



Functional Bureau Strategy

Bureau of International Information Programs (IIP)

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1. Executive Statement

***Mission Statement:** IIP advances U.S. foreign policy by understanding, engaging, and influencing foreign publics, and develops the tools and platforms that strengthen the practice of public diplomacy.*

The Bureau of International Information Programs (IIP) is the State Department's foreign-facing Public Diplomacy (PD) digital communications bureau. It understands, engages, and influences foreign publics. In a rapidly changing communications environment, IIP develops and delivers the tools and platforms that public diplomacy practitioners require to advance U.S. foreign policy.

With the spread of powerful mobile devices and social media platforms, IIP's proven ability to reach beyond official state and institutional actors to influence and even create and nurture unofficial, grass-roots networks is vital to a modern public diplomacy. The content it creates to influence foreign publics—videos, infographics, web texts, even posters and books—are optimized for accessibility on any device, with special emphasis on the smartphones favored by global youth. Content decisions are grounded in a culture of measurement; uniquely within the Department, IIP routinely deploys powerful analytics tools. Its analytics capabilities are now in great demand throughout the Department.

Longstanding and proven IIP programs like the U.S. Speaker Program and the 650+ overseas American Spaces benefit directly from this approach by enhancing traditional in-person events with live, interactive webchats and other digital programming.

Even as IIP reaches out directly to targeted foreign audiences, it develops and delivers the modern digital tools field-based PD colleagues require to operate effectively in a digital environment. Built on leading private-sector technology, a new IIP-developed contact relationship management (CRM) system soon will aggregate and manage public diplomacy contact information for embassies worldwide, and supply them an industry-standard mass mailing system that permits audience segmentation and delivers “open rates” and other key metrics.

IIP delivers content that supports U.S. policy objectives via multiple platforms. Its ShareAmerica site (<http://share.america.gov>) delivers content from graphics to video, articles to full-length publications in eight languages. Newsletters, RSS, and social media feeds all promote this content to end users, and to the field. IIP supports 650+ American Spaces worldwide that host in-person and virtual programs on priority subjects. The bureau supports policy initiatives by conducting targeted issue-advocacy campaigns on topics ranging from internet governance to

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climate change. It builds and maintains online networks among strategically important audiences—for example, the Young African Leaders Initiative (YALI) Network. Each network is a ready group of influencers we can mobilize around U.S. policy goals.

Because its areas of expertise are highly dynamic and competitive, IIP of necessity has become a fast-moving and extremely adaptable organization, one capable of contesting global information spaces.

2. Bureau Strategic Framework

Goal 1: Advance US foreign policy by understanding, engaging, and influencing foreign publics

Objective 1.1: Create and deliver platforms, content, and programs to engage and influence foreign publics.

Objective 1.2: Shape and deliver programs and content that advance Department priorities and reflect audience research.

Objective 1.3: Build relationships with U.S. and foreign policymakers, academia, private and public sector employers, and civil society to engage and deliver content and programming to foreign publics.

Goal 2: Strengthen the practice of public diplomacy by identifying, developing, and promoting innovative tools.

Objective 2.1: Solidify IIP's role as a hub for innovative research and development in order to identify, develop, and promote tools and strategies that improve the practice of public diplomacy.

Objective 2.2: Build capacity of public diplomacy practitioners to utilize PD tools and strategies by identifying technological needs of the PD community, providing advanced training, and creating case studies of successful campaigns.

Management Goal: Enhance the Bureau's ability to work in a more complex and diverse communications environment.

Management Objective 1.1: Establish a bureau process to initiate, prioritize, manage, and sunset work and incentivize efficiency and collaboration.

Management Objective 1.2: Recruit, hire, and retain a diverse and skilled workforce.

Management Objective 1.3: Develop, promote, and institutionalize professional development in the Bureau to increase and maintain workforce capability.

3. Goals and Objectives

BUREAU GOAL ONE: Advance U.S. foreign policy by understanding, engaging, and influencing foreign publics.

a. **Description and Linkages**

In a fast-changing, global communications environment, U.S. policymakers, overseas missions and their partners increasingly require support in reaching their public diplomacy goals. To this end, IIP offers strategic consultation, digital platforms, analytical analysis, and policy-specific training to effectively engage and influence foreign audiences in advancement of U.S. interests.

This goal is in alignment with JSP Goal 3, Promoting American Leadership through Balanced Engagement. Our focus is on discovering and developing new and effective fora to engage with international audiences. IIP also works with private and civil society partners to leverage best practices and shape foreign public opinion.

b. **Risk**

A risk to be considered is the over-saturated media landscape that makes the task of reaching intended audiences exponentially more difficult. In other words, it's increasingly more difficult for us to be heard through all the noise. To mitigate that risk, we're upping our use of analytics and targeted placements, and working with partners to identify the platforms and the modes of communication that best advance our policy priorities.

c. **Key Partners and Stakeholders**

IIP partners with missions, PD officers in the field, and regional and functional bureaus.

Objective 1.1: Create and deliver platforms, content, and programs to engage and influence foreign publics.

a. **Justification**

Engaging audiences in today's technology-driven world requires a multi-faceted, sometimes campaign-based approach. No single content platform or format is capable of reaching a global audience. As such, IIP employs a mix of digital content and face-to-face programming to ensure the maximum reach and effectiveness of programming. Each program, platform, and piece of content is informed by data to ensure we're targeting the right audience, at the right time, in the right places.

