

UNIVERZA V LJUBLJANI
FAKULTETA ZA DRUŽBENE VEDE

Neja Brglez

Public Diplomacy and Slovenian Embassy in Washington, D.C.
Javna diplomacija in Veleposlaništvo Republike Slovenije v Washingtonu, D.C.

Magistrsko delo

Ljubljana, 2013

**UNIVERZA V LJUBLJANI
FAKULTETA ZA DRUŽBENE VEDE**

Neja Brglez

Mentor: red. prof. Dr. Bogomil Ferfila

Somentor: izr.prof.dr. Calvin Mouw

Public Diplomacy and Slovenian Embassy in Washington, D.C.

Javna diplomacija in Veleposlaništvo Republike Slovenije v Washingtonu, D.C.

Magistrsko delo

Ljubljana, 2013

I dedicate this thesis to my mum Špela, and stepdad Dejan. Despite the fact we didn't "share the same continent" for the past four years, they were with me in joy and sorrow. I also dedicate this thesis to my friends all over the world, who supported me and believed in me, when I already lost hope. Also, this thesis would never be written, if coworkers at the Slovenian Embassy in D.C., wouldn't give me a chance to be part of the Embassy team. From the bottom of my heart I am thankful also to prof. Ferfila, who was understandable, and let me to use "modern technology" to finish all my Master exams. List of thanks could go on and on, but they are only few more names, I don't want to leave out: Kira thank you for being crazy, Eva thank you for all your visits in States and updates on situation in Slovenia, Sandra and Juanito, thank you for hosting me, and last but not least - my dear D.C. gang... I feel getting to know you all was a life kind of experience. Thank you.



IZJAVA O AVTORSTVU magistrskega dela

Podpisani/-a Neja Brglez, z vpisno številko 21100717, sem avtor/-ica magistrskega dela z naslovom: Javna diplomacija in Veleposlaništvo Republike Slovenije v Washingtonu, D.C.

S svojim podpisom zagotavljam, da:

- je predloženo magistrsko delo izključno rezultat mojega lastnega raziskovalnega dela;
- sem poskrbel/-a, da so dela in mnenja drugih avtorjev oz. avtoric, ki jih uporabljam v predloženem delu, navedena oz. citirana v skladu s fakultetnimi navodili;
- sem poskrbel/-a, da so vsa dela in mnenja drugih avtorjev oz. avtoric navedena v seznamu virov, ki je sestavni element predloženega dela in je zapisan v skladu s fakultetnimi navodili;
- sem pridobil/-a vsa dovoljenja za uporabo avtorskih del, ki so v celoti prenesena v predloženo delo in sem to tudi jasno zapisal/-a v predloženem delu;
- se zavedam, da je plagiatorstvo – predstavljanje tujih del, bodisi v obliki citata bodisi v obliki skoraj dobesednega parafraziranja bodisi v grafični obliki, s katerim so tuje misli oz. ideje predstavljene kot moje lastne – kaznivo po zakonu (Zakon o avtorski in sorodnih pravicah (UL RS, št. 16/07-UPB3, 68/08, 85/10 Skl.US: U-I-191/09-7, Up-916/09-16)), prekršek pa podleže tudi ukrepom Fakultete za družbene vede v skladu z njenimi pravili;
- se zavedam posledic, ki jih dokazano plagiatorstvo lahko predstavlja za predloženo delo in za moj status na Fakulteti za družbene vede;
- je elektronska oblika identična s tiskano obliko magistrskega dela ter soglašam z objavo magistrskega dela v zbirki »Dela FDV«.

V Ljubljani, dne 4.4.2013

Podpis avtorja/-ice:

Javna diplomacija in Veleposlaništvo Republike Slovenije v Washingtonu, D.C.

Javna diplomacija je pojav zadnjih let. Je nekaj podobnega propagandi. Obe poskušata vplivati na mnenje ljudi, vendar javna diplomacija za razliko od propagande obenem tudi »poslušà« kaj ljudje želijo povedati. Uporablja se na državni ravni in med nevladnimi akterji, predvsem, ko govorimo o promociji kulture, jezika in značajev. Vpliv javne diplomacije je zelo težko meriti, vendar, kot priporočajo številni avtorji, je to mogoče z uporabo kvalitativnih in kvantitativnih metod.

Veleposlaništvo Republike Slovenije v Washingtonu, D.C. je uspelo povečati prepoznavnost Slovenije skozi različne dogodke/ programe javne diplomacije. Vsi dogodki so imeli visoko udeležbo in so bili ocenjeni kot zelo uspešni. Kot eden izmed glavnih faktorjev za uspeh se je izkazala e-mailing lista, ki jo predvsem oseba odgovorna za javno diplomacijo, redno osvežuje z novimi poznanstvi, stiki, akterji nevladnih organizacij itd. Preko dogodkov, ki z obširno e-mailing listo privlači trenutne pomembne akterje v javni diplomaciji in ostale prebivalce, se zavest o slovenski kulturi, jeziku in navadah zelo hitro širi in postaja vse bolj privlačna.

Kljub uporabi različnih taktik je prostora za izboljšanje se vedno ogromno. Ker se obseg in pomembnost javne diplomacije povečuje, postaja jasno, da morajo biti smernice in cilji vse bolj dodelani in potrebuje se sodelovanje celotnega veleposlaništva, ne le osebe odgovorne za javno diplomacijo.

Ključne besede: javna diplomacija, Veleposlaništvo Republike Slovenije v Washingtonu, D.C., kultura, informiranje.

Public Diplomacy and Slovenian Embassy in Washington, D.C.

Public diplomacy is a recent phenomenon. It is a bit like propaganda. Both are trying to influence people's views, but public diplomacy as opposed to propaganda also "listens" what people have to say. It is used between the state and non-state actors, especially when it comes to the promotion of culture, language and characters.

The impact of public diplomacy is very difficult to measure, but as recommended by many authors it is possible by using qualitative and quantitative methods.

Embassy of Slovenia in Washington, DC was able to increase the recognition of Slovenia through various events / programs of public diplomacy. All events had high participation and have been assessed as very successful. As one of the main factors for success has proven to be e-mailing list, which has been updated regularly with new acquaintances, NGOs, etc.. Through events and extensive e-mailing list Embassy managed to attract important key actors in public diplomacy and other general population, and awareness of Slovenian culture, language and traditions became increasingly attractive.

Despite the use of different tactics, there is still room for improvement. As the scope and importance of public diplomacy is increasing, it is becoming clear that embassy should have clear guidelines and cooperation of the entire Embassy staff should be required.

Key words: public diplomacy, Slovenian Embassy in Washington, D.C., culture, information

Table of contents

Table of Figures	7
1 Introduction	8
1.1 Method Used	9
2 What is public diplomacy in relation to traditional, standard diplomacy?	11
3 Public diplomacy defined	13
3.1 Is public diplomacy propaganda?	15
3.2 Public relations and public diplomacy	17
4 The emergence of Slovenian public diplomacy	19
5 Public diplomacy actors.....	21
5.1 Public diplomacy actors in Slovenia	23
5.1.1 Foreign Ministry	24
5.1.2 Sector for European Affairs and International Cooperation.....	27
5.1.3 Tourism and Internationalization Directorate	30
5.1.4 Government Communication Office.....	32
5.1.5 Office for Slovenes Abroad	33
5.2 Non-state actors in Slovenia.....	34
5.2.1 The Chamber of Commerce and Industry of Slovenia	35
5.2.2 The Slovenian Business and Research Association	35
5.3 VWA and its cooperation with state and non – state actors.....	37
6 Public diplomacy goals.....	41
6.1 News Management.....	42
6.2 Strategic communication.....	43
6.3 Relationship building	43
7 Measuring the effectiveness of public diplomacy	44
8 Slovenian Embassy in Washington, D.C.....	45
9 Role of Public Diplomats	47
9.1 Cultural Affairs Officer.....	50
9.2 Information Officer or Press Attaché/Press Secretary	50
10 The management of the Slovenian Public Diplomacy Department.....	51

10.1	Long-term relationship building.....	51
10.2	Cultural programs.....	52
11	Special activities at the VWA for the 20th anniversary of independence	53
12	Research.....	55
13	Evaluation.....	69
14	Summary in Slovene language.....	77
15	Sources.....	85

Table of Figures

Table 3.1:	Differences between Public Diplomacy and Traditional/Standard Diplomacy.....	11
Table 4.1:	Differences between Traditional Public Diplomacy and 21 st Century Public Diplomacy.....	14
Table 7.1:	The three Dimensions of Public Diplomacy.....	42
Table 13.1:	How often do you attend receptions at the Slovenian Embassy?	58
Table 13.2:	Age of participants at the Slovenian Embassy receptions.....	59
Table 13.3:	Gender of participants at the Slovenian Embassy receptions.....	60
Table 13.4:	Do you know what Slovenia was celebrating in 2011?	62
Table 13.5:	Rating of the events at the Slovene Embassy in 2011	63
Table 13.6:	Which event at the Slovene Embassy in 2011 did you like the best?.....	64
Table 13.7:	Number of attendees at the 20th anniversary of independence events.....	65
Table 13.8:	Success of the 20th anniversary of independence events	66
Table 13.9:	Success of other public diplomacy events at the Embassy in 2011.....	69

1 Introduction

Public diplomacy has become increasingly prominent in recent years. The most dramatic catalyst was the terrorist attacks of 11 September 2001, which revealed the devastating effects that negative public opinion can have. The United States (U.S.) is not the only state that has expanded its public diplomacy efforts. Reflecting a wider trend, in 2003 the North Atlantic Treaty Organization (NATO) transformed its Office of Information and Press into The Public Diplomacy Division, the European Union (EU) increased its practices through a multilayered framework of policies and different programs, relying both on its Representations in member-states, as well as its Delegations abroad, and nevertheless also Slovenia has realized the importance of public diplomacy in foreign policy agendas. Although public diplomacy has long existed, largely by other names, it seems evident that it is recently garnering a greater degree of attention.

In dictionaries and academic texts on international relations, diplomacy has been defined in multiple ways. First, many sources cite diplomacy as a profession or skill. Indeed, this is true. Professional diplomats throughout the world are employed by states to engage in formal negotiations with foreign countries. Likewise, secondary definitions often interpret diplomacy as the skill (or 'art', in some cases) of dealing with people effectively. This, too, bears some relevance to establishing a solid definition. However, there is no clearly agreed-upon definition of what constitutes public diplomacy.

According to United States Information Agency (USIA) 1997-2000 Strategic Plan (USIA 1977, 21), they spoke about the public diplomacy as a way to promote national security and interest of United States by using way of influencing foreign publics, and mostly strengthen dialogue between American citizens and other institutions abroad.

