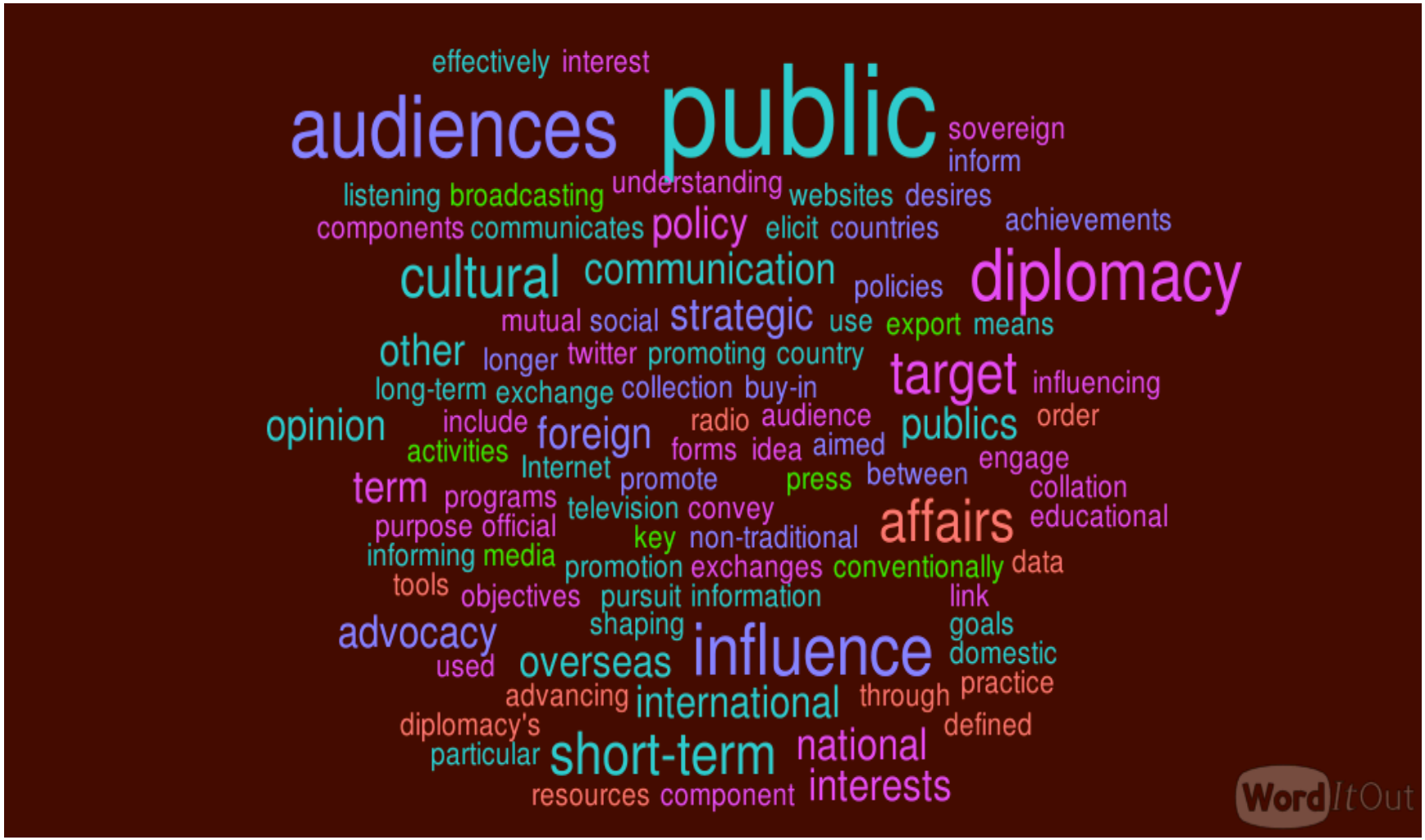
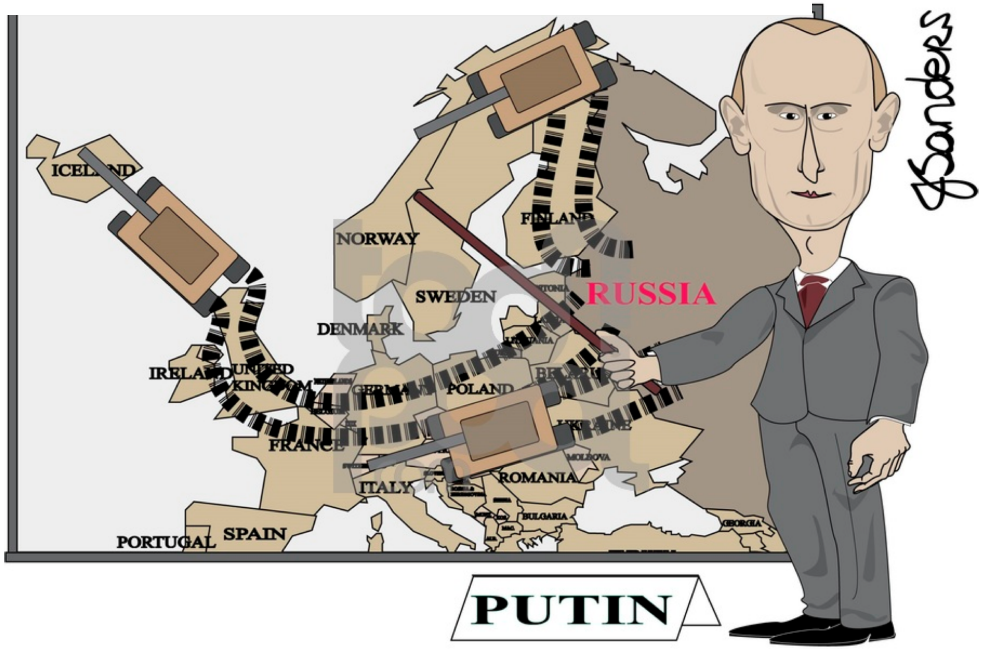
Strategic Communications: Talking to Western Partners



