

FY2020 Public Diplomacy Implementation Plan Webinar for Experienced PDIP Users

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- What are PDIPs and why do we write them?
- What is in a PDIP?
- How do I write it?

What are PDIPs and why do we write them?

Mission of Public Diplomacy

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

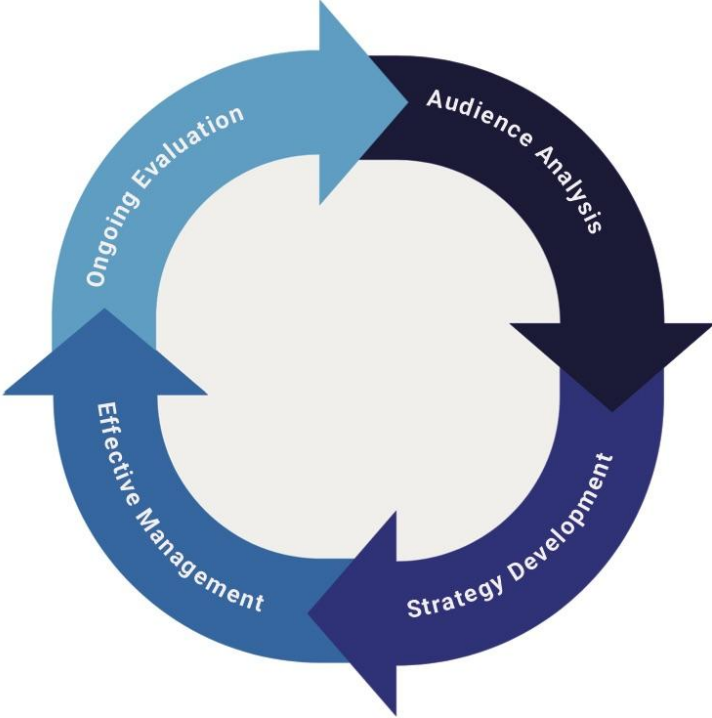
WHAT ARE PDIPS?

Vision

Public diplomacy **researches foreign audiences** to build targeted **public engagement strategies** that employ **expertly managed** communications and experiential programs and **continually evaluates** progress towards achieving U.S. foreign policy goals.

R STRATEGIC FRAMEWORK

Public Diplomacy Strategic Framework Four Pillars



ONE

Audience Analysis

determines the best possible conditions to reach pivotal, persuadable publics in the right ways at the right times.

TWO

Strategy Development

identifies how to use public diplomacy capabilities to achieve foreign policy goals and lays out actionable plans to do so.

