

U.S. DEPARTMENT OF STATE
THIRD ANNUAL CONFERENCE ON PROGRAM EVALUATION:
NEW PARADIGMS FOR EVALUATING
DIPLOMACY IN THE 21ST CENTURY
June 8-9, 2010

Evaluating Partnerships Track

PowerPoint presentation from workshop on
Smart Power:
Integrating and Evaluating the Instruments of National
Power

Session transcript:
<http://www.state.gov/s/d/rm/rls/rm/2010/148046.htm>



Smart Power: Integrating and Evaluating the Instruments of National Power

*Third Annual Conference on Program Evaluation in International
Affairs: New Paradigms for Evaluating Diplomacy in the 21st
Century*

Washington, DC
8 June 2010

Smart Power: An increasingly common term of reference across the US Government, Think Tanks, NGOs, and Private Industry

- ▶ Project on National Security Reform Report: Forging a New Shield
- ▶ USAID Civilian-Military Cooperation Policy
- ▶ DoD Civilian-Military Strategy
- ▶ CSIS Commission on Smart Power
- ▶ Carnegie Revitalizing Democracy Assistance
- ▶ Foreign Assistance Revitalization and Accountability Act of 2009
- ▶ USAID Summer 2009 Administrator's Forum
- ▶ National Strategy for Global Development
- ▶ 5th Annual Reconstruction & Stabilization Conference
- ▶ International Peace Operations Association (IPOA)
- ▶ The Quadrennial Diplomacy & Development Review
- ▶ Gen. Stanley McChrystal's AfPak Strategy
- ▶ Council on Foreign Relations
- ▶ Unified Combatant Commands – Civilian/ Military Advisors
- ▶ Provincial Reconstruction Team (PRTs)
- ▶ Colleges & Universities Regional and International Study Programs
- ▶ Section 1207: USAID and S/CRS shape and implement reconstruction and stabilization projects worldwide using DoD funds



But What is Smart Power, “Really”?

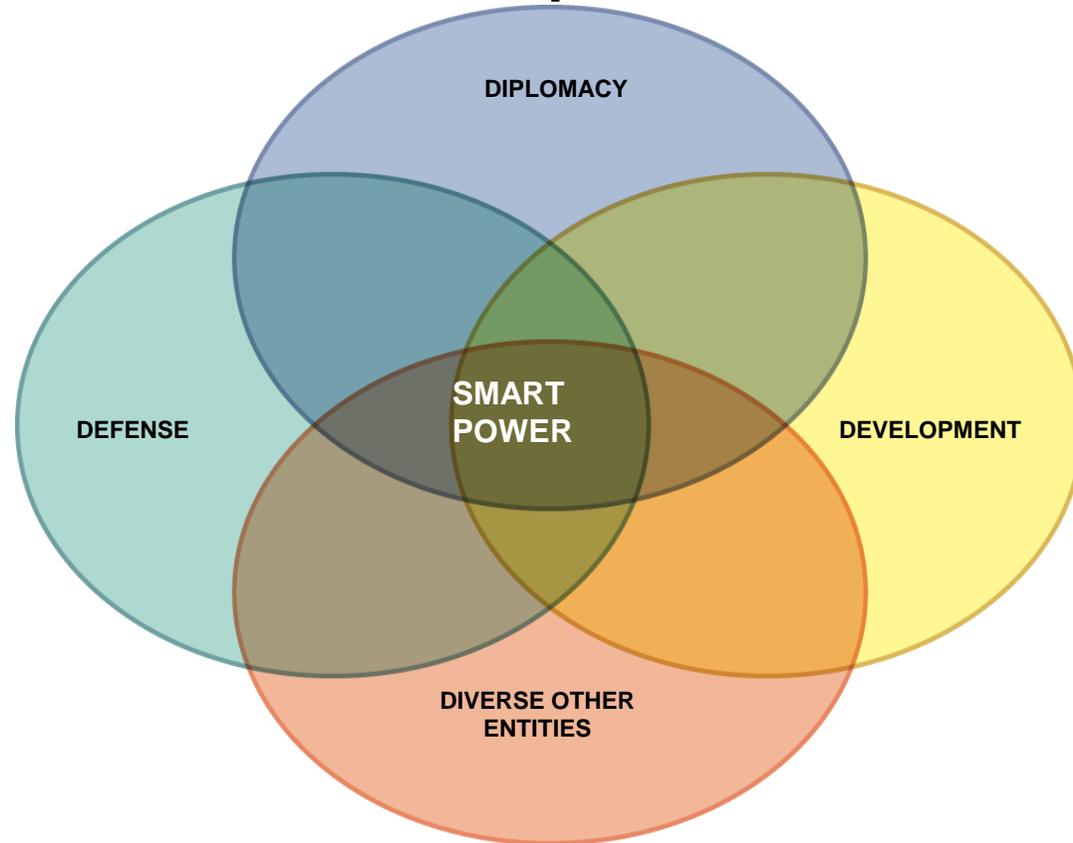
- ▶ The ability to combine hard power (the power to coerce) and soft power (the power to convince) into a holistic strategy
- ▶ Integrating all elements of national power from across the government and private sector (diplomatic, economic, military, financial, informational, legal, cultural) to advance national security objectives
- ▶ An overlay to electricity distribution grids using two-way digital technology to save energy, reduce cost, and increase reliability and transparency (also “Smart Grid”)
- ▶ A concept that intuitively makes sense but is challenging to apply to programmatic objectives and difficult to measure

