

**RELEASE IN FULL**

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**From:** H <hrod17@clintonemail.com>  
**Sent:** Friday, January 13, 2012 12:53 PM  
**To:** 'Russorv@state.gov'  
**Subject:** Fw: QDDR Gender Implementation Memorandum

Pls print.

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**From:** Mills, Cheryl D [mailto:MillsCD@state.gov]  
**Sent:** Friday, January 13, 2012 12:48 PM  
**To:** H  
**Subject:** FW: QDDR Gender Implementation Memorandum

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**From:** Verveer, Melanne S  
**Sent:** Friday, January 13, 2012 12:09 PM  
**To:** Mills, Cheryl D  
**Subject:** RE: QDDR Gender Implementation Memorandum

It looks excellent, let's discuss on the plane going to Liberia. Will this work?

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**From:** Mills, Cheryl D  
**Sent:** Friday, January 13, 2012 2:13 AM  
**To:** Verveer, Melanne S  
**Subject:** Re: QDDR Gender Implementation Memorandum

Look forward to discussing

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**From:** Verveer, Melanne S  
**Sent:** Thursday, January 12, 2012 08:56 PM  
**To:** Mills, Cheryl D  
**Subject:** Re: QDDR Gender Implementation Memorandum

Thx  
Working through this with Jen.

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**From:** Mills, Cheryl D  
**Sent:** Monday, January 09, 2012 09:47 PM  
**To:** Verveer, Melanne S

**Subject:** QDDR Gender Implementation Memorandum

Melanne

Hope your travels were productive.

I have been trying to be productive on key QDDR implementation priorities as the Secretary as you know is committed to seeing it fully implemented in this year.

Below and attached is a memo that outlines my thinking after speaking with her, reviewing the QDDR requirements and closely examining Maggie's communications strategy memorandum.

I welcome your thoughts as I would like to move forward quickly in ensuring you have the established team to achieve the objectives.

Best.

Cdm

**MEMORANDUM**  
**January 9, 2012**

**TO:** MelanneVerveer

**FROM:** Cheryl Mills

**SUBJECT:** QDDR and Institutionalizing Gender in Foreign Policy

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This memorandum shares my thoughts after reviewing the gender communication plan that Maggie Williams prepared and reflecting on the larger strategic imperative set forth in the QDDR to "integrate gender issues into policies and practices" and "ensure that gender is effectively addressed throughout all bureaus and missions."

In your role as Ambassador for the Global Women's Initiative, you have championed issues of opportunity, inclusion, and safety for women and girls around the world. Your office also has been dedicated to integrating gender throughout the work of the Department and USAID. The strategic communication plan outlines a vision for solidifying the QDDR's imperative for gender integration and recommends dedicated resources to achieve this goal over the course of the next year and beyond. After reviewing the plan and discussing it with the Secretary, these are my implementation recommendations that I believe we need to put in place in short order.

**Gender Integration Work Plan.** Maggie's document outlines an internal and external communication strategy to support the institutionalization of new approach to foreign policy that includes a focus on women and girls for more effective diplomacy and development outcomes. The document contains 15 work streams that fall roughly into four categories. The document sets out an aggressive outreach and communications strategy to make the public case that foreign policy interests are best served if a focus on women and girls is integral to our diplomacy and development. It then underscores the importance of building a narrative to describe how, using this approach, the Secretary and Department have changed the way in which we engage in foreign policy to generate results. In support of the communications strategy, the document makes a series of policy and structural recommendations to help achieve its goals, including building and presenting the evidence

base to support the “theory of the case.” The communications strategy also outlines opportunities to use your and the Secretary’s time effectively over the next year and to enlist others – inside and outside the department – to amplify this work.

**Staffing.** Heather Samuelson worked with me to identify, given the composition of the personnel in your office, what might be additional staffing needed to achieve the outcomes anticipated by the QDDR and through this aggressive communications plan. Based upon that review, I recommend the addition of another team reporting to you that augments the existing team currently in place. This additional team would allow the existing team, managed by Anita Botti, to maintain the current functioning of the office (interfacing with other offices and bureaus within State, conducting diplomacy with foreign governments, managing existing programs, supporting your travel, etc.). The additional team, which I think should be led by Jen Klein as a second Deputy, would be the QDDR implementation team – as well as a strategic planning arm. It would be charged with implementing the QDDR imperative on women and girls, including the communications strategy set forth in Maggie’s document, while working closely with the broader Department QDDR implementation team.

In addition to Jen, the QDDR and communications implementation team likely would need to include the following positions:

- **Communications Director.** The Communications Director would lead outreach and communications, including: engagement to communicate the vision and strategy to the foreign policy community, the American public and other audiences; to develop validators and surrogates to support the message; to enlist the support of the business community and other key constituencies; and to use new media and other innovative communications tools (which, depending upon her time commitments, might be Victoria Esser, who is new in Public Affairs and came from The Glover Park Group).
- **Director of Research and Data.** The QDDR predicates the focus on women and girls based upon an evidence basis for better outcomes – which requires a rigorous approach to building the database on gender. For example, the communications strategy suggests a day-long high level conference on data, development of effective visual communication on gender, as well as a thorough analysis of the gender indicators that we currently use internally. Cindy Huang could initially cover this role.
- **Director of Policy.** A key piece of this plan is the integration of gender into the policies and programs of the State Department and USAID. This is being done through the QDDR implementation (*e.g.*, looking at the systems for recruiting, promoting and training Foreign Service Officers), the policy directive from the Secretary on gender, and through the implementation of the National Action Plan on Women, Peace and Security. In addition to shepherding these areas from a policy standpoint, this role will also seek to ensure successful integration of gender into key policy initiatives (*e.g.*, Feed the Future, the Global Health Initiative, the Partnership for Growth, the Climate Change Initiative). I understand that Rachel Vogelstein already is undertaking this work so it likely makes sense to have Rachel formally assume this role.
- **Director of Special Projects.** The communications plan demands that through powerful written and visual tools, a narrative be created and communicated about the work that you and the Secretary have done at the State Department. In addition, the next year will present myriad opportunities to solidify the gains you and she have made by using travel, media, and technology creatively. June Shih could manage these projects (as well as support Rachel on policy).

- **Special Assistants.** I am committed to finding two additional staff positions to implement this plan.

In addition to this new team, I will seek to formally ensure contacts are designated in key supporting offices, listed below:

- COS (Nora Toiv)
- S/P (TBD)
- Scheduling (Lona Valmoro)
- Innovation (Katie Dowd)
- Strategic Communications (Caroline Adler)
- Protocol (TBD)
- Educational and Cultural Affairs (Meghann Curtis)
- Global Partnerships Initiative (Kris Balderston)
- USAID (Caren Grown, Karla Coppel)
- Others? (TBD)

I look forward to talking with you about this. Implemented properly, the goal is ensure we deliver on the QDDR's gender integration imperative and this approach to foreign policy delivers the results that you and the Secretary anticipate in the upcoming year and beyond.