THREE

Effective Management

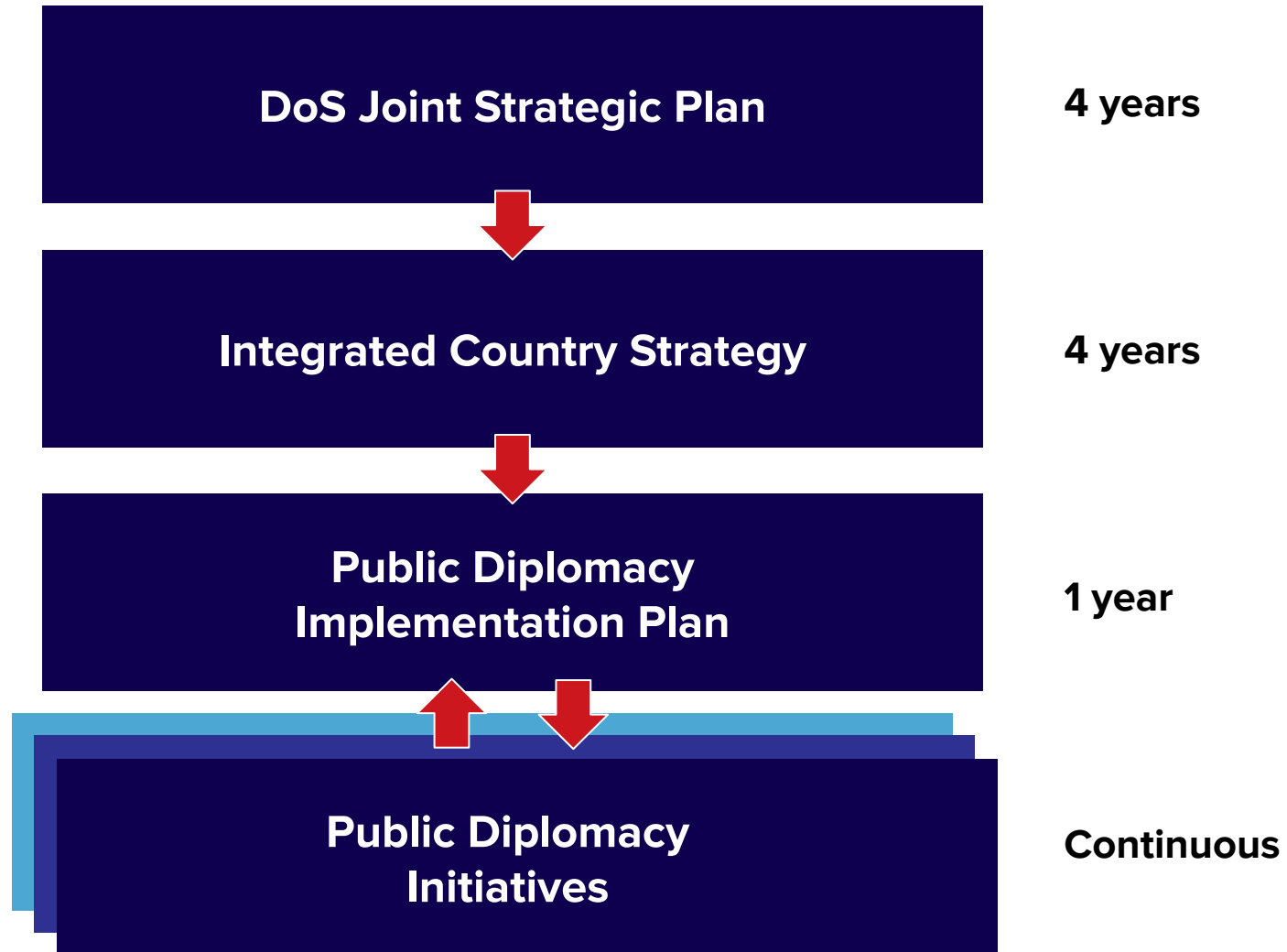
allocates and deploys human and financial resources, in cooperation with partners, to implement and monitor outreach programs.

FOUR

Ongoing Evaluation

sets measurable objectives, assesses whether goals have been met, provides evidence of impact, and informs future efforts.

DEPARTMENT STRATEGIC PLANS



Why do we write PDIPs?

Strategic planning:

- Guides your activities and keeps you focused
- Justifies resources
- Demonstrates good management
- Develops partnerships
- Helps you show your success and contributions
- Captures lessons learned

Washington uses PDIPs to:

- Formulate higher level plans
- Justify resources to OMB, Congress
- Demonstrate good management of resources
- Tell our story and demonstrate success