Secretary of State Clinton on Smart Power

*“Building the architecture of global cooperation requires us to devise the right policies and use the right tools. I speak often of **smart power** because it is so central to our thinking and our decision-making. It means the intelligent use of all means at our disposal, including our ability to convene and connect. It means our economic and military strength; our capacity for entrepreneurship and innovation. It also means the application of old-fashioned common sense in policymaking. It’s a blend of principle and pragmatism.”*

July 15, 2009

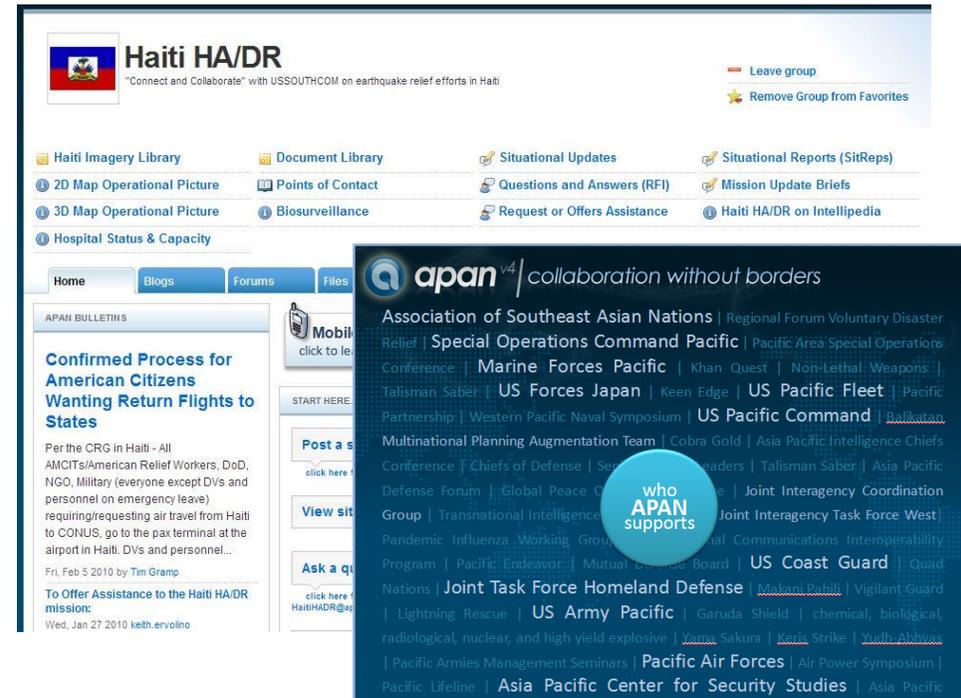
Smart Power sits at the intersection of capabilities; it leaves room for “swim lanes” and, if correctly applied, creates space for each organization to deliver its core capabilities