Objective 1.2: Shape and deliver programs and content that advance Department priorities and reflect audience research.

a. **Justification**

IIP practices data-driven diplomacy, using analytics to understand target audiences, inform our efforts to develop effective content, and identify the appropriate means of distribution. The collection and analysis of data will be applied to improving the ability of posts and bureaus to influence foreign audiences in measurable ways. The use of this data will also help determine when programs or specific lines of effort need to be redirected or sunset completely.

Objective 1.3: Build relationships with U.S. and foreign policymakers, academia, private- and public-sector employers, and civil society to engage and deliver content and programming to foreign publics.

a. **Justification**

As a direct response to the Department's goal to increase partnerships and bilateral relationships, IIP will focus our efforts on strengthening and broadening our established relationships with private-sector and civil society organizations to shape foreign public opinion.

BUREAU GOAL TWO: Strengthen the practice of public diplomacy by identifying, developing, and promoting innovative tools.

a. **Description and Linkages**

IIP aims to increase the capabilities of public diplomacy practitioners in the field to use state-of-the-art, modern tools for public engagement through focused training, analytic analysis, strategic programming, and provision of modern digital tools. Drawing from JSP Goal 4, IIP strives to ensure effectiveness and accountability to the American taxpayer. This can be achieved by staying current with PD best practices, developing digital tools, and providing training and strategic programming to the field. IIP will make sure effective and relevant methods are engaged to make good decisions and direct resources where they will be most effectively used.

b. **Risk**

Keeping pace with the rapidly changing communication world can be expensive and time consuming. There is an inherent risk in picking platforms or new tools that don't ultimately pay off in the end. IIP has recognized the risk that not every innovative pursuit

will be successful, and is implementing processes to sunset programs and projects that don't meet benchmarks or thresholds.

Being able to provide adequate training and support for new platforms and tools is also a risk. Partners will often request various products, but not the training and support that need to accompany it. This gap can lead to inefficient and ineffective use of strategies and tools, which reflect poorly on the Bureau.

c. **Key Partners and Stakeholders**

IP partners with missions, PD officers in the field, and regional and functional bureaus.

Objective 2.1: Solidify IIP's role as a hub for innovative research and development in order to identify, develop, and promote tools and strategies that improve the practice of public diplomacy.

a. **Justification**

In an environment with rapidly evolving technologies and skill sets, it's impractical to think that the Department could effectively acquire and provide training for every new technology being developed. By letting IIP focus on innovation to meet the needs of the PD community and stay current with private-industry trends, the Department can remain relevant, and can make enterprise changes with a verified proof of concept. IIP will incubate good ideas and provide case studies and methods for roll-out if a new technology is found to be globally useful.

There are many challenges to achieving this objective, but IIP has proven that it has the capacity and skill sets to realize this goal.

Objective 2.2: Build capacity of public diplomacy practitioners to utilize PD tools and strategies by identifying technological needs of the PD community, providing advanced training, and creating case studies of successful campaigns.

a. **Justification**

By identifying technological needs of the PD community, providing advanced training, and creating case studies of successful campaigns that use a variety of new strategies and tools, IIP will help practitioners be more effective worldwide. Equipping Department personnel with the knowledge and tools they need as it relates to public diplomacy will make engagement with foreign publics more efficient and meaningful.

4. Management Goal

MANAGEMENT GOAL: Enhance the bureau's ability to work in a more complex and diverse communications environment.

a. **Description and Linkages**

In order to achieve the goals set by the Department and by the bureau, a well trained, diverse and engaged workforce is required. Making sure that team members are equipped to do their jobs with maximum efficacy will yield positive outcomes in all we strive to accomplish. By encouraging professional development, and hiring a diverse workforce, IIP will be able to maintain a high level of performance.

b. **Risk**

IIP partnered with the Executive Potential Program (EPP) to review and investigate IIP's 2016 FEVS scores. IIP scored below average in the area of Diversity and Inclusion and is making an effort to implement some of the recommendations made by the EPP. The risk is that despite implementing the suggestions, IIP's FEVS scores may not change. Ultimately, the objectives and sub-objective for this goal are in the best interest of IIP personnel, even if it is not reflected in the survey.

c. **Key Partners and Stakeholders**

Undersecretary for Public Diplomacy, HR, IIP Personnel

Management Objective 1.1 Establish a bureau process to initiate, prioritize, manage, and sunset work and incentivize efficiency and collaboration.

a. **Justification**

IIP prides itself on a collaborative and creative workforce, but the bureau recognizes the need for continuous process improvement to reduce duplicative efforts in a resource-constrained environment. Using data-driven reviews of programs and projects will help the bureau make the best use of its resources.

Management Objective 1.2 Recruit, hire, and retain a diverse and skilled workforce.

a. **Justification**

A diverse workforce is a strong workforce. IIP strives to include diverse perspectives and experiences to produce quality products worldwide. Workplace diversity increases employee morale and causes employees to desire to work more effectively and efficiently. Diversity in leadership within a bureau allows managers to bring in new skills and methods for achieving unity within their teams.

Management Objective 1.3: Develop, promote, and institutionalize professional development in the bureau to increase and maintain workforce capability.

a. **Justification**

Professional development is key to maintaining a highly skilled workforce with the most up-to-date industry knowledge and training. This is particularly true in the digital space in which IIP operates. Professional development is widely recognized as fundamental to the improvement of standards and skills for individuals and their organizations. Professional development helps employees continue to not only be competent in their profession, but also to excel in it. It also allows employees to be more aware of changing trends and directions in an industry.