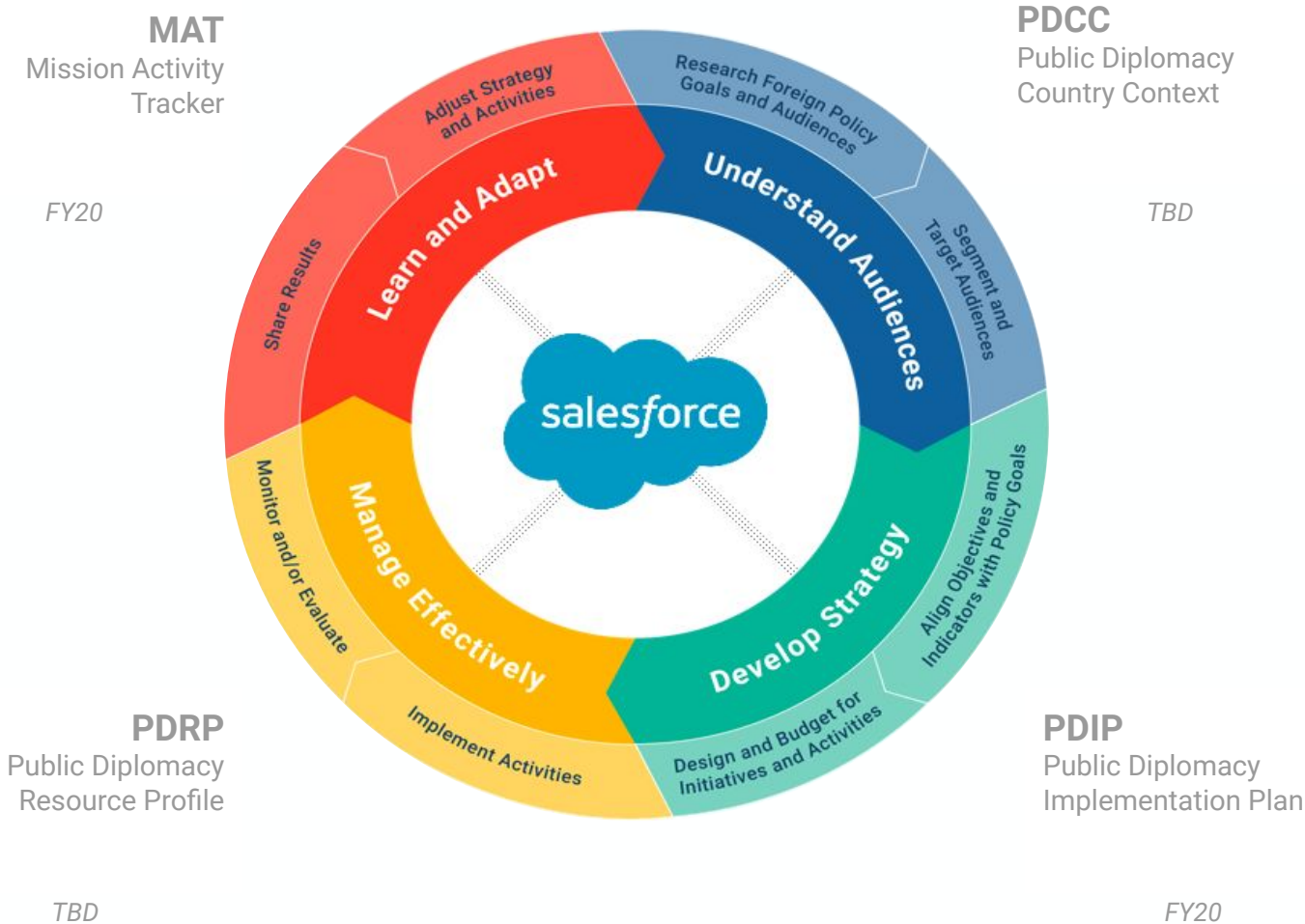
WHERE ARE WE GOING WITH THE PDIP?

This year is going to be a little different...

- In order to bridge the gap between the PDIP System and PD Tools, PDIPs will be completed in a worksheet
- This is temporary - one year only
- Information entered into the 2020 Worksheet will be uploaded to the PD Tools system prior to deployment
- The process for clearing the PDIP will be the same - Post completes it → Regional Bureau approves it → R/PPR publishes on Diplopedia

WHAT IS PD TOOLS MODERNIZATION?

PD Tools Modernization breaks the silos created by legacy systems. Data becomes easy to input, share, and report on ensuring Congress and other stakeholders continue to invest in Public Diplomacy.



What is in a PDIP?