Smart Power aims to integrate the instruments of national power and leverage public private partnerships to enable the U.S. Government's foreign policy and domestic agendas

Smart Power in Action: The All Partners Access Network (APAN)

- ▶ In 2008 USPACOM became a core funder of APAN, a collaboration platform that represented 10 years of Booz Allen operational knowledge and experience
- ▶ In May 2009, USSOUTHCOM became an early adopter of this sharing platform and, on January 12, 2010 was tasked by DoD to coordinate response efforts
- ▶ APAN was identified as **the primary information sharing platform** and the online community was launched the next day.
- ▶ Within **one week, over 1000 users** had joined the group; these users include representatives from U.S. Government agencies, non-profit organizations and international partners
- ▶ APAN uses **Forums, Blogs, and File Sharing** as a method of collaboration
 - *Forums* provided a place where users could request information, share information or offer assistance; *Blogs* provided situational reports and communicated major announcements; *File sharing* provided users with the latest satellite imagery



Smart Power and Evaluation



- ▶ The Obama Administration has placed a renewed emphasis on accountability and transparency using tools such as www.data.gov
- ▶ Evaluation includes the standard “who”, “what”, “when”, “where”, and “why” questions
 - Applying a Smart Power lens requires knowing “*Who is doing What*” and “*What is their ‘What’ Achieving*”
 - In the international context there is vast diffusion of actors, goals, and achievements
- ▶ Implementing Smart Power solutions requires candor and realism about **goals, metrics, and timelines**
 - Government Performance and Results Act emphasizes inputs, outputs and outcomes; we need to look at all three
 - Sometimes the goal might be intangible (building trust, demonstrating reliability and commitment) and the method might be delivering tangible goods (medicines, food)
- ▶ Success factors include: knowing what you’re trying to achieve ahead of time, being realistic in measuring, sharing information, and managing expectations

Smart Power: Impact of Application

- ▶ Done right, Smart Power should involve a lively discussion between program managers and resource managers
- ▶ With major increases in Function 150 resources--\$16.7 billion in FY 1986 to this year's request of \$56.8 billion—there is an equal increased expectation around planning, accountability and impact

- ▶ Leveraging Smart Power approaches can help managers explain:

1. What they will do with funding
2. How they will use funding more effectively
3. Persuade the American people and key stakeholders that resources provided are being used efficiently and in promotion of the national interest

The top image shows the Department of Defense website for the Quadrennial Defense Review (QDR). The middle image shows the USAID website with the heading 'Telling Our Story' and a sub-heading 'Every day, all over the world, USAID brings peace to those who endure violence...'. The bottom-right image is a quote from a source, likely Hillary Clinton, defining Smart Power as a combination of diplomatic, economic, military, political, legal, and cultural tools. The quote includes a photo of Hillary Clinton and a 'Full Text' link.

Smart Power
"We must use what has been called "smart power": the full range of tools at our disposal – diplomatic, economic, military, political, legal, and cultural – picking the right tool, or combination of tools, for each situation. With smart power, diplomacy will be the vanguard of foreign policy. This is not a radical idea. The ancient Roman poet Terence, who was born a slave and rose to become one of the great voices of his time, declared that "in every endeavor, the seemingly course for wise men is to try persuasion first." The same truth binds wise women as well." [Full Text»](#) | [Video»](#)

Questions and Answers