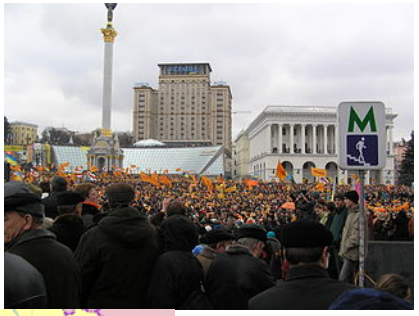
Dr. Vivian S. Walker
NDC UAE/NESA NDU

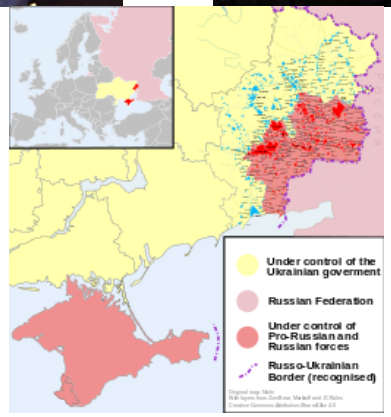
Controlling the Narrative



- I feel that Europe is more and more hostile towards Russia. I have to counter it..

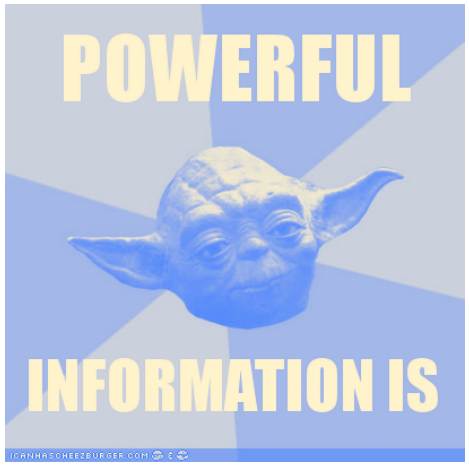
The soft power of a country rests primarily on three resources: its culture (in places where it is attractive to others), its political values (when it lives up them at home and abroad) and its foreign policies (when they are seen as legitimate and having moral authority). Joseph Nye, *Public Diplomacy and Soft Power*





Information and Power:

Getting others to want the outcomes you want



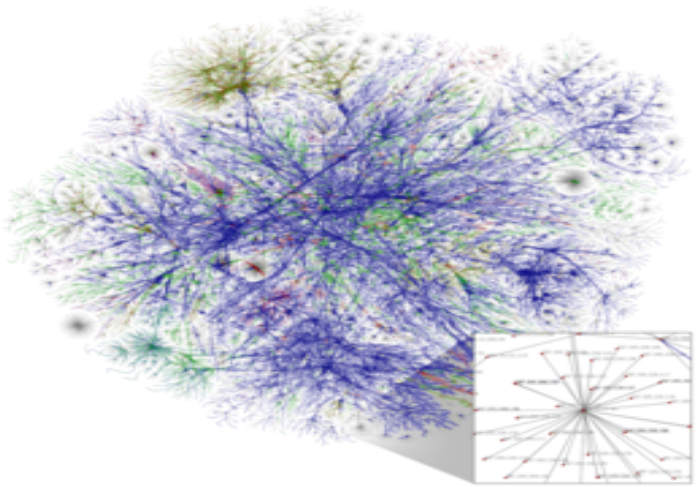
Soft power is more than just **persuasion** or the ability to move people by argument. It is also the ability to entice and attract.

In international politics, the resources that produce soft power arise in large part from the **values** an organization or country expresses in its culture, in the examples it sets by its internal practices and policies and in the way it handles its relations with others.

Public diplomacy is an instrument that governments use to mobilize these resources to communicate with and attract the **publics of other countries** rather than merely their governments.

Joseph Nye, *Public Diplomacy and Soft Power*

Globalization and Innovation in Information Technologies



Nye's paradox of plenty:

"Plenty of information gives rise to a scarcity of attention."

Multiple competitors for audience attention

Multiple audiences, intended and unintended

Multiple sets of competing values

Reaffirmation of existing beliefs and perceptions

Narrowing scope of understanding

Public Diplomacy: Interests Based, Objectives Driven

Interests:

Fundamental, Enduring

Values Based

Power and cost irrelevant

- Physical Security
- Economic Prosperity
- Value Preservation at home:
  - system of government
  - civic culture
- Value Preservation abroad
  - Political
  - Religious
  - Economic

Objectives:

Specific, Context driven

Interest fulfillment/preservation

Power and cost important

- Military campaign to repel invasion
- Market expansion to grow trade

- Improved electoral process
- Broad access to social services

- "Mission civilatrice"
- Socialist revolution
- Caliphate creation

Terry L. Deibel
Foreign Affairs Strategy

Public Diplomacy:

The means by which a* sovereign *country communicates with publics in other countries aimed at informing and influencing audiences overseas for the purpose of promoting the national interest and advancing its foreign policy goals.

Type	Time Frame	Activities	Infrastructure
Listening	Short/Long term	Polling	Monitoring technologies
Advocacy	Short term	Press Relations	Foreign Ministry, Embassy
Cultural Diplomacy	Long term	International art/ music/dance/film event	Cultural center, local theater, gallery, cinema
Exchange Diplomacy	Long term	Two way academic exchanges	Embassy, exchange administrator, education center
International Broadcasting	Medium to long term	Foreign language radio, television broadcasting	News bureaus, production facilities, editorial offices: BBC/ Al Jazeera/VOA

Listening/Advocacy Failure:
Initial U.S. "Shared Values" Campaign 2001-2002

Issue: Hostile Muslim world perceptions of U.S.