EIGHT SECTIONS OF PDIP TEMPLATE

1	Overview	Broad overview of your strategic focus for the year. What has changed? Who developed this plan, and who is POC for questions?
2	ICS Goal(s)	Focus on the relevant ones from your ICS – <u>link back to sub-objectives as well.</u>
3	PD Initiative: Problem Statement	What is the PD problem related to these priorities (ICS goals/objectives/sub-objectives) PAS will address over the next FY?
4	PD Initiative: Initiative Statement	If we.... then (or by doing.... we can) statement. What do you want to achieve and how does it relate to your ICS goals and objectives?
5	PD Initiative: Audiences	Who will your activities target? <u>Summarized at the initiative level for FY20, to leave room for segmentation at the activity level.</u>
6	PD Initiative: Themes	Categorize your foreign policy goals using a dropdown menu with 8 choices.
7	PD Activity	What specific PD activities will you conduct as part of your PD initiative? Name Type (<i>drop-down menu</i>) Description
8	Activity Outputs and Outcomes	<u>Expected Output(s) – incorporated since PDIP and MAT will coexist in future system</u> Outcome Category(ies) (<i>drop-down menu</i>) Outcome Description – think SMART objectives and indicators

THE PDIP, VISUALLY



EIGHT SECTIONS OF PDIP TEMPLATE

1	Overview
2	ICS Goal(s)
3	PD Initiative: Problem Statement
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1. Overview

Broad description of your strategic focus for the year.

What has changed from previous year?

Who developed this plan, and who is POC for questions?

Be precise and concise.

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1. Overview - example

Mongolia is a relatively new free market democracy with two autocratic neighbors, China and Russia... Both neighbors exert political, social, and economic pressure through disinformation and by offering an alternative governance model that benefits those in power. Nascent and prospective democracies throughout the region often look to the Mongolian experience and their achievements for guidance and inspiration.

In FY2019, PAS Ulaanbaatar will foster accountability through the promotion of free, fair, and responsible media; by supporting economic diversification...

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2. ICS Mission Goal(s)

Focus on only the relevant ICS Mission Goal(s), Objective(s), and Sub-Objectives: strategic priorities for your PD activities to address.

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2. ICS Mission Goal(s) - example

ICS Mission Goal 1

Support continued development of democratic institutions, governance capacity, and like-minded partners in Mongolia.

Mission Objective 1.1

Increase rule of law and governance capacity to strengthen democratic government institutions and counter malign influence.

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3. PD Initiative: Problem Statement

The PD Initiative is the **unique contribution that public diplomacy makes toward advancing mission objectives.**

The first section of the PD Initiative is the Problem Statement. It describes a problem—connected to your ICS at Sub-Objective level—that you plan to address.

Articulating this problem upfront makes it easier to evaluate effectiveness later on.

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3. PD Initiative: Problem Statement - example

The press in Mongolia is often dependent on politicians, corporations, and foreign actors, is under-resourced and under-trained, is vulnerable to coercion, and is limited in their capacity to conduct fair and accurate investigative reporting to hold the government accountable.

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4. PD Initiative: Initiative Statement

What can public diplomacy and/or public affairs do to realistically address this problem(s)?

R/PPR recommended formulation:

If we... then...

“If we” = the PD-focused strategy that addresses a larger systemic problem (think: *PD’s contribution to solving the problem*)

“Then” = the foreign policy/bureau goal that PD can advance (think back to the problem statement)

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4. PD Initiative: Initiative Statement - example

IF we train Mongolian press on U.S. and international media standards, THEN they will be better able to reinforce democratic values by holding the government accountable and independently reporting on local corruption, foreign disinformation campaigns, and domestic politics and foreign policy.

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5. PD Initiative: Audiences

Who is the audience for each activity, and why? Be specific and realistic.

Note:

- audience is **summarized** at initiative level
- audience is **segmented** at the activity level

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5. PD Initiative: Audiences - example

Media

Using a different example:

- PD Initiative audience = stakeholders influential with the Ministry of Agriculture
- Activity 1 audience = agribusiness
- Activity 2 audience = consumer advocates

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6. PD Initiative: Themes

Which foreign policy issue-area does your initiative relate to?

- Select up to 2 themes
- Drop down menu
- Find the best fit
- These themes help Washington tell the PD story and budget

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6. PD Initiative: Themes - example

Civil Society / Democracy / Human Rights

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7. PD Activity

Specific actions linked to a PD initiative designed to achieve an objective.

Examples: press conference, workshop, journalist training.