A lot of researchers were using the term public diplomacy, but still, term is ill-defined, and that's why this master thesis will analyze the public diplomacy as a concept. Research will focus on a shift from traditional diplomacy to a public diplomacy.

Thus, the first part of thesis will focus on origins and development of Public Diplomacy worldwide. Part two will provide a brief history of Slovenian public diplomatic efforts and state actors included in a process, possible changes that have been done in Slovenia meanwhile going through 'milestone events', and finally part three will turn into empirical discussion about Slovenian public diplomacy; focusing on public diplomacy programs at the Slovenian Embassy

in Washington, D.C. and measuring success of its activities in the case of the Celebration of the 20th Anniversary of Independence.

Year 2011 marked the 20th Anniversary of Slovenian Independence, which gave Slovenia a unique opportunity to remember all the success and achievements in this short, but important period. Slovenia, together with its representations around the world between December 23, 2010 (The 20th Anniversary of the plebiscite of Independence) and December 23, 2011 (the 20th Anniversary of the Constitution of the Republic of Slovenia), hosted numerous events for the purpose of integrating the general public all around the world to celebrate the historic event.

In order to celebrate the 20th Anniversary of Slovenian Independence, Embassy of Slovenia in Washington, D.C. in the yearly plan for 2011 planned some specific activities.

Thesis will therefore try to assess the impact of public diplomacy programs that Slovenian Embassy in Washington, D.C. used for the celebration of the 20th Anniversary of Independence. Moreover thesis will try to see if public diplomacy programs at the Embassy help Slovenian diplomacy in the U.S. to become an important part of Slovenian foreign policy? Did Embassy through usage of different public diplomacy tools really strengthen the visibility, reputation and recognizability of Slovenia in the U.S.? Did activities manage to make Slovenia more attractive in the eyes of international community in Washington, D.C.?

Lynch (2005, 16) highlighted the problem of measuring results and effectiveness of implementation and operation of public diplomacy. Because of the scattered nature of the public diplomacy it is extremely difficult to establish criteria for measuring impact and success of its implementation (ibid.). Therefore, the most challenging part will be proving the impact of the activities of public diplomacy. How can someone say if the programs at the Embassy were successful?

1.1 Method Used

This thesis is based on a review of relevant literature, secondary sources (such as public opinion pools, government reports, textbooks), and original data gathered from a survey conducted by the author. In assessing the impact of public diplomacy programs that Slovenian Embassy in Washington, D.C. used for the celebration of the 20th Anniversary of Independence, this study relies upon informal discussions with public diplomacy officers and section colleagues from the

Embassy and Slovenian Foreign Ministry. The study employs a combination of qualitative and quantitative techniques. The empirical part will indicate the impact and effects of the public diplomacy at the Embassy of Slovenia in the U.S. and will gauge feelings about Slovenian Foreign Policy.

The specific questions examined are the following:

1. What is public diplomacy in general and what role public diplomacy is playing in Slovenian foreign policy?
2. Which achievements Slovenian public diplomacy made in 20 years of its existence?
3. What tools Embassy of Slovenia in Washington, D.C. has been using to promote Slovenia's image in the U.S.?

The response to these questions yields an answer to the central question: "How successful have public diplomacy programs by Slovenian foreign representation been, and how might they be more effective in the future?" Measurement on the performance will be based on Slovenian Embassy in Washington, D.C. as a case study.

On any of the questions above, we will never be able to answer objectively, or give the proposal that will work on a long term. For the time being, to achieve better results, public diplomacy department and staff at the Embassy should be more proactive in relationships with U.S. media, they should increase the cooperation with non-state actors, although this would still not guarantee the 'success'.

As researched proven public diplomacy programs have a strong power, e.g. make country visible abroad, so there is a need for well prepared strategy, and as we saw Slovenian diplomacy might still be in its infancy compared to some other states, but as analysis showed there have been some major positive changes happening, not only on a Foreign Ministry but also on an Embassy level.

Public diplomacy is becoming an important part of Slovenian foreign policy activities. But that's not the only issue ministry deals with. Since certain foreign policy strategies can be successful in one country, but a failure in another one, master thesis suggests that in case of Slovenia more authority should be devolved of those involved with the day to day interaction, e.g. employees within the Embassy – who are the most knowledgeable about values, norms and U.S. culture.

2 What is public diplomacy in relation to traditional, standard diplomacy?

In dictionaries and academic texts on international relations, diplomacy has been defined in multiple ways. First, many sources cite diplomacy as a profession or skill. This is, indeed, true. Professional diplomats throughout the world are employed by states to engage in formal negotiations with foreign countries. Secondary definitions, similarly, often interpret diplomacy as the skill (or ‘art’, in some cases) of dealing with people effectively. This, too, bears some relevance to establishing a solid definition. However, there is no clearly agreed-upon definition of what constitutes public diplomacy. The term originally has Greek roots, and was increasingly used by the French to refer to the negotiations on behalf of the sovereign (Šuštaršič 2008, 11).

According to Šuštaršič, “standard diplomacy means the ways in which governments and their leaders communicate with each other at the highest level. It means government-to-government activities” (2008, 12).

Looking in the past traditional/standard diplomacy and public diplomacy developed differently. First of all general concept of both is different, they have different audience, and are using different methods (Leonard and Aleksen 2000).

As author Kiehl (1989) believes reasons for a change from traditional diplomacy to public diplomacy are increase in the communication technology and bigger participation of the public in the foreign affairs process.

Public diplomacy in comparison to traditional diplomacy works on building relationships between different nations. When doing so, they are using foreign ministries (Touch 1990).

Table 2.1: Differences between Public Diplomacy and Traditional/Standard Diplomacy

Items	Public Diplomacy	Standard Diplomacy
Key actors	People	States
Source of power	Attraction	Coercion
Diplomatic strategy	Good international citizenship/ mutual benefit	Power play/self-promotion
Objectives		Imposing ideas
Communications	Partnership/network	Propaganda/self- promotion
Role of government	Facilitating	Directing

Attitude to information	Openness building trust/credibility	Confidential/trading secrets
International structure	Multilateral	Bilateral
Mindset	Win/win	Win/lose
War	For value or international stability	For land or economic gain

Source: Leonard and Alakeson (2000, 366).

Diplomacy we can understand as something that is being used by international actors in an international environment. Traditional diplomacy also uses international actors which are trying to impose ideas to other international actors, and last but not least, public diplomacy the same as other diplomacies, uses international environment, whereas they are not just involving and imposing ideas to international audience, but also listen them (Cull 2007).

Now, that we have established the difference between traditional and public diplomacy, let us see what all public diplomacy is.

3 Public diplomacy defined

Research on public diplomacy has a respectable history as long as history of public diplomacy practices. There, however, according to Šuštaršič have been surprisingly few established theories in the field. Instead, theoretical works, historical, ideological, and descriptive works on public diplomacy practices have prevailed. In recent years, introduction of new communication technologies such as web chat lines, electronic journals, and e-mail have dramatically expanded the modes of public diplomacy (2008, 11).

Edmund Gullion was the first one that ever used “public diplomacy” in the year 1965, and later one definition was “approved by Edward R. Murrow Center, which accepted the definition as “the cause and effect of public attitudes and opinions which influence the formulation and execution of foreign policies” (Fisher 1972).

Public diplomacy was explained as influence on people believes on the execution of foreign policies, including interaction between private groups in one country with those of another (Wolf & Rosen 2004).

According to Cull (in Šuštaršič 2008, 11), the earliest known English use of the term was in 1856 by the London Times, where an article, in criticizing U.S. President Franklin Pierce, used it as a synonym for civility in the conduct of foreign affairs. But for the most part, the term came into wide use in 1965.

From 1965 onwards different roles of public diplomacy were discussed, among them transmission of information via internet, differences between propaganda and public diplomacy, and USIA intergaration into State Department.

The major themes of public diplomacy ever since 1965 included discussions of disseminating information via international broadcasting, blogging, public diplomacy vs. propaganda, and the role of the USIA as part of State Department.

Also Gilboa talked about importance of public diplomacy, and he described it as a “set of activities in the fields of informing, education and culture, which are directed to foreign countries with a purpose of influencing foreign governments through influencing their citizens” (in Plavšak Krajnc 2005, 4).

Mnay authors talked about the public diplomacy and they came to an agreement that out of diverse public diplomacy activities main one is, to make the “to make the transmitted message

being “heard”, accepted and understood; to create and strengthen within the target public a positive relation toward the communicated policies; and, with this, to consolidate visibility, positive image, reputation and international position of the home country” (in Plavšak Krajnc 2005, 4).

Tracking back the development of public diplomacy, one can see that, in a historical context, clear shift can be detected from achieving goals attitudinal/cognitive goals, ranging from information provision (monologue) to communication (dialogue); persuasion to relationship building; and managing publics to engaging with publics (Szondi 2008, 10).

Table 3.1 further compares traditional public diplomacy and 21st century public diplomacy.

Table 3.1: Differences between Traditional Public Diplomacy and 21st Century Public Diplomacy

	Traditional Public Diplomacy	21 st Century Public Diplomacy
Conditions	Conflict, tensions between states	Peace
Goals	To achieve political change in target countries by changing behavior	Political and economic interest promotion to create receptive environment and positive reputation of country abroad
Strategies	Persuasion Managing publics	Building and maintaining relationships, engaging with publics
Direction of communication	One-way communication (monologue)	Two-way communication (dialogue)
Research	Very little, if any	PD based on scientific research where feedback is also important
Message context	Ideologies	Ideas

	Interest Information	Values Collaboration
Target audiences (public)	‘general’ public of the target nation; Senders and receivers of message	Segmented, well-defined, publics + domestic publics; Participants
Channels	Traditional mass media	Old and new media; often personalized
Budget	Sponsored by government	Public and private partnership

Source: Szondi (2009, 239)

As time passes, different events occur in the world. And, in my opinion, Cull (2007) is right in saying that the practice of public diplomacy in international relations is still significantly present in the implementation of each country's foreign policy.

I believe that public diplomacy nowadays is used in the field of informing, education, and culture, and it touches our values, ideas. Which means we should use it as a way to “share our future” (Cull 2007).

3.1 Is public diplomacy propaganda?

As we saw, the term public diplomacy came into use only recently. In order to understand the evolution of this concept, a review of the definitions of propaganda and public relations is in order.

