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## **THE STRUCTURE OF THE U.S. PUBLIC DIPLOMACY**

In the 21<sup>st</sup> century public diplomacy became a significant factor in international life for the majority of the developed countries.

The U.S. diplomatic service is one of the key factors ensuring country's global leadership. While combining methods of traditional and public diplomacy, it is one of the most professional, modern and efficient services in the world.

The main foreign policy objectives of the U.S. public diplomacy are as follows:

- to improve the U.S. image among the most active and the most influential layer of the foreign society;
- to influence the foreign elite and in particular its decision-making segment;
- to create favorable business and investment climate for the USA in foreign states.

Public diplomacy, however, is not limited to promoting the country's image, educating specific professional groups and representatives of foreign countries or radio and television broadcasting. At present, the U.S. public diplomacy actively applies other methods, such as listening (analyzing public opinion or quality of the information about the USA disseminated abroad) and advocacy (organizing short-term political campaigns aimed at promoting specific political idea, action, etc.)

The traditional understanding implies that public diplomacy is a tool for interaction between the state and the «foreign audience», as well as a component of diplomatic and foreign policy mechanism applied by the government. The new non-traditional understanding describes public di-

plomacy as a tool for managing foreign audience's interest in certain issues by means of networking, creating and promoting specific web-sites, SMS-mailing, organizing online conferences, blogging. Public diplomacy of this kind, despite being among government's tasks, is carried out through NGO-to-foreign-audience contacts. Today the U.S. Government uses the following specifications for the term «public diplomacy» in its foreign policy: «the new public diplomacy», «public diplomacy 2.0», «digital diplomacy». The latter is widely used in the U.S. foreign policy discourse.

The structure of public diplomacy consists of a number of governmental and nongovernmental agencies which form and implement the existing public diplomacy programs in foreign countries. The agencies engaged in formulating regional priorities, developing certain programs and distributing financial resources include the following executive and legislative bodies of the USA:

- the U.S. Department of State's Bureaus — the Bureau of Educational and Cultural Affairs, the Bureau of International Information Programs, as well as the Digital Outreach team;
- the U.S. Agency for International Development and the Broadcasting Board of Governors; they act formally as independent agencies, however their heads report to the U.S. Secretary of State;
- the public diplomacy bureaus and the Defense Security Cooperation Agency of the U.S. Department of Defense;
- the President, the U.S. National Security Council, and the U.S. Congress.

The list of institutions engaged in implementing public diplomacy programs also includes semi-governmental agencies, U.S. diplomats and, in particular, cultural attaches, U.S. information agencies in foreign countries, U.S. charitable foundations and NGOs, namely Eurasia Foundation, Soros Foundation, MacArthur Foundation, and Ford Foundation. A number of expert groups within the Department of State currently assess the efficiency of the programs under implementation. Those groups include the Interagency Working Group (IAWG) on the U.S. Government-Sponsored International Exchanges and Training, the Advisory Commission on Public Diplomacy, various think tanks (RAND Corporation or Center for Strategic Studies). The Bureau of Educational and Cultural Affairs and the Bureau of International Information Programs regulate the programs' implementation and report to the U.S. Under Secretary for Public Diplomacy and Public Affairs. The Bureau of Educational and Cultural Affairs is responsible for developing and implementing educational programs designated for foreign elite and leaders. The Bureau of International Information Programs implements programs on disseminating special printed, electronic, visual and aural information about the USA. It also drafts press releases on the national foreign and domestic policy (Washington files) that are sent to the U.S. diplomatic missions abroad.

The Under Secretary for Public Diplomacy and Public Affairs also controls the work of the Center for Strategic Counterterrorism Communications and participates in developing the U.S. foreign policy.

The Office of Policy, Planning, Resources for Public Diplomacy and Public Affairs (established in 2004) and the Mission Activity Tracker (established in 2007) develop new strategies and assess the efficiency of the current public diplomacy programs. The former determines political priorities of the American public diplomacy, develops public diplomacy programs, estimates the funding necessary for a specific program; the latter measures the efficiency of the public diplomacy programs in terms of achieving specific foreign policy objectives by means of studying the foreign Internet audience's attitude towards the USA.

The Digital Outreach Team is a governmental mechanism that implements WEB 2.0 public diplomacy programs. This unit was established at the Department of State in 2006. The group of 10 experts analyzes messages and discussions occurring in all national and international social networks possible. They mostly focus on gathering information from Arab social resources since they demonstrate significant anti-American attitudes. Besides, the experts take part in the discussions, logging in social networks as ordinary participants or moderators. The Team aims to explain the USA's actions on the international arena to the users and to oppose the misinformation disseminated through social networks by representatives of the Taliban and Al-Qaeda terrorist movements.