- Name
- Type (*select one of*): Exchanges, Training and Instruction, Events, Resource Purchase, Information and Press Releases, Media Appearances
- Description: Concise description of activity undertaken

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7. PD Activity - example

Activity 1.1.1-1 A **conference on investigative journalism** would convene 50-60 reporters, media NGOs, academics, and officials and feature a U.S. expert speaker to help develop more free, fair, and responsible media.

Activity 1.1.1-2 **English training and English conversation clubs** would help reporters develop language skills to interview foreigners, avail themselves of independent American English language media sources, and participate in international fora on state-sponsored disinformation campaigns.

Activity 1.1.1-3 Targeted IVLP, IVLP On Demand, and **professional and academic exchanges** for the media would expand international professional peer networks and inspire greater free and fair Mongolian reporting.

TIPS FOR ACTIVITY DESCRIPTIONS

1. Connect your activity to the ICS sub-objective and PD initiative it supports. If you can't find a natural fit for an activity post routinely conducts, maybe it doesn't need to be in the PDIP.
2. Separate each activity and keep the descriptions brief rather than combining a lot of activities into a single entry.
3. Have a clear explanation of how the activity helps to address the problem outlined in the PD initiative section.
4. Clearly define the audience for the activity. Consider who within the summarized audience for this initiative you will reach with this particular activity.

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8. Activity Outputs and Outcomes

- Expected Outputs
- Outcome Categories (*drop-down menu*):
Attitude Change, Awareness, Behavior Change, Organizational Partnerships, Relationship Building, Skill Building
- Outcome Description

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8. Activity Outputs and Outcomes - example

Investigative journalist conference

Output = 50-60 people attend

Outcomes:

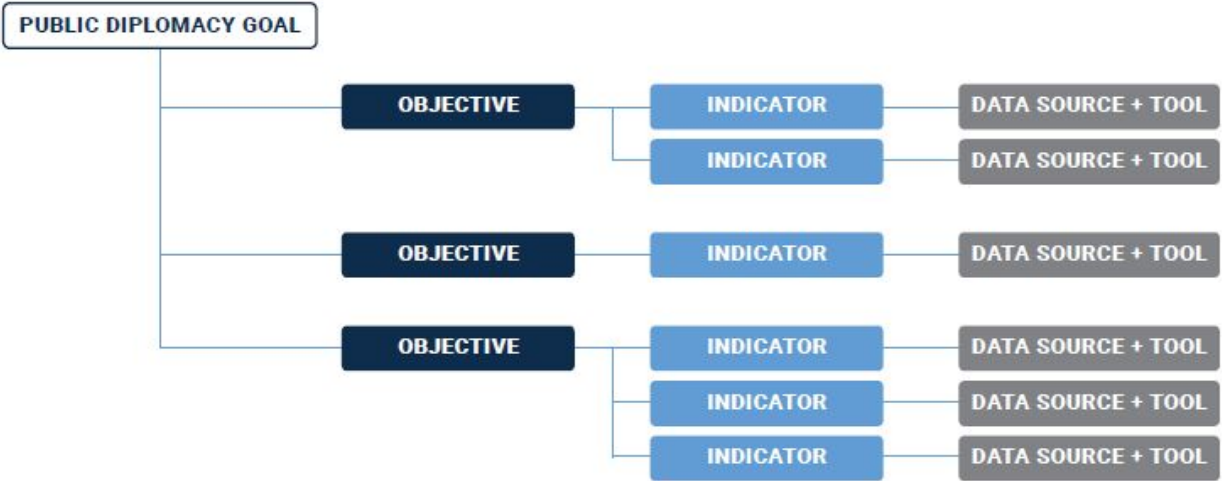
1. Action generated = 25% of participants will report on U.S. regional foreign policy priorities
2. Awareness generated = 75% of participants show a greater understanding of the role of media in holding government accountable

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8. Activity Outputs and Outcomes