According to McClellan (2004), both of these terms relate to the concept of public diplomacy, but neither alone adequately defines it. Opinions vary as to whether public diplomacy is a euphemism for propaganda (Kunczik 1997, Arndt 2005) or whether propaganda is a mere tool of public diplomacy (Taylor 2003; Osgood 2006; Moloney 2007). Kunczik (1997, 235) contended that “trying to separate propaganda from public diplomacy is at best a semantic exercise”. Taylor (2003, 6) defined propaganda as “the deliberate attempt to persuade people to think and behave in a desired way” and “the conscious, methodical and planned decisions to employ techniques of persuasion designed to achieve specific goals that are intended to benefit those organizing the

process". Osgood (2006, 7) described propaganda as "any technique or action that attempts to influence emotions, attitudes, or behavior of a group, usually to serve interests of the sponsor". Americans detest propaganda because they equate it with lying, argued Arndt (2005). However, propaganda does not mean lying, suggested some scholars (Kunczik 1997; Osgood 2006). Taylor (2003, 324) argues that the negative connotation of propaganda stems from the perception that propaganda "forces us to think and do things in ways we might not otherwise have done had we been left to our own devices". Taylor (2003, 324) concludes that "propaganda has the potential to serve a constructive, civilized and peaceful purpose that is the intention behind conducting it". Similarly, Moloney (2007) argues that propaganda and representative democracy can coexist in a beneficial relationship.

Mellisen (2005), in my opinion, summarizes all common points between propaganda and public diplomacy. "By implication, suggestion, and repetition as well as by direct statement, propaganda seeks to fix or divert attention, to influence the interpretation of forces and events and by maintaining or altering opinion, to affect behavior -- whether action or inaction" (2005, 658). In that sense public diplomacy is similar to propaganda, it also tries to persuade the people what to think, however "it is fundamentally different in the sense that public diplomacy also listens to what people have to say" (Mellisen 2005, 22). "Propaganda is seen as a one way-street, not as a dialogue. Modern public diplomacy is a two-way street – it is a persuasion by means of dialogues that is based on a liberal notion of communication with foreign publics" (Šustaršič 2008, 20). And it seems that the notion of communication rises up again.

As stated above, the desired effects of diverse activities of public diplomacy are mostly to make the transmitted message being 'heard'. Just as it is important to be heard, truthfulness of the messages also holds importance.

In May 1963, Edward R. Murrow, Director of the USIA at the time, in his testimony in front of congressin testimony before a congressional committee, spoke about diferse public diplomacy activities. According to him American traditions and the American ethic require from Americans to always speak the truth, whereas problem is that truth is always understood as propaganda and lies are big enemy. In order to other people believe us we need to built our credibility and always when saying things we should be truthful. (Public Diplomacy Alumni Association 2011).

3.2 Public relations and public diplomacy

In discussing public diplomacy, we need to involve also the terms “public affairs” and “public relations.”

The intersection between the public diplomacy and public relations represents the area of the so-called international (global, transnational) public relations. This by its own, shows “the efforts to improve the reputation of one country in another one (or more countries) with an assistance of spreading interesting information, where building of a hostile image of a third country can serve as nourishing of their own reputation” (Kunczik 1997, 165).

Many different authors found parallels between public relations and public diplomacy; both are having similar goals, targets and similar tools when influencing foreign publics. They both want oppositions to be in favour of their own organization/government (Plavšak Krajnc 2005, 7).

In Plavšak Krajnc’s opinion, the most important common point of public diplomacy and international public relations concepts is “the fact that we are talking about long-term, complex processes of interaction, in which versatile, but symmetrical relations with foreign publics are constructed” (2005, 7).

But Signitzer and Coombs (1992) claimed that neither public relations neither public diplomacy can walk hand in hand with globalizing world. They suggested that public diplomacy public relations should instead learn from each other, especially public diplomacy from public relations. Why? Because public relations know how to deal with foreign policies whereas public diplomacy is lacking of following tactics that are needed to affect attitudes/perceptions/images.

As seen, both concepts, propaganda and public relations relate to the idea of public diplomacy but neither one alone appropriately defines it.

Since McClellan (2004) sees public diplomacy as the way of a strategic planning and execution of informational, educational and cultural programming he proposes, that all country's advocate's should should always see for a creation of positive public opinion in hosting country.

McClellan's definition involves active usage of informational, cultural and educational programming to create a desired result. So to say, involving public relations and propaganda in the talk about public diplomacy is justified, but with the awareness that public diplomacy goes beyond usual concepts of public relations, which emphasize image, branding and advertising, and propaganda, in which particular messages are forced.

And, speaking from my own experience, I couldn't agree more. I think that McClellan's definition involves the "reality of public diplomacy". Most of the time in practice, public diplomacy really comes down to informational, cultural and educational programming, of course with the notion of transmitting the truth.

But before completely concluding the discussion about what public diplomacy is and what not, we should add the last two terms: hard and soft power, where hard power represents traditional diplomacy while soft power represents public diplomacy. The two, however, cannot be separated. "Rather, they should coexist and interact in the conduct of foreign affairs. Those countries which have the capacity for both public diplomacy and traditional diplomacy and the flexibility to switch between the two will win respect and influence in the long run" (Wang and Chang 2004, 45).

Based on Dale and Johnson (2003), public diplomacy represents "soft power" that works on a long term because encompass two-way communication. And at the same time costs less than other powers (military, economic) and creates positive image of a nation .

As we were able to see, the line between traditional diplomacy, propaganda, and public relations despite of all research that has been done, remains blurry. There is no single definition of public diplomacy; nor is there only one for public relations or propaganda.

As demonstrated different authors uses different definitions, but personally I believe that Madeline Albright, former Secretary of State of the United States, hit the spot with following one: "In our era of public diplomacy, it is not simply nice to have it; it must be a core element in our foreign policy... public diplomacy must and will be an integral part of our major foreign policy initiatives from the day those policies are conceived" (Pendergrast 2000).

To conclude the attempt to define public diplomacy: I believe that, yes, public diplomacy needs to be a core element of foreign policy strategies, it needs to be conducted under peace, to create abroad a receptive environment and positive reputation of the country, to engage the respective publics in a dialogue, to reach out to old and new media, and work with public and private partnerships. And, yes, as I have been able to see many times in Washington, public diplomacy is similar to propaganda: you are promoting (in other words, trying to 'sell') your ideas/ values, but you also listen what other people have to say (which is not the case with propaganda). And speaking about public relations, in public diplomacy you are always dealing with the public and, yes, you are really using similar tools and sharing basic concepts with public relations specialists.

What are these tools, these public diplomacy programs, and how public diplomacy officers sell their ideas -- all this in further chapters.

4 The emergence of Slovenian public diplomacy

In 2011, Slovenia celebrated the 20th anniversary of the declaration of its independence. Despite its young age, Slovenia played and is still playing an important role in the international community. Soon after gaining independence in 1991, in May 1992, the Republic of Slovenia became a member of the United Nations Organization (UN). In 2004, it joined the NATO and the EU, the year 2005 was marked by Slovenian presidency of the Organization for Security and Cooperation in Europe (OSCE), and in 2008 Slovenia held the presidency of the EU (Government Communication Office 2010).

Before Slovenia entered the EU, Slovenian professional and political circles recognized the need for so-called public diplomacy. Thus, respectable participants in the first set of discussions about the future of Slovenia with the President of the Republic on the subject of “Globally Active and Recognizable Slovenia” 2003 (Plavšak Krajnc 2005), gave some recommendations for the future Slovenian foreign policy. They emphasized the extreme importance of a thoughtful plan and coherent foreign policy with a focus of strengthening the reputation and recognizability of Slovenia and its companies, our values and possibilities of specific state or civil initiatives in the international environment (Plavšak Krajnc 2005). On top of it, “public diplomacy can, in consonance and harmony with domestic public, successfully promote a modern country” (Guček 2004, 104). The state will need to redirect its foreign policy into a moderating role among various interested actors by using the model of public diplomacy, which will be a vehicle for international promotion. (Guček 2004, 105–106).

As we could see, in the years 2004 and 2005, analysts were mostly giving advice on what Slovenian public diplomacy should develop into. “Slovenian public diplomacy has to adopt a perspective to become a true European diplomacy, to strive for nonstatism and nonconventional, open, integrative and synergetic, transparent, communicative and creative way of operation” (Plavšak Krajnc 2005).

Many authors in the past (Jančič 1998; Serajnik Sraka 1998; Kosin 2004; Plavšak Krajnc 2004; Kline and Berginc 2003) pointed at the lack of Slovenia’s recognition in the world, and scattered

and uncoordinated representation. The reasons were the relatively short history of the country, and underinvestment in the promotion of communication (Jančič 1998, 1037; Kline and Berginc 2003, 1041–1057).

This, then, is reflected in untapped tourist potentials, minimal interest of foreign investors, and insufficient economic cooperation with foreign countries.

Some authors (Leonard and Small 2003, 72) say that a milestone event always means support for political leaders and non-state actors in increasing the visibility of the country, and finally establishing its universal recognizability.

Plavšak Kranjc (2004, 251) notes that disadvantages, which small countries have in a comparison with superpowers, can be compensated by power of communication, which is “the option of competent and convincing communication in international and diplomatic relationships”

At the 2400 conference of the Slovenian Society for International Relations, the participants recommended some necessary adaptation, renovation and reorganization of the Slovenian public diplomacy.

They, first, recommended the creation of a special organizational unit for public diplomacy within the Ministry of Foreign Affairs or, better still, within the Office of the Prime Minister, which would be capable of and responsible for overall strategic planning, managing and coordinating the activities of the Slovenian public diplomacy (Plavšak Kranjc 2004).

Secondly, workers in public diplomacy need to expand and mutually coordinate public diplomacy in the existing state institutions (the network of diplomatic and consular missions, the Government Information Office, relevant ministries and offices, and services for public relations, international cooperation and promoting Slovenia abroad), with special emphasis placed on internal communication and appropriate rotation of relevant personnel, i.e., communications experts (ibid).

Thirdly, cooperation and coordination is needed with relevant external partner institutions which operate internationally, specifically, in terms of ‘out-sourcing’ or brokerage activities, knock-on role in public diplomacy (the Chamber of Commerce, Slovenian Tourist Board, export companies, agencies for public relations and advertising, nongovernmental organizations, cultural and academic institutions, professional associations, the media, etc.) (ibid).

At the yearly conferences, the participants particularly emphasized the need for education and training of Slovenian diplomats. “Even merely one Slovenian diplomat, who will also understand the merits of the communications environment and the logic of media realities of the modern world and will also be trained in appropriate techniques and skills of public relations, media appearances in particular, will be able to effectively and convincingly communicate externally” (ibid).

A look at 2005 (before Slovenia’s EU presidency) shows that Slovenian public diplomacy was then still in its infancy. The first decisive milestone event for Slovenia was undoubtedly the EU presidency and the second one, the 20th anniversary of independence. Due to limitation of space, we will analyze only the success of the 20th anniversary events at the Slovenian Embassy and see if Slovenian public diplomacy has adopted some of the above recommendations.

