpose trumps everything and the purpose must ultimately be to create public value.

This structured process included four phases:

- A) The first phase was an assessment of the AF/PDPA office (weeks 1-8).
- B) Phase two was the articulation of a common vision for what AF/PDPA's strategic role, function and results should be within the Bureau of African Affairs (Weeks 9-11).
- C) The development and refinement of strategies to get from point A to point B as well as identifying performance measurements was phase three (Weeks 11-16) followed by the contractor writing up the plan (weeks 17-18). Phase four is then the actual implementation of these strategies (Week 16+).

A quietly, deliberately, disruptive process, inserting the contractor into the daily rhythms of the office including participation in routine meetings is designed to elicit strategic thinking during AF/PDPA's daily work. AF/PDPA staff has not hesitated to implement best practices as they arise.

The most important techniques utilized were individual thinking and group discussion. As the guide in this process, during the first phase the contractor is conducting on and off-site interviews of stakeholders within the Department of State in Washington D.C., in Kampala, Uganda during an FSI strategic planning course for Africa, and by phone to PAOs across Africa.

In addition to compiling the results of the interviews, as appropriate, the contractor also gathered information about trends, challenges and opportunities in Africa, reviewing pertinent internal and external documents; meeting weekly with the AF/PDPA Office Director and Deputy Director to review progress, share findings and consult on next steps; meeting weekly with a core group of AF/PDPA personnel who volunteered to form an internal, collaborative Organizational Development Team to review information gathered by the consultant and hash out ideas and concepts, and reviewing the substance of this Phase 1 report and its findings with the AF/PDPA office and individuals affected by this report.

The contractor assembled all materials from the questionnaires to the worksheets for analysis. The contractor has conducted and compiled all interviews. Fifty-three people were interviewed individually or in pairs.

During this first phase, "why" has been the most important question. For example: Why do you do X? Why does it matter? Why A and not B? Followed by "for whom?" (primary audience) and "what is the value added of that action/effort/paper?"

STAKEHOLDER INDIVIDUAL INTERVIEWS

Interview Date	Name	Office
19-Jan	Bruce Wharton	AF/PDPA
19-Jan	Ed Kemp	AF/PDPA
20-Jan	Lynn Roche	AF/PDPA
20-Jan	Bill Strassberger	AF/PDPA
20-Jan	Lydia Ellison	AF/PDPA
20-Jan	Lynn Allison	AF/PDPA
21-Jan	Patricia Ehrnman	AF/PDPA
21-Jan	Terri Rookard	AF/PDPA
21-Jan	Karen Coates	AF/PDPA
21-Jan	Tijen Aybar	AF/PDPA
21-Jan	Molly Sanchez Crowe	AF/PDPA
22-Jan	Russell Brooks	AF/PDPA
22-Jan	Jon Tollefson	AF/PDPA
22-Jan	Chris McShane	AF/PDPA
25-Jan	Nicole Peacock	AF/PDPA
27-Jan	Meg Keeton	AF/EX
27-Jan	Louis Mazel	AF/RSA
28-Jan	Tony Newton	AF/EP
29-Jan	Siria Lopez	AF/C
29-Jan	Geeta Pasi	AF/E
29-Jan	Sue Brown	AF/S
29-Jan	Mary Beth Leonard	AF/W
1-Feb	Eric Silla	AF-FO
3-Feb	Rhonda Shore	S/CT
3-Feb	Mark Zimmer	PAO Somalia
4-Feb	Donna Winton	ARS
4-Feb	Susan Povenmire	OES
8-Feb	Peter Claussen	PAO Abuja
9-Feb	Sara Devlin	PD/Econ/Pol Maseru
10-Feb	Mary Scholl	PAO Accra
10-Feb	Solomon Atayi	PAO Ndjamena
11-Feb	Priscilla Hernandez	PAO Lusaka
11-Feb	Edwina Sagitto	PAO Kigali
12-Feb	Susan Domowitz	IIP
17-Feb	Nick Von Mertens	AF/PDPA
17-Feb	Alyson Grunder	PAO Addis
18-Feb	Richard Johannsen	PAO Yaounde
18-Feb	Carl Chan & Gerald McLoughlin	Advisory Commission on PD
19-Feb	Andrew Cedar & Betsy Whitaker	R/PPR