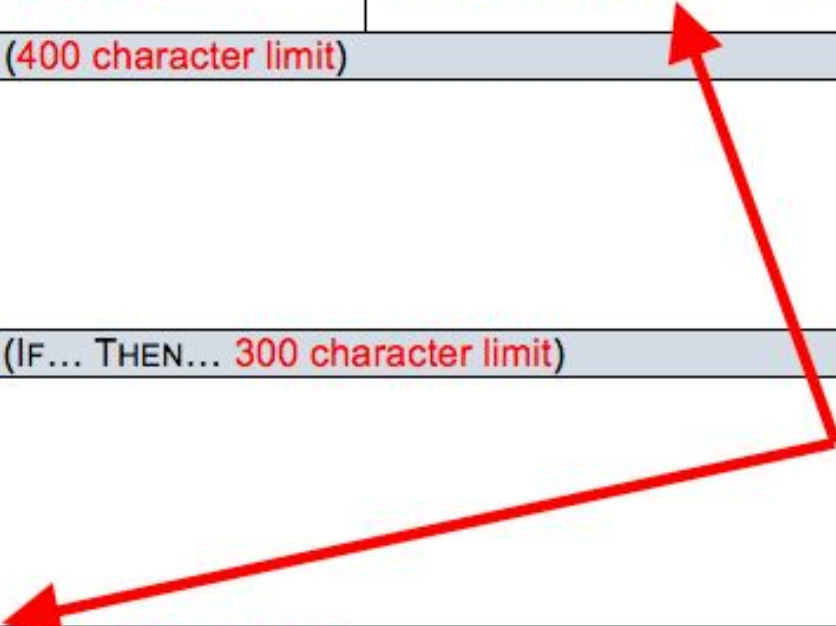
Detailed monitoring and evaluation plans are not appropriate to include in your strategic plan. However, making initiatives and activities **SMART produces outputs and outcomes that can serve as Indicators.** This is a best practice and is essential for future M&E.



How do I write a PDIP?

THE PDIP TEMPLATE (Initiatives)

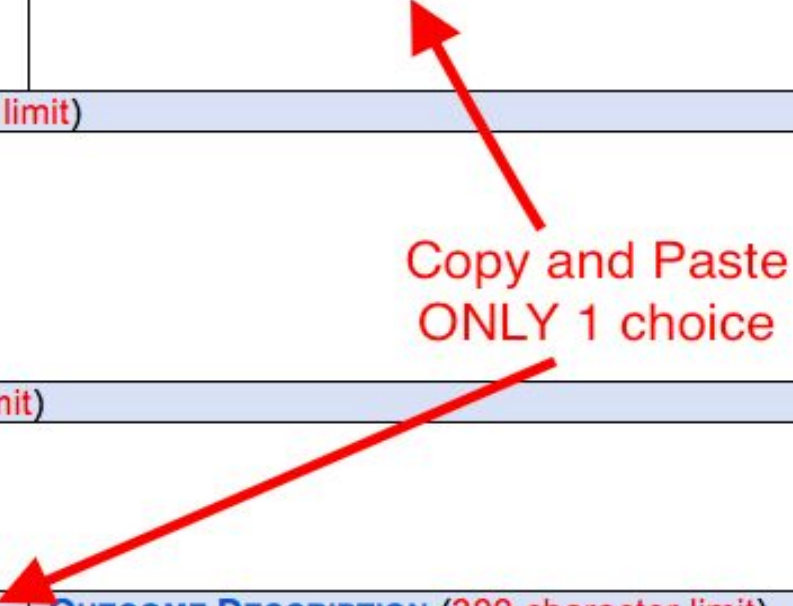
INITIATIVE 1	
INITIATIVE NAME (80 character limit)	SUB-OBJECTIVE (from ICS)
PROBLEM STATEMENT (400 character limit)	
INITIATIVE STATEMENT (IF... THEN... 300 character limit)	
INITIATIVE AUDIENCES (250 character limit)	
copy and paste 1 theme into each box	
Select up to two themes for this initiative from the following list: Education; Environment & Climate; Global Health; Humanitarian Work; Media & Information; Security; Economics & Trade; Consular Services; Civil Society, Democracy & Human Rights	
THEME 1	THEME 2



New To PDIP

THE PDIP TEMPLATE (Activities)