5 Public diplomacy actors

Countries have different rules for and organizational aspects of the implementation of public diplomacy. In some countries, public diplomacy can be fully implemented by autonomous agencies (such as the U.S. prior to 1999), some may establish a department responsible for public diplomacy under the Ministry of Foreign Affairs (Slovenia, France), and in some countries it is implemented by various partly autonomous institutions (Lynch 2005, 16).

According to Morgenthau, public diplomacy actors are: “Department of Foreign Affairs in the capital of his home country and the diplomatic representatives sent to major cities of foreign countries” (1995, 663).

Speaking from personal experience, I think that Morgenthau overlooks the change in public diplomacy and forgets about – in my opinion – nowadays the most important public diplomacy ‘players’ – e.g., non-state actors. As Lord (2006) emphasized, conduct of public diplomacy extends beyond the government: to the private sector and to the larger society and culture; at the same time, public diplomacy expounds the society and culture at home to the world at large.

Also, Copeland (2009, 163) suggests that broader public diplomacy agenda should involve the whole range of agencies and individuals: from governments to educators, schools, NGOs, business and informal groups of citizens and to individual citizens. The role of the government, therefore, is to promote and coordinate its public diplomacy with other actors, such as political

parties, NGOs, foundations, trade unions, schools, the private sector, academia, and individuals, not simply on a “narrow foreign-ministry level, but at a higher, more encompassing level” (Riordan 2003, 127).

But, since we will be analyzing a specific Embassy as a public diplomacy actor, what is then the role of embassies? According to Riordan, apart from cultivating and influencing journalists and politicians, embassies need to organize broader conferences and seminars, preferably by encouraging and promoting participation of academic, private-sector and other nongovernmental bodies. Embassies need to organize these events by including such participants due to the public’s suspicious perception of governments (2003, 127). Copeland says that active role of embassies nowadays “reflects the move from the old style of state to state foreign policy towards the new style of multimedia, multiparty international policy by engaging both government and non-government actors to connect with other levels of society” (2009, 162).

Hence, NGO representatives and individuals from civil society (university professors, academics, university international exchange students, national and international NGOs, media houses, journalists, representatives of the business field and culture) tend to have much more specific knowledge about a particular topic, and also a well-developed network of collaborators in different countries; communication with them also tends to be more efficient. And, on top of it civil society sees them as more credible (Riordan 2004, 122; Bator 2005, 2). According to Bator (2005, 3), benefits of cooperation between government and local nongovernmental actors yields only positive results on both sides.

Due to their knowledge of local customs, culture, and language of their home countries, diasporas displaced around the world can also constitute a strong support for public diplomacy in a foreign country (Leonard, Stead in Smewing 2002: 54–5). When communicating with foreign public diasporas, representatives are using traditional diplomatic and also informal ways of communication: financing of foreign nongovernmental organizations, support of various educational programs, student and economic exchanges (Lynch 2005, 14), and cultural and sports events (Van Ham 2005, 111).

As we could see, NGOs and other nonstate actors are progressively transcending national borders and gaining power in world affairs (Taylor 1984; Simmons 1998; Ripinsky & Van den Bossche 2007;). Taylor (1984, 4) thinks that when studying international relations nation-states are the most important units, but it’s not stoned that it will stay so for good. Still now they are

continuing to be primary actors in world politics, but NGOs are increasing its importance when talking about solving problems within and outside of their international borders.

But cooperation between state and non-state actors is only possible in states that already adopted their implementation of public diplomacy.¹

In the chapter that follows, therefore, we will analyze public diplomacy actors in Slovenia.

5.1 Public diplomacy actors in Slovenia

The Law on Foreign Affairs (2003) in its second article empowers the Slovenian Ministry of Foreign Affairs (Ministry of Foreign Affairs 2011) to conduct foreign affairs in accordance with the general guidelines established by the National Assembly. In accordance with that article, other ministries may engage themselves in foreign matters within the framework of their mandate. But "[o]n matters concerning the implementation of foreign policy, they need to pre-coordinate with the Ministry of Foreign Affairs, and when necessary they also need to inform them" (ibid.).

In the field of international cooperation, apart from the Foreign Ministry (MoFA), an active role is played also by the Ministry of Culture (MoC), Ministry of the Economy (MoE), and Ministry of Defense (MoD). Since all above-mentioned public diplomacy actors have a role in public diplomacy, I will briefly introduce each of them.

¹Europe is an example of an area where trust between government authorities and nongovernmental sector is still lacking, which is often the reason for not involving the latter in public diplomacy programs (Riordan 2004, 13).

5.1.1 Foreign Ministry

Foreign Ministry's role is to coordinate and supervise the work of others. The ministry performs its functions directly as well as through its representations abroad (the diplomatic and consular representations DCR network). In the immediate organization of the ministry, the unit which deals exclusively with public diplomacy is the Public Diplomacy Service (*Služba za Javno Diplomacijo*). The Service is divided into two sections: Public Relations Section and International Cultural Relations Section.

The main tasks of the Public Diplomacy Service in the field of international cooperation are:

- Strategic and coordinated communication with the domestic and foreign public regarding Slovenia's foreign policy and its priorities.
- Development of the dialogue and relations between representatives of civil society and individuals in the public sphere.
- Forming and coordinating international information and communication programs of the Foreign Ministry.
- Monitoring basic trends in modern communication practices.
- Developing digital diplomacy.
- Analyzing the reactions of the domestic and foreign public and the media to Slovenia's foreign policy activities.
- Conducting appropriate communication activities within the attainment of Slovenia's foreign policy goals.
- Coordination of programs of international cooperation in culture, as well as programs of Slovenian representations abroad in order to promote Slovenian culture (MoFA 2011a).

5.1.1.1 The Public Relations Section

The Public Relations Section performs following tasks:

- Provides information for the domestic and foreign public on the attainment of Slovenia's foreign policy goals, the state of political and other relations between Slovenia and other countries, and Slovenia's positions on specific foreign policy issues.
- Manages the public communication activities of Slovenian representations abroad. It cooperates with the Slovenian media, public-opinion research institutions, and other

actors in the field of public relations. It prepares analyses, information and proposals on matters in its field of competence.

- Through the creative use of Web technologies, the Section provides information about Slovenia's foreign policy activities, and thus engages in and strengthens the dialogue with expert or other interested groups and individuals. It is fully responsible for the Ministry's presence on the Internet and is the digital diplomacy coordinator of the activities of Slovenian representations abroad (MoFA 2011a).

5.1.1.2 International Cultural Relations Section

International Cultural Relations Section performs following tasks:

- Carrying out activities relating to the promotion of Slovenia's culture abroad in cooperation with diplomatic missions and consular posts and other competent ministries.
- Planning and coordinating of activities in the area of Slovenia's foreign cultural policy and intercultural dialogue in cooperation with relevant national, European and international institutions, and Slovenia's diplomatic representations abroad.
- Following and processing documents in the field of its multilateral activity (EU, etc.), as well as drawing up information and analyses within its scope of activity (MoFA 2011a).

5.1.1.3 Directorate of Economic Diplomacy

The Ministry of Foreign Affairs also has a Directorate of Economic Diplomacy, which is from the perspective of public diplomacy, directly related to meeting the interests of the state in economic matters.

- The Directorate's basic competence is to ensure effective work in the relevant fields through coordination, leading and conducting the Slovenian foreign policy.
- The Directorate also harmonizes and directs the activities of diplomatic missions and consular posts, promotes inter-ministerial coordination with other state bodies and NGOs within the scope of its activities, and coordinates the work of the Directorate's sectors. The Department is divided into two departments (Department for Bilateral Economic Cooperation and Department for Economic Promotion) (MoFa 2011b).

- In lieu E.U. of a “public diplomacy” department for economic promotion in cooperation with the diplomatic mission and consular post network, the department, in order to increase foreign investments to the greatest possible extent, assists in the promotion and marketing of Slovenia as a suitable location. The Department actively cooperates and coordinates its activities with other players in promoting the internationalization of the Slovenian economy, such as the Ministry of the Economy, the Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments (JAPTI), the SID Bank, the Chamber of Commerce and Industry of Slovenia, the Chamber of Crafts and Small Business of Slovenia, and other economic associations (MoFa 2011b).

From the perspective of humanitarian assistance and development cooperation, which constitute an important segment for Slovenia and on which we should build our reputation, the agency in charge is the Directorate for Development Cooperation and Humanitarian Assistance.

5.1.1.4 Directorate for Development Cooperation and Humanitarian Assistance

The Directorate closely follows multilateral activities in the sphere of humanitarian assistance within the UN and other international organizations and institutions (the Economic and Social Council (ECOSOC) Humanitarian Affairs Segment, 3rd Committee of the UN, CERF, Office for the Coordination of Humanitarian Affairs (OCHA), UN High Commissioner for Refugees (UNHCR), United Nations Children’s Fund (UNICEF), WFP, Food and Agriculture Organization at the UN (FAO), International Fund for Agricultural Development (IFAD), International Committee of the Red Cross (ICRC)/ International Federation of Red Cross (IFRC), GHD) and both monitors and participates in the EU's humanitarian activities within the Council Working Group on Humanitarian Aid and Food Aid (COHAFA) and the Humanitarian Aid Committee (HAC), and in the EU area responds to humanitarian situations. The Directorate monitors the activities of the EU in relation to the UN Food Aid Convention and is the European Commission's contact point for the ECHO 14 reporting system (MoFa 2011c).

5.1.1.5 Diplomatic Missions and Consular Representations

The MZZ carries out activities also indirectly through its network of diplomatic missions² and consular representations³ around the world⁴. Diplomatic missions carry out activities listed in the Vienna Convention.

The role of the representations is inferred from Article 19, Law on Foreign Affairs (2003) and is:

- Presentation and representation of the Republic of Slovenia in the receiving country or in international organizations.
- Fostering and developing friendly relations and cooperation between Slovenia and the receiving country in all areas.
- A diplomatic representation develops its activity mainly in the political, economic, defense, cultural, scientific, technical, information and other fields. Particular attention is to be given to cooperation with the Slovenian national minority.⁵

These are some of the tasks that relate to public diplomacy and that missions abroad have. DCR) should promote and improve the visibility of Slovenia to foreign audiences, but DCR report problems with staffing and financial restrictions as a major problem (Blokar Drobič 2011).

5.1.2 Sector for European Affairs and International Cooperation

In charge of the promotion of Slovenian culture abroad is the Sector for European Affairs and International Cooperation, which works within the Ministry of Culture (MoC). “The Sector for European Affairs and International Cooperation covers EU affairs in the field of culture, evaluation, development and documenting of cultural policy, development of promotion of Slovenian culture as well as international cooperation at bilateral, multilateral and regional levels

² Diplomatic missions are Embassies and permanent representations at the international organizations (Law on Foreign Affairs 2003).