23-Feb	John Haynes	PAO Nairobi
24-Feb	Dennis Gombert	INR/OPN
25-Feb	Paul Hinshaw	FPC
26-Feb	Carol Kalin	R/GSEC
1-Mar	Kelvin Kiyingi	Info Specialist - Kampala Cultural Affairs Specialist - Kampala
2-Mar	Dorothy Ngalombi	
2-Mar	Regina Addo	PAO Secretary - Accra
2-Mar	Thais Ruboneka	Assistant IRC - Kigali
3-Mar	Joann Lockhart	PAO Kampala
3-Mar	Brigitte Pressler	PD Training Manager - Vienna
3-Mar	Rogers Cidosa	Interpreter - Dar es Salaam
4-Mar	Charles Mugabo	Public Affairs Specialist - Kigali
4-Mar	John Dunne	DPAO Kampala
4-Mar	Geraldine Seruyange	IRC Assistant - Kampala
5-Mar	Roger Lyners	Info Specialist - Windhoek

Annex III

AF/PDPA STAFFING

AF/PDPA's domestic public affairs side has four dedicated positions to handle media, press guidance, statements, and outreach to the American public and the African diaspora in the United States. The public diplomacy side has seven positions in Washington and two for Americans at African Regional Services (ARS) in Paris. (ARS Paris provides programming tools and support to all African posts with an emphasis on Francophone countries and engages the sizeable Paris-based African media and diaspora communities.) Six people have portfolios that include both sides of the office: the office director, deputy director, administrative officer, program and project specialist, and OMS.

There are 48 posts in Africa, 39 of which have Public Affairs Sections headed by an American Public Affairs Officer (PAO). By mid-2011 this will be up to 46. About half the public affairs sections are single-officer sections, often an officer's first PD tour.

Other State bureaus have regional support specialists in public affairs sections in Africa including information resource officers, regional English language officers, and regional Information Resource Officers. In Kampala, an exemplary case, the PAO has opened the door to communications specialists from PEPFAR and other USG to sit in the Public Affairs Section. At other posts DoD MIST teams sit in the Mission's public affairs section.

Annex IV***AF/PDPA Core Functions:***

1. Direction, support, and oversight to public diplomacy in Africa.
 - a. Provide oversight, direction, and resources to PA sections in Africa;
 - b. Provide support to PA sections in Africa including tailored information and advice and filter requests from Washington;
 - c. Report on, and advocate for, the work of PA sections in Africa;
 - d. AF lead on interagency strategic communications, media, and messaging;
 - e. Recruit and select FSOs for PD positions at posts, and
 - f. Develop and/or coordinate (as appropriate) PD programming tools and priorities for Africa with other Bureaus and with the private sector.
2. Inform and support policy-making
 - a. Provide expertise on attitudes and opinions of African publics and on the major cultural, educational, media and communications technology (social networking) trends in Africa;
 - b. Provide expertise on the international media's Africa coverage;
 - c. Provide expertise on strategic communications and appropriate USG programs, tools and outreach strategies to inform, inspire and persuade African publics;
 - d. Provide/organize opportunities for policymakers to interact with African public opinion leaders and civil society leaders, and
 - e. Engage fully in drafting paper, responding to taskers, and other leadership support mechanisms from the PD and PA perspectives.
3. Public Affairs (domestic)
 - a. Draft/coordinate press guidance, public statements and policy announcements;
 - b. Engage U.S.-based media including, but not limited to, organizing interviews;
 - c. Lead coordinator for AF public speaking opportunities and AF Speakers Bureau;
 - d. Lead on engagement with the African Diaspora in the U.S., and
 - e. Engage U.S. NGOs and other American stakeholders.
4. Manage and deploy resources in line with AF priorities.
5. Coordinate special activities/projects and new initiatives.

Annex V**Actions Summary**

As of June 1, 2010

Actions to Achieve Both Public Diplomacy and Public Affairs Goals

LEAD	ACTION	PROGRESS
All Office	1. Engage more in paper process/report more to the Front Office (weekly DARs etc.)	Starts June 2010 Target 1 per week
PDOD	2. Increase administrative support to public affairs staff and cultural coordinator	
Deputy, CC	3. Retain special projects/assistant cultural affairs position	STARTED – ELO position description submitted May 2010
Advisor, PDOD	4. BSRP includes public diplomacy/public affairs goal paper	COMPLETED - May 2010 for FY 2012 BSRP
PD-DAS	5. Increase coordination and clarify PDPA roles to AF functional offices	STARTED – A/S approved space analysis. For AF/EX to complete
PDOD	6. Establish all-AF/PDPA electronic filing and contact systems	
PA Chief	7. Reconfigure media officer position to non-traditional media and outreach position	
PDOD	8. New deputy PACO/special projects civil service position	FTE for new position submitted for FY2012 but not accepted by Bureau. Resubmit for FY 2013.
PD-DAS	9. Pilot as appropriate: "Public Environment" issue paper for A/S & higher trips	