The Agency for International Development (the USAID) is a federal agency established by J.F. Kennedy which supervises programs designed to influence the political and economic life of other countries. The USAID plays an important role in democratization processes in foreign countries. Thus, the USAID promotes elections and countries' transition to market economy through sponsoring political parties and public organizations; sponsors education for political leaders, reformers, businessmen and dissidents; initiates modernization of curricula in universities; sponsors the establishment of press services, business centers and democratic corpuses abroad. The USAID is the agency implementing most of the U.S. public diplomacy programs of political character. Its main projects include support for foreign democratic movements, facilitation during elections, education for observers and journalists, etc.

The Broadcasting Board of Governors (the BBG, established in 1994) is an independent federal agency responsible for all the U.S. programs broadcasted through radio, television and Internet. It is one of the world largest information associations.

The BBG consists of the International Broadcasting Bureau, and of the radio and television networks that include Voice of America, Radio FREE Europe (RFE), Radio Liberty (RL), Radio Free Asia (RFA), Office of Cuba Broadcasting (OCB), Middle East Broadcasting Network

consisting of several radio stations and TV channels (Radio Sawa, Radio Farda, TV Al Hurra).

The BBG determines the strategic vector of the American information programs, allocates resources, assesses the efficiency of the broadcasting services, and cooperates with the Congress on financial support.

The International Broadcasting Bureau ensures technical support to all components of the U.S. international broadcasting. It manages the network of short and medium wave broadcast band transmitters and satellites and maintains relations with more than 1200 companion stations that cooperate with the United States. The Bureau also regulates the work of the Voice of America and Office of Cuba Broadcasting. Due to numerous functions the Bureau's activities account for nearly half of all the funds allocated for the U.S. international broadcasting. The main function of the international broadcasting networks is to produce and broadcast live or in the Internet various analytical, musical, and news programs.

The Voice of America is the oldest and the largest U.S. public diplomacy organization. It was established during the World War II in order to counteract the Nazi propaganda and first aired in 1942. In 2008 weekly-on-air broadcasting time of the Voice of America equaled 1506 hours, being carried out in 45 languages and covering the audience of 134 million of foreign citizens.

The rest of the service, namely, Radio FREE Europe, Radio Liberty, Radio Free Asia, Office of Cuba Broadcasting, as well as new radio stations Radio Sawa and Radio Fardathat broadcast in Iran, are considered to be the so-called surrogate media. They are aimed at broadcasting the news in the countries where the access to information is limited due to hostile regimes. Those stations mostly focus on covering burning local or regional problems rather than describing the U.S. policies. The Middle East Broadcasting Network was established in 2004 with launching a satellite television network Al Hurra broadcasting in Arabic. Its content represents a hybrid version of the Voice of America and the surrogate media. Its main task is to cover the news of the Middle East region and the United States of America. However, expertise of the current U.S. international broadcasting has repeatedly reported inefficiency of the new radio and television stations broadcasting in the Middle East countries.

Decision-making in public diplomacy is of particular interest for researchers since it has always been in the focus of the President, his entourage, and the U.S. Congress. The influence of the President, his advisers and the National Security Council relates to initiating new programs, expanding them, changing regional priorities, while that of the Congress deals with sponsoring the executive authorities' initiatives in this field.

The activities of the National Security Council lie in the core of the education policy planning. This is where representatives of the Department of State, Department of Defense including, Central Intelligence Agency,

including the President and the experts, discuss and formulate the U.S. public diplomacy. The National Security Council accumulates all expert assessment and performance results of various agencies and lobbyists. It is the source of the new public diplomacy programs which generate dividends from the U.S. budget for American academic and military universities, research centers, commercial enterprises, and federal agencies. Moreover, it broadens the geography of the existing programs, increases or decreases the funding for public diplomacy programs, and appoints officials to the foreign policy agencies.

The United States Advisory Commission on Public Diplomacy also plays an important role in the U.S. public diplomacy structure. It was established by the Congress in 1948 as a bipartisan organization aimed at analyzing public diplomacy programs, recommending them to the U.S. Government and assessing their efficiency.<sup>2</sup>

Thus, having considered the structure of the U.S. public diplomacy we can draw the following conclusions.

First, current global developments cause major changes in the activities of states, governments, diplomatic and consular services in general. Numerous ministries of foreign affairs have to adapt to the new realities in order to perform their activities effectively.

Second, traditional diplomatic service of the USA is one of the largest, ramified and professional in the world. The U.S. Department of State has a quite effective structure for implementing public diplomacy within the objectives of the foreign policy service; there is a position of Under Secretary of State for Public Diplomacy and Public Affairs.

Third, the U.S. public diplomacy structure contains a very effective system for monitoring the effectiveness of public diplomacy programs. In order to address arising deficiencies the system is being adjusted on a regular basis.

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<sup>2</sup> United States Advisory Commission on Public Diplomacy (ACPD). *Data-Driven Public Diplomacy: Progress Towards Measuring the Impact of Public Diplomacy and International Broadcasting Activities*. — September 16, 2014. — P. 2.