- **Cultural attractiveness** at risk: Faith, Family
- **Political Values** betrayed: religious tolerance, diversity, pluralism
- **Foreign policy legitimacy/ moral authority** at risk: "Freedom Agenda"-- expansion of liberty and democracy as alternative to terrorism

Solution: "Shared Values" Outreach Campaign

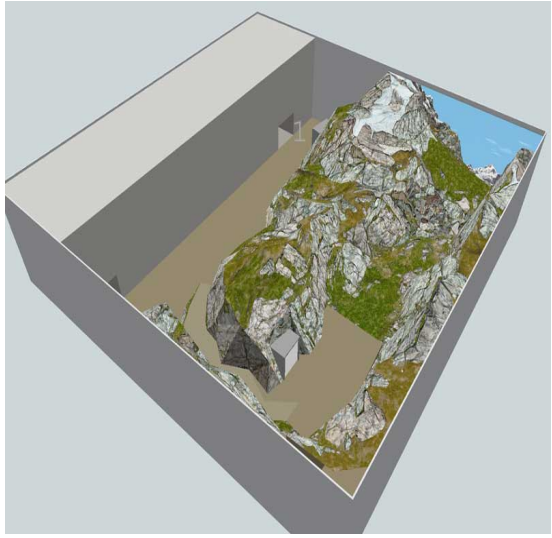
- Coordinated by Dept. of State
- Target Audience: Muslim world
- Message: America is a country of faith/family where Muslims can live in peace and prosperity
- Program Tools: Market tested TV and newspaper advertising campaign, mass media placements

Outcome: Advocacy based on faulty premise about Muslim world perceptions—poor listening

Listening/Advocacy Success:
Rebranding Switzerland, 2000-2007

Issue: **Nazi Gold in Swiss Banks (late 1990s)**

- **Cultural attractiveness** at risk: tolerance, ethical behavior
- **Political Values** betrayed: transparency, modernity, humanitarian commitment
- **Foreign policy legitimacy/moral authority** at risk: Political neutrality, financial integrity