Public Diplomacy Actions

LEAD	ACTION	PROGRESS
All PD	1. PD desk officers develop PD, educational, cultural, media, and social networking expertise in portfolio countries <ol style="list-style-type: none"> a. AF/W portfolio of 16 countries too large to expect in-depth expertise in all countries. Add an assistant AF/W PD desk officer to this portfolio using a Diplomacy 3.0 country affairs position authorized 	APPROVED for FY 2011

	<p>for FY 2010;</p> <ul style="list-style-type: none"> b. FSI training for new PD desk officers as appropriate (AF area studies/Washington tradecraft/Intro to PD); c. Formal handover notes from departing staff beginning summer 2010 (AF/S PD); d. PD desks travel to every post in portfolio at least once during tour; e. PD Desk Officer Manual that will include checklists for PAO consultations, information about the portfolio posts, administrative information about AF/PDPA, and more; f. Beginning in summer FY 2010, PD desks attend geographic offices' internal meetings whether or not embedded. PACO speaks with geographic area directors to begin "virtual embedding"; g. PD desks institute weekly conversation with portfolio PAOs. 	
PDOD, Deputy, PACO	2. Embed desk officer positions in geographic offices	APPROVED
Deputy	<p>3. Improve support for first-time PAOs</p> <ul style="list-style-type: none"> a. Shadow/buddy system b. Single Officer Post PAO training module at FSI 	STARTED
CC, PDOD	<p>4. Meet Specific Public Diplomacy Program Objectives</p> <ul style="list-style-type: none"> a. Preserve current and establish new American Centers. b. Double PD training opportunities in Africa. c. FSO position at South Africa Media Hub d. PAOs at PD-transition posts. e. PILOT: Podcasting production and training capabilities at Public Affairs Sections in Africa. f. Nearly 100% increase in ACCESS scholarship students by 2014. g. Educational advisors at every embassy in AF. h. Double number of Regional English Language Officers to 4 by FY 2014. i. Pilot hand-held mobile devices for engagement/distribution of information. 	<p>STARTED</p> <p>STARTED</p> <p>APPROVED</p> <p>APPROVED</p> <p>STARTED</p> <p>STARTED</p> <p>STARTED</p>
CC & PACO, PD-DAS	5. Streamline and improve results/impact and public environment reporting from the field (Embrace MAT)	STARTED
PDOD, R	6. Annual AF PAO Conference in Washington, DC.	APPROVED for FY 2010

PACO, PD Desks PD-DAS	7. MSRPs – PD included in all goal papers and specific PD goal paper from every Mission with a PAS.	
PD-DAS, PACO	8. Increase interagency coordination with emphasis on Africom and USAID	
PACO	9. AF/PDPA makes better use of public opinion polling/academic analysis and data on Africa	
Deputy, PACO	10. Annual Franklin and/or Science & Technology Fellow in AF/PDPA	APPROVED for FY 2010
CC, SP	11. Improve link to public-private partnerships	
PD-DAS	12. Chief of Mission EERs include public affairs achievements	

Public Affairs Actions

LEAD	ACTION	PROGRESS
PA Chief	1. Increase strategic value of outreach to the Africa Bureau	STARTED
PA Chief	2. Enhance Diaspora Relations Coordination	STARTED
Advisor, Program Specialist	3. Restructure morning media clips	STARTED
PA Chief	4. Biweekly calendar of domestic outreach and media interviews	
PD-DAS	5. PD-DAS takes on principal AF Bureau spokesperson role	
PA Chief	6. Internal Marketing: Update AF/PDPA information on State's internal websites	

Key:

PD-DAS – PD Deputy Assistant Secretary

PDOD – PD Office Director

Deputy – Deputy PD Office Director

PACO – Policy and Coordination Officer

CC – Cultural Coordinator

SP – Special Projects/Cultural Affairs Officer

Advisor – Senior Advisor for Strategic Planning