INITIATIVE 1 PROPOSED ACTIVITIES	
ACTIVITY NAME (80 character limit)	ACTIVITY TYPE: Select one of the following categories: Exchanges; Training & Instruction; Events; Resource Purchase; Information & Press Releases; Media Appearances
ACTIVITY DESCRIPTION (300 character limit)	
EXPECTED OUTPUTS (250 character limit)	
OUTCOME CATEGORY: Select one of the following outcome categories: Attitude Change; Awareness; Behavior Change; Organizational Partnerships; Relationship Building; Skill Building	OUTCOME DESCRIPTION (300 character limit)



Copy and Paste
ONLY 1 choice

PDIP Best Practices



Strategic Planning Best Practices for Public Diplomacy

This guidance sheet takes the Department's prevailing wisdom on strategic planning and adapts it for Public Diplomacy. The best practices outlined here can help all PD practitioners, whether they chose to organize group planning sessions (recommended) or are solely responsible for strategy development. Following these tips makes it easier for PD practitioners to:

- facilitate good planning;
- effectively tell the "PD Story" by documenting activities and capturing project outcomes; and
- improve resource management, just because a team has always done something doesn't mean it should continue—unless it fits in the strategic plan.

If you need more help, please visit the PD Research and Evaluation Unit [Diplopedia page](#) for more resources. For further clarification on the Functional Bureau or Post Public Diplomacy Implementation Plan (PDIP) requirements email the RPPR Policy Team at RPPR_Policy@state.gov.

WHERE SHOULD I START?

There are many ways to develop a strategic plan, but they all attempt to do the same thing. Depending on office size and staff responsibilities, every team's strategic planning process will vary. Regardless of the method, strategic planning is the process of answering four essential questions:

- 1 What are you trying to do?
- 2 How are you planning to do it?
- 3 How, at any given moment, will you know

STRATEGIC PLANNING RESOURCES

- Strategic Planning Best Practices (this document)
- FB-PDIP Instructions and Word Template
- PDIP Online Application
- Tip sheets on **Writing SMART Objectives and Identifying Indicators** at PD@State
- The **Plan, Smear, Toss** and one-pagers on facilitation techniques like the **Backstab, Silent Storming, and PICK Chart** developed and maintained by Teamwork@State
- ABCDE Method for Public Diplomacy

PDIP Progress Review Worksheet

PDIP Progress Review Worksheet

Assessing your section's progress, using the PDIP, at least once during the year is a best practice. We recommend printing one worksheet per PD Initiative and discussing jointly with as many implementing team members as possible. Please adapt this tool to help you.

ICS Mission Goal (5 years +)

ICS Mission Objective (3-5 years)


Initiative
Team Lead

Initiative Team
Members


PD Initiative: *What outcome(s) are we trying to achieve this year?*

Key Activities: *How are we planning to do it?*

Indicators/Milestones: *Are we on track to succeed?*

 Yellow: requires attention

 Good: on track

 Blue: completed

Success Factor

Additional Questions to Consider

Constantly
Communicate

Are staff able to communicate consistently what, when, and how their daily work contributes to the initiative?

Establish
Teams

Does the initiative have a lead and a team responsible for delivering it?
 Do people have the skill/will to fulfill their assigned roles?

Align Programs

Does the plan actually drive the team's daily work?

Use Routines

Is the team using good indicators/milestones to track & evaluate progress?

Has the team lead established routines to create deadlines & a sense of urgency to deliver results?

If you're not on track, what will you do about it? *Next steps: do we need direction, support, and/or decisions?*

TIMELINE

- Nov. 4 - 8: PAOs can bring working draft PDIPs to PD Next for input from bureaus and R/PPR
- Nov. 22: PDIPs due to regional bureaus
- November & December: Regional bureaus give posts feedback, posts finalize drafts
- Dec. 20: Final PDIPs due to R/PPR via your R/PPR regional policy collective

PDIP BEST PRACTICES

- Stay connected to your ICS goals
- Make your initiatives realistic
- Remember the 1-year time frame for the PDIP
- Specify your audiences
- Focus on outcomes that will come from your outputs
- Tell a story with your PDIP

We're here to help!

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RPPR_WHA@state.gov

RPPR_Policy@state.gov (for IO posts, Functional Bureaus)

PDTools@state.gov (for technical questions)