

RELEASE IN FULL

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**From:** McHale, Judith A <McHaleJA@state.gov>  
**Sent:** Friday, August 6, 2010 4:21 PM  
**To:** H; Mills, Cheryl D; Sullivan, Jacob J  
**Cc:** Macmanus, Joseph E  
**Subject:** FW: AF/PDPA Organizational Development Plan  
**Attachments:** AF-PDPA Organizational Development PLAN - FINAL.docx; AF-PDPA Organizational Development PLAN - ExecSum.docx

As you may be aware, earlier this year, OIG issued a very negative report on our Public Diplomacy operations throughout Africa. I have attached a copy of the action plan which Johnnie and his team developed to address the issues raised in the report. The plan is a very deliberate effort to address the shortcomings identified by the OIG, do a better job of integrating public diplomacy and public affairs into the whole AF Bureau, and deliver better PD and PA work.

I think it is an excellent report and provides a good model for the bureaus as we endeavor to create a new direction for Public Diplomacy.

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