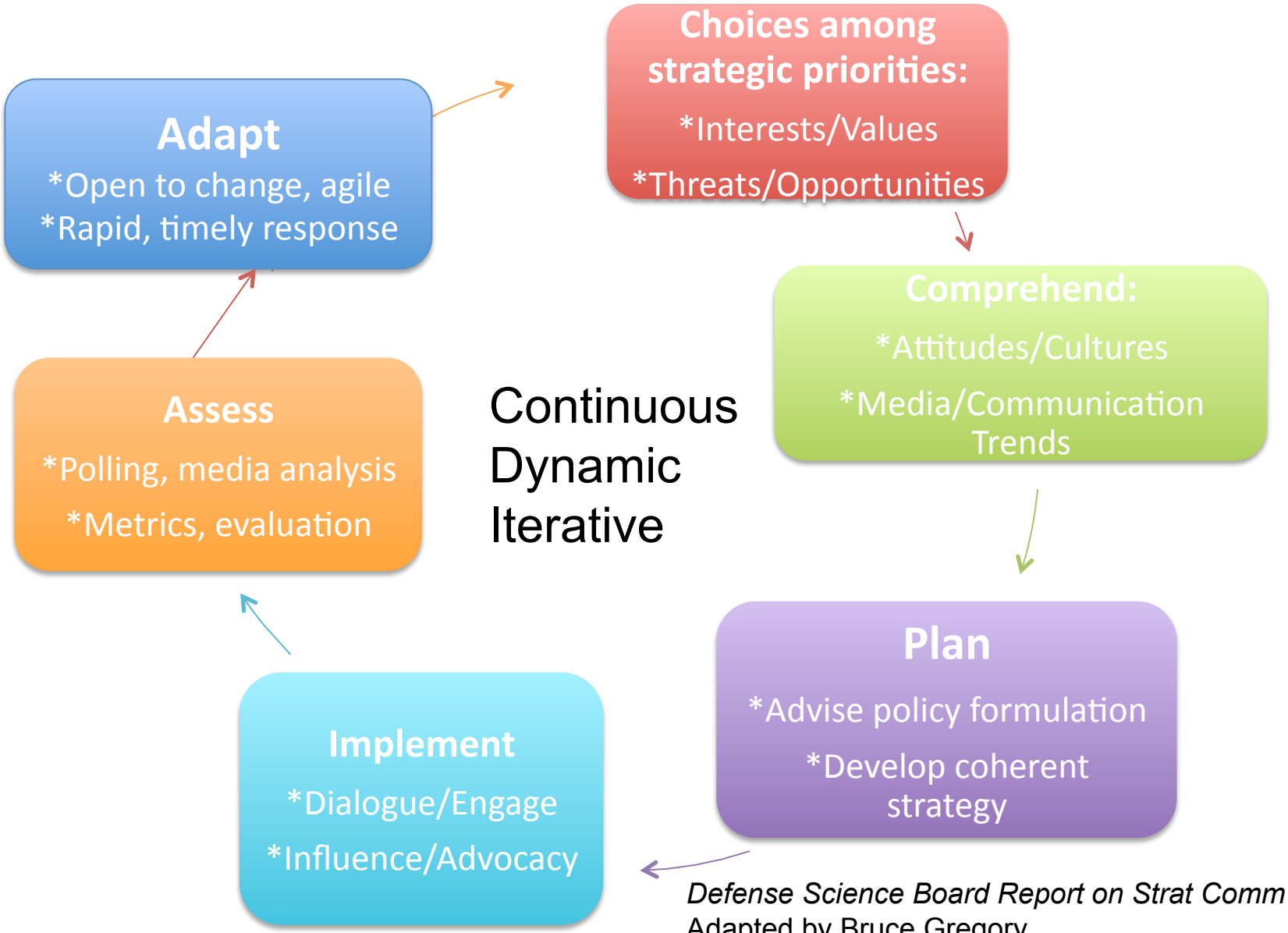


Solution: Presence Switzerland (PRS) 2000:

- Coordinated with government, public and private sector stakeholders
- Target audience: opinion makers in key political and commercial partner nations
- Message: "Joint action, joint promotion"
- Program Tools: image survey-based global exhibits

Outcome: Continuous use/upgrade of survey indicated positive shift in global attitudes—good listening

Building a Strategic Communication Partnership



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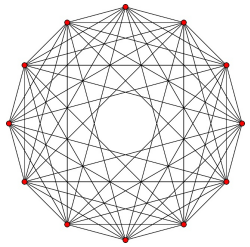
Strategic Communication Partnerships: Relationship Management



"**Relationship building** should be the central concept and ultimate goal of both public diplomacy and nation branding… communication is only a means—albeit very vital--to build and maintain relationships rather than an end in itself." Gyorgy Szondi

Network communication approach

Physical:

Movement of goods, people, Info

Mass communication channels

Institutional:

Economic and Political entities

Cultural, business and policy networks

Social/Cultural:

Individuals

Ideas, impulses

From Nazi Gold to Swiss Technology, Innovation

Values: Tolerance, Diversity, Tradition

Threats: Neutrality, Financial Integrity

Opportunities: Market expansion, influence

Attitudes/Cultures: Perception that Swiss placed financial gain above ethical considerations

Media/Communication Trends: build brand recognition in global marketplace

Plan: Presence Switzerland

"Joint action, joint promotion."