³ Consulates are Consulate General, vice consulate, and consular offices (Law on Foreign Affairs 2003).

⁴ Slovenia has 52 diplomatic-consular representations in Europe, 48 in Asia, Caucasus and the Near East, 52 in Africa, 21 in Oceania, 4 in North America, 45 Latin America and Caribbean and 6 permanent representations (EU, NATO, Organization for Economic Co-operation and Development (OECD), OSCE, UN and Council of Europe (CoE)). Available on: http://www.mzz.gov.si/en/representations_abroad/. Retrieved on: October 6, 2011.

⁵ Mentioned are only tasks that are related to public diplomacy.

with the intention of achieving a quality level of visibility of Slovenian culture and of the country itself throughout the world” (MoC 2011).

The Sector performs the following tasks:

- Coordination of cooperation in the EU’s field of culture.
- Direction, coordination and development of the Ministry’s final positions on legislative proposals of the EU.
- Monitoring EU cultural programs.
- Cooperation with international organizations and networks (UN Educational, Scientific and Cultural Organization (UNESCO), CoE, INCP, and similar).
- Promotion and coordination of international cooperation activities.
- Coordination and preparation of foundations for international cooperation, participation in drafting intercountry umbrella agreements and programs as well as preparation of bilateral inter-ministerial cooperation programs.
- Direction of international cooperation of Slovenia in different regional initiatives (e.g. Alps-Adriatic, CEI, AII).
- Cooperation with diplomatic and consular representations of the Republic of Slovenia in foreign countries as well as with foreign diplomatic and consular representations in the Republic of Slovenia.
- Coordination and implementation of consulting, organizational, communication, analytical, assessment and planning activities pertaining to multilateral, bilateral and regional cooperation of the Ministry with other countries and international organizations.
- Preparation of the strategy in the field of bilateral and regional cooperation.
- Drafting of the strategy for the promotion of Slovenian culture and Slovenia abroad in cooperation with other ministries, diplomatic and consular representations as well as holders of cultural activities and other organizations.
- Collection, recording and strategic analysis of new initiatives in the field of international cooperation.
- Coordination of records of projects in the field of international cooperation.
- Monitoring and control of the implementation of intercountry and interministerial bilateral agreements and programs.

- International activities evaluation in the field of promotion as well as of bilateral, multilateral and regional cooperation.
- Preparation of tenders for cultural projects within the framework of bilateral, multilateral and promotional activities regarding Slovenian culture abroad, monitoring of the progress and results of such projects.
- Formulation of budget proposals for bilateral, multilateral and promotional activities regarding Slovenian culture abroad.
- Participation in drafting and implementing common European projects.
- Participation in tasks that pertain international cultural cooperation and international promotion of Slovenian culture (MoC 2011).

According to Černigoj (2006, 74), one of the biggest problems for execution of public diplomacy at Slovenian representations around the world are financial and staffing constraints. Financial constraints were noticed at the MoFA and also at DCR levels, and in order to solve that problem, Foreign Minister Samuel Žbogar, and foreign Minister of Culture, Majda Širca on April 4, 2011, signed an agreement on cofinancing cultural projects for the diplomatic missions and consulates of the Republic of Slovenia around the world. The main purpose of the agreement is to financially help Slovenian diplomatic missions and consulates around the world in promoting of Slovenian culture (Delo 2011, April 5). Both ministries gave 50,000 Euros for “promotion of the Slovenian brand”. According to Žbogar (*ibid*), this agreement proves coordination role of both ministries in the promotion of Slovenian culture in the world.

Until April 9, when the two ministers signed the agreement, foreign missions didn't have any special resources for carrying out public diplomacy (round tables, exhibitions, movie-nights, conferences, lectures, etc.).

Still, the agreement itself doesn't assume the cost of those receptions, exhibitions or other public diplomacy activities. An Embassy still needs to apply for the funds and, depending on the quality, exclusivity and other factors; the commission from MoFA and MoC decides whether to partly sponsor an event or not (Barry 2011).

5.1.3 *Tourism and Internationalization Directorate*

Within the Ministry of Economy (MoE), an independent Tourism and Internationalization Directorate⁶ has operated since May 2011, charged with representing the Slovenian economy. The Directorate has two divisions: Tourism Division and Foreign Economic Relations Division. In view of the topic of this thesis, I will focus only on the latter, which is tasked with enhancing the competitiveness of Slovenian enterprises on the global market. In particular, its activities are directed at:

- Promoting the internationalization⁷ of Slovenian enterprises, attracting foreign investors.
- Endeavoring to improve conditions for Slovenian enterprises on international markets.
- The Ministry of the Economy is also responsible for creating policies in the field of promoting foreign direct investment.
- The executive agency responsible for implementing the majority of measures in the field of foreign direct investment is the Public Agency for Entrepreneurship and Foreign Investments (JAPTI).
- JAPTI operates through two divisions:
 - The division responsible for entrepreneurship.
 - The division for foreign direct investments, internationalization and representative offices of Slovenian economy abroad.⁸

⁶ In the field of tourism and foreign economic relations, the Directorate prepares and implements the strategies and policies of promoting tourism, prepares regulations in the field of tourism and catering, leads and coordinates matters in the fields of common trade policy, the international business environment, the promotion of internationalization and foreign direct investment and prepares and implements other policies, as well as measures in the field of foreign economic relations (MoE 2011).

⁷The objectives of internationalization are to enhance the competitiveness of Slovenian enterprises in international trade with the efficient use of public and private funds, to achieve a faster growth of enterprises, and to reduce the costs and risks of Slovenian enterprises entering foreign markets (MoE 2011).

⁸ The representative offices of the Slovenian economy established beyond the national borders (PSGs) are the organizational units of the Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investment in foreign countries. Their principal task is to give a hand to Slovenian companies venturing on the road to company internationalization, a part of their activities is also directed towards spurring interest of foreign investors in Slovenia. In the year 2011, all representative offices will be under governance of the Ministry for Foreign Affairs. The network of the representative offices of the Slovenian economy set up by JAPTI in foreign countries encompasses: Milan (Italy), Düsseldorf (Germany) (already under governance of the Ministry of Foreign Affairs),

5.1.3.1 Directorate of Tourism

The Ministry also has a Directorate of Tourism, which aims to enhance the strategy objectives of the recognition of Slovenia as a tourist destination and to increase the scope of the current tourism activities. The Directorate also aims to enhance the strategic objectives of the recognition of Slovenia as a tourist destination in foreign markets and increase the scope of the current tourism activities in the country (European Commission 2011).

5.1.3.2 Slovenian Tourist Board

Another body affiliated to the Ministry of the Economy is the Slovenian Tourist Board (STB).⁹ STB was established in 2004, and today is one of the major players in promotion of tourism abroad.

Its activities include:

- Promoting Slovenia as a tourist destination, including tourist areas, programs, and integrated tourist products of national importance.
- Collecting, analyzing and distributing information on the development of tourism, which provides information in support of strategic planning and drafting the annual policies of tourist institutions at all levels and areas of operation.
- Establishing, maintaining and updating a comprehensive tourist information system
- Promoting the integration of tourist services and the entrepreneurial innovation of providers, in particular with regard to developing and introducing new, integrated tourist products of national importance.
- Promoting partnerships between private and public tourist institutions on a local and regional level by introducing joint cooperation and the partnership financing of common promotional campaigns (Slovenian Tourist Board).

Bucharest (Romania) (already under governance of the Ministry of Foreign Affairs), Istanbul (Turkey) (already under governance of the Ministry of Foreign Affairs), Shanghai (China), (already under governance of the Ministry for Foreign Affairs), Sao Paulo (Brazil), and Kazan (Russia) (JAPTI 2011).

⁹ The Slovenian Tourist Board has seven offices around the world (Slovenia, United Kingdom, Austria, Germany, France, Italy and Japan (Slovenia Tourist Board).

5.1.4 *Government Communication Office*

Also, the Government of Slovenia has its own Communication Office (Government Communication Office – *Urad vlade Republike Slovenije za komuniciranje* (UKOM)),¹⁰ which is an independent professional service of the Slovene government with the following responsibilities:

- *Ensuring that the work of government is public, and informing the domestic public about the work of the Prime Minister and ministries.*
- *Providing know-how and technical support for organizing and conducting ministerial communication campaigns relating to the most important program projects of the Government.*
- *Informing the public abroad about the work of the Slovene Government, of the Prime Minister, of ministries and of the President of the Republic of Slovenia.*
- *Providing professional support to the government spokesperson and public relations services within ministries and government offices.*
- *Organizing communication campaigns and providing communication support during events of national importance in Slovenia.*
- *Planning, carrying out and co-coordinating general promotional activities by the state.*
- *Performs activities related to direct forms of communication of the government with citizens (Web communication, call centers (UKOM 2011b)).*

¹⁰*Slovenia's Government Communication Office has evolved over a long period. The functions carried out by today's Office were first performed by the Republic Information Secretariat and then by the Republic Information Committee. Following the first democratic elections in Slovenia in 1990, a new law on state administration was passed and the Republic Information Committee was reorganized, first as the Information Secretariat and then later as the Ministry of Information. During the ten-day war of independence in 1991 the Ministry played an important role in keeping the world informed of events in Slovenia. In the years following the gaining of independence, it tried efficiently to promote the new state. The Public Relations and Media Office was founded in 1993 taking the place of the Ministry of Information. The Office took over many of the Ministry's functions, as well as certain new ones. Particular attention was devoted at that time to the preparation of systemic legislation on public information (The Public Media Act and The RTV Slovenia Act). At its session on February 22, 2007, the Government adopted the changes to the decree on activities of the Government PR and Media Office, which became the Government Communication Office (UKOM 2011a).*

- The Office also provides general informative and promotional publications¹¹, which present Slovenia. The material is mostly in English, although certain publications are produced in other languages in line with needs. All publications are updated regularly.
- The Office published a thematic Website (www.twenty.si)¹², which has been created specially for the 20th anniversary of independence.

5.1.5 *Office for Slovenes Abroad*

The last public actor that is also involved in public diplomacy is the Government's Office for Slovenes Abroad.

This Office carries out tasks related to the Slovene minority in neighboring countries and Slovene emigrants around the world.¹³ The Office maintains constant contact with Slovene

¹¹ Publications are really an important part of all the events that the Embassy of Slovenia in Washington organizes. They are not just promotional, but also an education tool (Šiftar de Arzu 2011).

¹² A thematic website (www.twenty.si) covers chronological and historical information, an abundance of interactive content, etc (Twenty.si 2011).

¹³ According to the wording of the Act Regulating Relations between the Republic of Slovenia and Slovenians Abroad (2006), Slovenes around the world are defined as workers abroad and emigrants living in neighboring countries outside the area with the autochthonous Slovene community and in other European and non-European countries. Thus, there are two categories of Slovenes around the world: workers abroad, and emigrants. Our fellow countrymen – workers abroad, who emigrated mainly for economic reasons, live mainly in the EU countries (Austria, Germany, France, Sweden, Switzerland). There were other reasons that influenced the emigration of Slovenes to overseas countries. Lots of Slovenes are thus found in the U.S., Canada, Argentina and other countries of Latin America, Australia, but some, in smaller numbers are also found in the countries of Asia, Africa and Oceania. It is of particular interest that the category of emigrants in the faraway countries also includes emigrants of modern global entrepreneurs. A special category of Slovene fellow-countrymen are Slovenes living in the republics of the former Yugoslavia which were established as independent states after the break-up of Yugoslavia in 1991. Slovene clubs are found in Croatia, Bosnia and Herzegovina – along with the Republika Srpska, Serbia, Montenegro, and Macedonia. The break-up of Yugoslavia made our fellow-countrymen living in these territories citizens of other countries but their ties with the mother-country, Slovene language and Slovene culture have never disappeared, and today they link them with the Republic of Slovenia even more intensely (Act Regulating Relations between the Republic of Slovenia and Slovenians Abroad 2006).

minority and emigrant organizations, promoting their cultural, educational, economic and other relations with the home country and organizing conferences, seminars, tenders, etc. By means of public tenders, the Office ensures close collaboration and financial support of the Republic of Slovenia for programs and projects involving Slovenes in neighboring countries and farther abroad. The Office is also responsible for monitoring of and cooperation with Slovenes outside the Republic of Slovenia (Office for Slovenians Abroad 2011).

5.2 Non-state actors in Slovenia

The involvement of non-state actors as part of diplomacy has been lately gaining importance. It is often argued that the common journey of non-state actors and diplomacy started at the beginning of 1970s (Betsill & Corell 2008: 1). International arena has changed, and if states are to lead successful public diplomacy they have to play together with non-state actors (Melissen, 2005: 12). According to Leonard, it is much easier for NGOs to communicate with civil societies in other countries because NGOs have three key resources: credibility, expertise, and appropriate networks. There is no diplomatic mission, or embassy which would be capable of influencing the public opinion or society in any country as much as NGOs (Leonard 2012, 132).

The purpose of the following chapter is not to analyze the work of Slovenian non-state organizations, but just to name a few in order to see whether Slovenia is following the trend of the growing importance and cooperation with non-state actors.

5.2.1 *The Chamber of Commerce and Industry of Slovenia*

The Chamber of Commerce and Industry of Slovenia (CCIS) provides services for enterprises operating in Slovenia, and it is the local partner of foreign investors.

The CCIS was founded over 150 years ago and now has around 13,000 member companies of all sizes and from all sectors. /.../ As a member of Eurochambres (the European Association of Chambers of Commerce and Industry), the International Chamber of Commerce (ICC), as well as other international associations and organizations, the CCIS is part of an extensive international network with innumerable contacts (CCIS 2011).

The CCIS has been involved in a number of high-profile projects in Slovenia, including EuropeAid programs such as Asia Invest, AL Invest, Gateway to Japan, and others, and despite the fact that Article 2 of the Act of the Chamber of Commerce states that the Chamber is an independent professional–business organization, still it cannot be denied that the chamber works closely with state organizations. The CSIS has three representations abroad: in Beograd, Priština, and Brussels (CCIS 2011).

5.2.2 *The Slovenian Business and Research Association*

In cooperation with foreign partners, CCIS in Brussels in May 1999 established The Slovenian Business and Research Association (SBRA), a nongovernmental organization representing the Slovenian economy and research institutions in Brussels.

The SBRA's primary tasks and mission are:

- To encourage cooperation between Slovenia, the European Union and its Member States in the domains of business and research, and also to promote the "European image" of both spheres and its members from Slovenia.
- To support members of the association in their integration into the EU internal market and to facilitate their cooperation in European programs and in benefiting from financial incentives of the Community.
- To promote the Slovenian economy and research institutions and individual members of the association in European institutions and Member States.

The SBRA differs from other information and lobbying organizations in that it represents and connects the Slovenian economy and scientific and research institutions, and is based on a public-private partnership connecting public interests with the interests of companies and research institutions. SBRA members are companies, research institutions, economic associations, educational organizations, public institutions, and local communities (SBRA 2011). *Slovenia Your Cooperation Partner*¹⁴ - SYCP (Slovenija vaš partner za sodelovanje) is an integrated information system, “unparalleled in terms of wealth and variety of on-line information on Slovenia’s policies, institutions, economic and RTD activity, and its people” (SYCP 2011). Its content has been published on more than 15,000 CDs.

As explained above, the purpose of this thesis is not to analyze the functioning of governmental and non-state actors, but only to mention those which, I believe, are to belong to a wider range of public diplomacy actors. First of all, it’s of extreme importance to say that Slovenian non-state actors are much smaller in comparison with foreign ones in terms of their size and financial capabilities. Secondly, I am afraid that despite a narrow range of non-state actors in Slovenia, they appear to be uncoordinated, and that is why their work might be duplicated. Although I mentioned only a small number of non-state actors, I would like to stress that their performance is increasingly seen as sovereign, and that the state's role in coordinating their work with priority foreign-policy objectives is crucial.

¹⁴ More about SYCP is available at: <http://www.sycp.si/Home.aspx>.

5.3 VWA and its cooperation with state and non – state actors

To meet the needs of Slovenian foreign policy and respond to a changing globalized world, the mission of the Slovenian Embassy in the U.S. (VWA) is to promote the Slovenian national interest and national security. They are doing so with understanding hosting culture, informing influencing foreign publics about Slovenian habits and extending direct dialogue and face-to-face communication between American citizens and institutions and their counterparts abroad.

This chapter will only list the types of Embassy's cooperation, but will not evaluate its effectiveness; effectiveness will be discussed in chapters that follow.

Due to its tight budget, the Embassy is forced to cooperate with non-state actors located mostly in the Washington area. The VWA is open to working with whoever follows the same ideas and goals as the VWA. Usually, the way it chooses co-partners is based on: the partners' interest and their willingness to cover certain costs while the VWA provides, e.g., artists, organization of the event, and offers the space (Kirn 2011).

In 2011, the Embassy cooperated with the following non-state actors:

1. Embassy Series: "The Embassy Series made its debut in 1994. Since then, the Series has worked with over 100 ambassadors, and hosted over 300 concerts in 46 different embassies involving more than 500 artists from the D.C. area¹⁵/.../ By extending public access to the embassies in the Nation's Capital, the Series offers to its audience the opportunity to participate in a cultural exchange - to watch and listen to a musical performance that highlights the contributions of a particular country. Such a backdrop allows the audience to 'get a feel' for the nation being represented, which is a key to promoting and celebrating the diversity of both the host embassy and the Series patrons" (Embassy Series 2011). In cooperation with the Embassy Series, the Slovenian Embassy hosted a concert of the Slovenian vocal group Octet 9.¹⁶ The concert was well attended and was, according to our research, graded with the highest grade (five out of five).

¹⁵ More about Embassy Series available at: <http://embassyseries.org/about.html>

¹⁶ "I love to work with the Slovenian Embassy. Since the Embassy has been in Washington, we cooperated with it twice and, so far, our guests as well as the hosts have been satisfied" (Barry 2011).

2. Friends of Mitchell Park¹⁷ is a local association active in the Kalorama area of Washington, D.C. Primarily a group of Kalorama residents, it is taking care of Mitchell Park and a children's climber in the park's embankments. The Embassy cooperated with the "Friends of Mitchell Park" in the 20th anniversary project "Planting a Linden Tree", which was planted in the heart of Mitchell Park.¹⁸ As an extension of cooperation, the members of Friends of Mitchell Park held a fundraising event at the Embassy.
3. "American Women for International Understanding (AWIU) was established in 1968 to create an international network of women to foster understanding and goodwill among nations. Members seek to acquire knowledge through study, travel, and symposia designed to develop international understanding and to foster personal and organizational relationships among women throughout the world" (AWIU 2011). And since the Embassy believes in building 'bridges' of understanding, goodwill, and cooperation between women leaders throughout the world, it offered them space for a reception, and the ambassador gave a speech for them.¹⁹
4. Embassy Adoption Program.²⁰ In cooperation with the Washington Performing Arts Society and D.C. Public Schools, the Embassy Adoption Program annually connects sixth-graders from over 50 schools with 52 embassies. Diplomats, then, visit the school they had been assigned and give the students a personalized understanding of their nation's positions on various world issues (WPAS 2011). The Embassy wants to invest in educational programs in the District of Columbia; that is why they have been part of this

¹⁷ More about Friends of Mitchell Park at: <http://www.dcn.net.com/anc/1d/proj.htm>

¹⁸ "We wanted to plant a Slovenian traditional tree – the linden tree -- in the heart of Kalorama community, where all residents could see what our tree is, and mostly they would get a feeling we want to be part of their community, and that the doors of our Embassy are always open" (Kirn 2011).

¹⁹ More about AWIU available on: http://awiu.org/index.php?option=com_content&view=article&id=10&Itemid=36. It doesn't happen often that the Embassy would just offer space to an NGO to host a reception there. In this case, the organization found its goals similar to those of the Embassy, and in order to foster cooperation between women leaders, the Embassy agreed to hold a reception for AWIU (Šiftar de Arzu 2011).

²⁰ More information about the Embassy Adoption Program is available at: <http://www.wpas.org/education/kids/embassy/index.aspx>.

program already for three years. The Embassy believes that this program inspired many students to explore the culture of Slovenia (Šiftar de Arzu 2011).

5. The Embassy is also trying to increase the cooperation with educational institutions and think-tanks²¹ in the Washington area. In 2011, the Embassy continued the already established relationships with SAIS at Johns Hopkins University²² and with Georgetown University.²³ SAIS at Johns Hopkins University is also one of the famous think tanks²⁴ in Washington, D.C. where various specialists from the world of international relations, economy and other areas hold lectures. Lectures were given at the SAIS, by former Prime Minister Borut Pahor and former Minister for Slovenians Abroad Boštjan Žekš, whereas at Georgetown University, Ambassador Roman Kirn delivered a speech for the students. All of them spoke about the 20th anniversary of Slovenian independence.

One of the ways the Embassy is assuring the acceptance of Slovenian strategic goals by foreign decision makers, opinion leaders, and publics is, as mentioned, by cooperating with non-state actors based in the foreign country, but, for overall acceptance, cooperation with its foreign ministry is a must.