Policy formulation: foreign ministry, banking, business, media, culture, sports, tourism, youth affairs

Strategy: exhibits in key partner countries

Implement

Dialogue/Engage: exhibits provided first hand look at Swiss culture/society

Influence/Advocacy: exhibits depicted Swiss society, as modern, tolerant, open

Assess

Polling, media analysis: 7 image surveys in key target countries

Metrics, evaluation: surveys repeated over time

Adapt

Open to change, agile

Rapid, timely response

Continuous
Dynamic
Iterative

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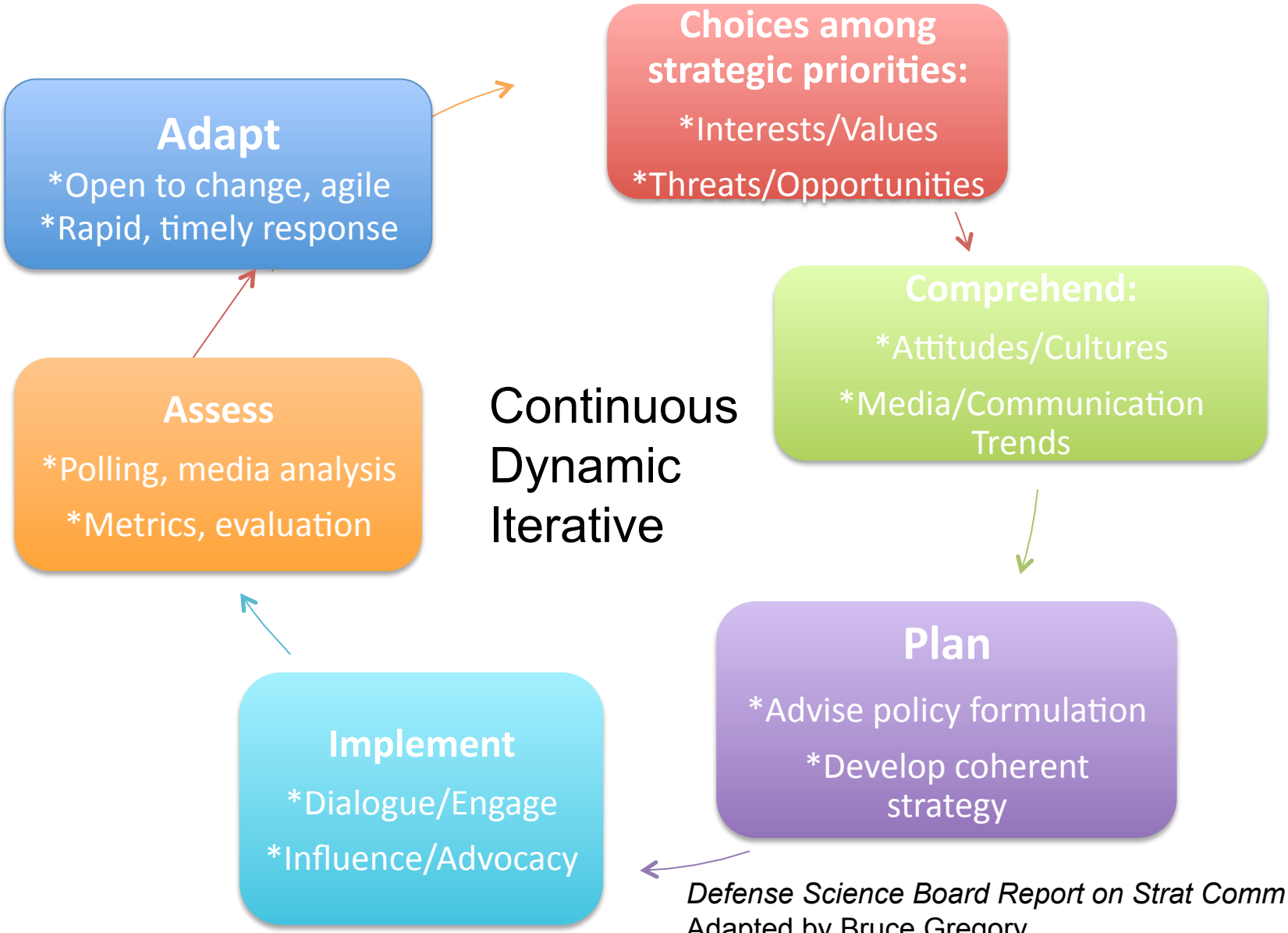
International Perceptions of Ukraine