On the state level, the Embassy cooperates with the Slovenian Foreign Ministry, which coordinates and supervises its work. The Public Diplomacy department at the Embassy is mostly in touch with Public Diplomacy Service and its Public Relations and International Cultural Relations Sections at the Slovenian Ministry of Foreign Affairs. Communications between them are on a weekly basis, but can also be more frequent when political, cultural or economic visits

²¹ A think tank (or policy institute) is an organization that engages in advocacy and conducts research. Mostly active in social policy, political strategy, economics, military or technology issues. Most of existing think tanks are non-profit. Countries such as the U. S. and Canada provide with tax-exempt status. Other think tanks are funded by governments, advocacy groups, or businesses, or derive revenue from consulting or research work related to their projects (Abelson 2002).

²² In 2010, a lecture was delivered by former Minister for Foreign Affairs Samuel Žbogar.

²³ The Embassy of Slovenia each year hosts Slovenian students at the Law Department and the Department of Social Sciences. Through educational lectures at Georgetown University, Slovenian Embassy is trying to promote international exchange of visiting students, so they can see American campuses, meet American students and listen to professors at American universities (Kirn 2011).

from Slovenia are being planned (Public Relations Section), or in cases of exhibitions that the Embassy is planning (International Cultural Relations Section). The role of Foreign Ministry's Public Diplomacy Service is not to dictate the Embassy's work, but mostly to offer its Public Diplomacy department proposals and facilitate its cooperation with other Slovenian state actors. In terms of promotion and marketing of Slovenia as a suitable location for business or tourism, the Embassy cooperates with the Directorate for Economic Diplomacy. The directorate helps the Embassy coordinate activities with other players in promoting the internationalization of the Slovenian economy and investment (JAPTI, the SID Bank, the Chamber of Commerce and Industry of Slovenia, the Chamber of Crafts and Small Business of Slovenia, and other economic associations).

Apart from the above mentioned sectors within the MoFA, the Embassy also closely cooperates with the MoC (in case of exhibitions of visiting artists from Slovenia).

One of the main activities of the Embassy is to promote Slovenia at any event with promotional material and brochures, and in this field the Embassy closely cooperates with UKOM, which is conducting ministerial communications campaigns relating to the most important program projects of the Slovenian Government and providing professional support to the government spokespersons and public relations services within ministries and government offices.

6 Public diplomacy goals

Leonard, Stead and Smewing (2002, 9-10) emphasize the following effects of public diplomacy:

- Increase the visibility of the country abroad (people will start to think about the country, the negative ideas they have, will change).
- Raise the reputation of the country: foreign public becomes more favorable to its position on important issues of global importance.
- Country becomes more attractive in the eyes of the public (the state as a tourist destination, the higher education center, increasing the sales of products originating in the country, foreign audiences understand and adopt the values of the country).
- Influencing the conduct of foreign public (in the field of foreign investment in the country and support of its foreign policy decisions).
- Engaging people with one's country (strengthening ties – from education reform to scientific co-operation; encouraging people to see us as an attractive destination for tourism, study, and distance learning; getting them to buy our products; getting to understand and subscribe to our values).

But countries are using public diplomacy also to achieve other goals. Melissen (2006, 4-5) adds to the mentioned reasons also the achievement of a long-term foreign policy goals (such as in the context of connection with the EU – accession candidates who meet the criteria for entry into European integration must – before their actual entry – convince foreign audiences of actually having broken the negative stereotypes that had previously prevailed in public), public diplomacy as helping small and medium-sized countries to become actively aware of themselves and become more visible in the international community as well to change the stereotypes associated with historical events (Melissen 2006, 3-4).

Melissen also talks about ways of communication tools, public diplomacy practitioners should use. "...dealing with foreign target groups should be a two-way street, that public diplomacy is essentially dialogical instead of a one-way messaging process. In other words public diplomacy is as much about listening and receiving as it is about speaking and sending" (ibid.).

In planning the strategy of public diplomacy, it is necessary to take into account the target country and its public, and closely examine its culture, religious composition, policy of the state

regarding public attitudes to authority, linguistic characteristics, economic status, the role of media in the country, the impact of academia on government policies and the like (ibid.).

Leonard, Stead and Smewing also talked about three dimensions of public diplomacy as shown in table 3.

Table 6.1: The three Dimensions of Public Diplomacy

Purpose/Time lag	Reactive (hours and days)	Proactive (weeks and months)	Relationship building (years)
Political/ Military			
Economic			
Societal/ Cultural			

Source: Leonard, Stead and Smewing 2002, 10.

On the vertical axis are the spheres, which have different meaning in different countries and different contexts.²⁵ In all spheres, public diplomacy is carried out on three different levels, each of which requires different organizational structure and the results of which are realized with different time lags (Leonard, Stead and Smewing 2002, 9-10).²⁶

We believe that public diplomacy is really being carried out by three dimensions, and all results are realized in different time legs, therefore following is an explanation of all three dimensions.

6.1 News Management

The first dimension is the management of day-to-day issues reflecting the growing need to align communications with traditional diplomacy. Diplomacy of the 21st century must respond to the news coming either from its source or host countries. News management represents quick and organized management of the news about current events that require quick and organized response. News management means continuous reporting (24/7 reporting) of the "involved

²⁵ E.g., in Singapore, the economic message will have the biggest weight, while in Pakistan political message will matter more and in some European countries all three spheres will be important (Leonard, Stead and Smewing 2002, 10).

²⁶ Reactive news takes place in hours and days, proactive communications and perception changing activity is planned in weeks and months, while building relationships can take years before it generates a return.

countries" and stabilization of the situation, because information reaches out to the world in the shortest possible time (start of the Norwegian whaling season each year results in acres of negative press coverage) (Leonard, Stead and Smewing 2002, 13-16).

6.2 Strategic communication

Through different campaigns, events and activities, a country itself can actively influence the media's agenda and so indirectly create a positive public opinion and positive perception of foreign public. This requires good communication skills, systematic planning of the events and financial resources that will allow a real impact on foreign audiences (Melissen 2002, 12-21). Strategic communication, which is one-way communication with the foreign public, means creating an overall image of the country (branding of the country)²⁷ perceived by the public (Melissen 2005, 22). This is the coordination of all entities that represent the country abroad: politicians, NGOs, tourism organizations, chambers of commerce, information offices, cultural relations with foreign countries and others. In order for strategic communications with foreign publics to be successful, all involved parties need to reach a consensus, and especially they cannot forget that communication should be adapted to global audience. (The most famous example is probably Spain, where Miro's painting *España* signaled a determination to shed the ghost of Franco and become a modern, European democracy).

6.3 Relationship building

The third, longest-term dimension of public diplomacy is developing lasting relationships with key individuals through seminars, scholarships, training, exchanges, and conferences.

"This differs from the usual diplomatic practice of nurturing contacts as it is about developing relationships between peers – politicians, special advisers, business people, cultural entrepreneurs or academics" (Leonard, Stead and Smewing 2002, 10–11). This can take place

²⁷ We already mentioned the coordination of all entities, on a necessary "branding" of the country in Chapter 3, when discussing the Emergence of Slovenian public diplomacy, where authors were talking about the need for a "common identity of the country" (Guček 2004, Plavšak Krajnc 2005).

across the three spheres of public diplomacy and is aimed at creating a common analysis of issues. For a successful relationship building, authors (ibid) stress the importance of the positive experiences which people take away and the need for a follow-up.

Similarly to the three spheres mentioned above, Lynch (2005, 14-15), too, points out three different roles of public diplomacy.

Communication (Information Activities) includes communicating with local media in the host country and report on the latest news, research and analysis (Research and Analysis Activities). Such activities are focused on exploring the patterns, habits and values of the public in the host country and responding to messages that are foreign to the country, and, finally, on the education and culture (Cultural and Educational Activities), which enables the construction of long-term relationships between the public in the receiving country and the domestic audience in order to achieve mutual benefits (Lynch 2005, 14–15).

7 Measuring the effectiveness of public diplomacy

Lynch (2005, 16) highlighted the problem of measuring results and effectiveness of implementation and operation of public diplomacy. Because of the scattered nature of the public diplomacy, it is extremely difficult to establish criteria for measuring impact and success of its implementation (ibid.).

Leonard and Small (2003, 69), suggest two ways of measurement: evaluation of direct contacts with specific target groups and the continuous monitoring of reporting on the country in foreign media (taking into account both quantity and quality).

We need to measure long-term changes in the country's reputation, as well as changes that are affected by specific communication campaigns or events (before and after the events themselves). In priority countries, where the interest of the country is the largest, it is necessary to carry out annual surveys of visibility and popularity of the country.

Nevertheless, I argue that measuring the impact of public diplomacy for the time being is being only implemented in countries that have a sufficient budget for that.²⁸

²⁸ In the U.S. an Evaluation & Measurement Unit (EMU) has been established within the Office of Policy, Planning and Resources for Public Diplomacy and Public Affairs (R/PPR), which provides accountability and improves the effectiveness of U.S. missions' public diplomacy activities worldwide through program evaluation that include the

In this thesis we used Leonard and Small both ways of measuring the effects of public diplomacy, but more about the details of a research in the following chapters.

8 Slovenian Embassy in Washington, D.C.

The Embassy of Slovenia in Washington, D.C. (VWA)²⁹ is the largest diplomatic-consular representation³⁰ of Slovenia in the world. It (by January 25, 2013) employs seven diplomats,³¹ and four local employees.³²

application of rigorous data collection methods and innovative analytical approaches (U.S. Department of State 2011).

²⁹ The new, luxurious building of the Embassy of Slovenia in Washington is a former chancery of the Embassy of S.F.R.Yugoslavia, allocated to the Republic of Slovenia on the basis of the Agreement on Succession issues of the former Yugoslavia. The handover of the premises to Slovenia was completed in December 2001. Built in the 1960s, the three-story building has been redesigned into the Slovenian Embassy's new chancery and ambassador's residence by Powe & Jones Architects to reflect the image of a modern and inviting Slovenia. The renovation works started in September 2006 and lasted one year. Occupying the chancery's first two floors are offices, a large reception hall, and a spacious terrace. The reception hall allowed the Embassy to host a number of meetings during Slovenia's EU presidency in the first half of 2008. Today, it is a place where friends of Slovenia learn about Slovenian culture and enjoy the Embassy's hospitality. In addition to the ambassador's private quarters, the top-floor residence also features an entertainment-sized salon, a dining room, and a terrace. Two guest apartments are located in the basement. The spacious and timeless design of the new building offers an innovative and distinctive representation of Slovenia in the United States, and in its style reflects the inviting, friendly and transparent nature of Slovenia. Embassy of Slovenia in Washington, D.C., a paper presented at the opening of the new embassy building in 2007.

³⁰A diplomatic mission usually denotes a permanent mission, namely, the office of a country's diplomatic representatives in the capital city of another country, and a consulate is similar to -- but not the same as -- a diplomatic office, but with focus on dealing with individual persons and businesses, as defined by the Vienna Convention on Consular Relations (Nierop 1994, 67).