International Perceptions of Ukraine and its Neighbors

Ukraine (99)	Russia (95)	Belarus (82)	Poland (52)	Moldova (60)	Romania (65)
Science & Tech (13)	Science & Tech. (41)	Science & Tech. (32)	Culture (16)	Science & Tech (44)	Culture (29)
Culture (48)	Health & Wellness 42	Health & Wellness 46	World Order (26)	Int'l Peace & Security (46)	Science & Tech. (48)
World Order (57)	Culture 68	Culture (63)	Science & Tech (32)	World Order (51)	World Order (53)
Prosperity & Equality (96)	Planet & Climate (88)	World Order (63)	Health & Wellness 81	Health & Wellness (54)	Planet & Climate (69)
Health & Wellness 105	Int'l Peace & Security (90)	Prosperity & Equality (74)	Planet & Climate (83)	Culture (65)	Health & Wellness 74
Int'l Peace & Security (117)	World Order (106)	Int'l Peace & Security (108	Prosperity & Equality (83)	Prosperity & Equality (84)	Int'l Peace & Security (75)
Planet & Climate (120)	Prosperity & Equality (112)	Planet & Climate (118	Int'l Peace & Security (105)	Planet & Climate (115)	Prosperity & Equality (114)

Building a Strategic Communication Partnership



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Metrics: Useful Country Behavior Surveys and Indices

The Good Country Index: http://www.goodcountry.org/overall **Ukraine: 99/125**

The GBI measures the global impacts of a country's policies and behaviors: what it contributes to the "global commons," and what it takes away. It provides a global balance-sheet rather than a measure of each country in isolation. The GBI is designed to encourage populations and their governments to be more outward looking, and to consider the international consequences of their national behavior. The GBI is based on 35 reliable datasets which track the way that most countries on earth behave in the following categories: education, science, war and peace, trade, culture, health, censorship, environment, freedom.

The Fragile States Index: http://ffp.statesindex.org/ **Ukraine: 113/178 "Warning"**

The very structure of a country, even a healthy one, can be challenged by overwhelming events during the course of a year -- and the consequences inform not only the legitimacy of the state, but also the experiences of its citizens. The Fragile States Index, (The Fund for Peace/Foreign Policy) provides an annual snapshot of a country's vitality and stability (or lack thereof) and ranking them accordingly. Rankings are based on a set of 12 political, economic, and social indicators.

World Bank Ease of Doing Business Index: http://data.worldbank.org/indicator/IC.BUS.EASE.XQ **Ukraine: 96/189**

Ease of doing business ranks economies from 1 to 189, with first place being the best. A high ranking (a low numerical rank) means that the regulatory environment is conducive to business operation. The index averages the country's percentile rankings on 10 topics covered in the World Bank's Doing Business. The ranking on each topic is the simple average of the percentile rankings on its component indicators.

Transparency International Global Corruption Index: http://www.transparency.org/cpi2014 **Ukraine: 142/175**

The Corruption Perceptions Index ranks countries and territories based on how corrupt their public sector is perceived to be based on expert opinion. A country or territory's score indicates the perceived level of public sector corruption on a scale of 0 (highly corrupt) to 100 (very clean).

Freedom House: Freedom in the World: https://freedomhouse.org/report-types/freedom-world#.VOXrE_nVru0 **Ukraine Partly Free**

Freedom in the World, Freedom House's flagship publication, is the standard-setting comparative assessment of global political rights and civil liberties. Each country is assigned two numerical ratings—from 1 to 7—for political rights and civil liberties, with 1 representing the most free and 7 the least free. [Ukraine: Freedom-3. Political Rights-3. Civil Liberties-3.]