³¹ Diplomats are the representatives or special envoys who represent a country to conduct diplomatic and/or consular services in a host society (Stuart 1952).

³² If necessary, representations of the Republic of Slovenia abroad can, under conditions determined by the Minister of Foreign Affairs, employ local staff to carry out ancillary activities (*spremljajoče dejavnosti*) and administrative and technical work. Local staff can be foreign nationals or citizens of the Republic of Slovenia who live in the receiving country. The mutual rights and duties are regulated in accordance with the local regulations.

Under the supervision of Ambassador Roman Kirn³³ and Deputy Chief of Mission (DCM)³⁴ Ondina Blokar Drobič (still on function), the Embassy contains a political department (currently two diplomats are covering the political sector), an economic department (due to economic recession the Embassy has lost an economic counselor in June 2011 and needed to wait until June 2012 for a new one), a department for press, science, technology, education and environment (one diplomat), a consular department (one diplomat and one local employee), a defense attaché's office (one diplomat), and an administrative office (one diplomat). The only department represented only by a local employee is the public diplomacy department. Until 2008 the Embassy did not have a special department for public diplomacy, but primarily because of holding the presidency of the EU in 2008³⁵ and growing interest in general promotion of Slovenia in the U.S.: , the Embassy officially “established” a public diplomacy department and employed a local person (Blokar Drobič 2011).

The Embassy already earlier performed few public diplomacy activities (receptions for the National Day, for Slovenian Cultural Day, the EU Open House), but due to lack of staffing they were limited. Once the Embassy had a person to deal solely with public diplomacy, this increased also the number of such activities, which began to grow each year and are still expanding. Washington, D.C. is really a vibrant city, and it's up to each country's embassy how much it wants to and, mostly, is able to get involved in (Barry 2011).

The fact that the Slovenian Embassy is increasing its public diplomacy activities shows that the period before entering the EU indicated the need for public diplomacy. The former President of the Republic of Slovenia, Dr. Danilo Türk (Dec 2007 – Dec 2012), recommended in 2003 on the subject of “Globally Active and Recognizable Slovenia” that “now more than ever the economic and public diplomacy should become integral parts of foreign policy implementation ” (Plavšak Krajnc 2005). Former Slovenian Prime Minister Anton Rop and former Foreign Minister Dimitrij Rupel, in consultations with Slovenian diplomacy in 2003, stressed the importance of

³³ Roman Kirn was appointed Ambassador of Slovenia to the United States of America on May 26, 2009 and to the United Mexican States on January 20, 2011.

³⁴ DCM as the primary title for the second in command of a diplomatic mission.

³⁵ Slovenia held EU presidency from January 1, 2008 until June 30, 2008. And not only is the country is presiding, also all diplomatic and consular missions are obliged to follow EU agenda, and have program consistent with country's program (Kirn 2011).

paying more attention to public and parliamentary diplomacy, foreign politics, economic diplomacy and scientific cooperation while holding EU presidency (STA 2004). Furthermore, the Slovene government in 2004 stated also in its Coalition agreement under the special title on public diplomacy (Chapter 9, Paragraph 16) that “informing of publics on international questions and Slovene foreign policy tasks would improve” and that “the Ministry of Foreign Affairs would strengthen its public diplomacy” (Plavšak Kranjc 2005).

And, indeed, during the EU presidency, the Embassy was much more exposed than at any time ever. It hosted some high guests, organized many round tables, and used every single opportunity to advertise Slovenia. The Slovenian Embassy in Washington, D.C. was the “Slovenia house ” where everyone who showed an interest (touristic, cultural, or business) was welcome (Lukač 2011).

9 Role of Public Diplomats

In order to analyze the (non)success of public diplomacy programs at the Embassy of Slovenia in Washington, D.C., we first need to define who is a public diplomat and what is her/his role? Foreign Service Officers (FSOs) are traditionally called diplomats. Diplomats are the representatives or special envoys who represent a country to conduct diplomatic and/or consular services in a host society.

Stuart (1952, 189) outlined 10 major duties of FSOs including:

- 1) Presenting diplomatic service and its importance.
- 2) Facilitating relations between diplomats and the foreign office.
- 3) Facilitating negotiations.
- 4) Observing, and preparing reports.
- 5) Maintaining good relations with the press.
- 6) Making public speeches.
- 7) The protection of nationals.
- 8) Protection of individual rights.
- 9) Improving commercial relations.
- 10) Extraditions of fugitives.

This dissertation focuses upon the role and challenges of public diplomacy, hence on the role of a FSO, who has public diplomacy responsibilities. These FSOs are often called public diplomats (PDs) (Tuch 1990).

PDs basically have three major roles, which may be combined in single positions or broken out as separate positions: (a) information officer or press attaché/press secretary in charge of information dissemination, (b) cultural affairs officer in charge of cultural/artistic affairs, (c) educational affairs officer in charge of academic/educational exchange programs and/or activities (Malone 1988; Brown 2002).

PDs are fulfilling their missions and goals by bringing to life public diplomacy policies and tasks. When doing so they need to be rethorically skilled and persuasive, nevertheless they are the ones sending messages from their homeland's countries to host countries. As Malone and Browne (2002) explained this equals to performing public relations in an international arena.

Freeman (1997) listed 25 basic skills that PDs need. Skills fit into following categories: agency, advocacy, reporting, counseling, and stewardship. On top of mentioned skills they also need to be able to provide consoling and necessary support when engaging into conversation with other PDs. Further PDs need to fulfill two big roles that can be carried by one single position or separate ones:

- (a) information officer or press attaché/press secretary in charge of information dissemination,
- (b) cultural affairs officer in charge of cultural/artistic affairs (Freeman 1997).

Since the person in charge of public diplomacy at the Embassy of Slovenia in Washington, D.C. mostly performs the informational and cultural role, we will use Freeman's definition, and in the following chapter outline the two respective roles of public diplomats (PDs).

Since the thesis evaluates Slovenian public diplomacy at its U.S. mission, let us first see what are the duties and responsibilities of PDs according to the U.S. Department of State (U.S. Department of State Careers 2008, 3).³⁶

³⁶ Although this thesis evaluates specifically Slovenian PDs in the U. S., the application of this list is appropriate, since in diplomacy diplomats are entitled to diplomatic reciprocity ("an effective protection against the breaches of diplomatic law by states. As most states are normally both sending and receiving states, they can respond to any inappropriate actions from another state towards its diplomatic agents with similar measures against the diplomats of the offending state. Therefore, the principle of reciprocity with common interests of states guarantees efficient application of diplomatic law and also general obedience" (Värk 2011). We are also analyzing the roles of U.S. PDs.

- 1) Manage information programs.
- 2) Manage creative cultural programs.
- 3) Explain to foreign audiences how American history, values, and traditions shape American foreign policy.
- 4) Explain and defend the substance of American foreign policy to ensure that American positions are well understood and that misrepresentations are corrected.
- 5) Orchestrate a variety of exchange programs to enhance personal, institutional and governmental links which deepen foreign understanding of American society and its people.

Since Slovenian Ministry of Foreign Affairs doesn't have a specifically defined roles of FSOs, and due to rule of a diplomatic reciprocity³⁷ we will assume that roles of Slovenian PDs are more or less the same as those of their American colleagues.

From roles of public diplomats, Tuch moves to the "requirements" for their position. They all need to be qualified in four areas that should be attained through education, training and experience. Firstly, they need to have solid knowledge of history, culture of America and the American people and institutions. Secondly, substance of the policy that they need to represent needs to be there. Thirdly, they need to understand country's of the assignments's tradition, culture and even psychology (Tuch 1990, 154).

Lastly, they must be competent communicators and knowledgeable in the methods of conveying the messages to the foreign publics. The PDs should engage in their daily duties by utilizing these four related competences in a way to win the hearts and minds of foreign publics.

In order to analyze the programs that the Slovenian Embassy organized to celebrate the 20th anniversary of the country's independence, this section outlines the two above mentioned (cultural and informational) roles of PDs.

³⁷ See note 32.

9.1 Cultural Affairs Officer

It happens often that public diplomats that are promoting culture/ art/ people-to-people contacts/programs/ activities between people from their homeland and «visiting» country are often also called cultural affairs officers (CAOs). Also CAO, not just public diplomats, needs to have various competences that will help help maintain and/or strengthen the cultural relations between the host society and his or her homeland. Just to name a few of the competences: cultural adaptability to work and communicate effectively and harmoniously with various people and groups of other cultures, customs, and value systems. Plus recognition and respect of the differences in new country is required (U.S. Department of State Careers 2008).

9.2 Information Officer or Press Attaché/Press Secretary

According to U.S. Department of State (2010) Press Secretary or Information Officer is responding to all the requests of the information from host media and other educational institutions. One of the ways to respond to information requests is either with written or editorial article explaining governmental policies to the host country from his/ her own country.

Fisher (1987) argues whether these governmental actions, through information and news activity, have always been objective and whether these nonpolitical advocates are able to serve a simple-minded purpose of informing the foreign public. To some observers, these activities are carefully manipulated as the propagandistic purpose of inducing actions in a host society. The role of an information officer has always been challenged; whether provide neutral information, without attempting to sway an audience, or be presented as propaganda to influence a target.

10 The management of the Slovenian Public Diplomacy Department

The Public Diplomacy Department at the Embassy of Slovenia (PD VWA) plays a major role in promoting Slovenian public diplomacy in the U.S. and Mexico. With the help of two consulates general³⁸ (in New York and Cleveland) and ten honorary consuls³⁹, the top priority of PD VWA is to promote Slovenia's image through public diplomacy programs/activities.

In the U.S., the PDO VWA activities include long-term relationship building, cultural programs, media relations, public outreach, and information products and services. The main person in charge of such activities is the public diplomacy officer, which, in the case of Slovenia, is a local employee (Blokar Drobič 2011).

10.1 Long-term relationship building

The Slovenian Embassy offers a ten-week internship program to college students and recent graduates from the U.S.⁴⁰ and Slovenia. These give them a unique opportunity to work in one of Slovenia's largest and most active diplomatic missions. The internship program started in 2008, inspired by the experience during Slovenia's EU presidency, when three students were helping Slovenian diplomats with a wide range of activities (Kirn 2011).

³⁸ The political title of consul is used for the official representatives of the government of one state and in the territory of another, normally acting to assist and protect the citizens of the consul's own country, and to facilitate trade and friendship between the people of the country to whom he or she is accredited and the country of which he or she is a representative (Vienna Convention on Consular Relations 1963).

³⁹ Not career officials of the represented state, but well established U.S. citizens with a strong connection to Slovenia. "Their role is to promote country its language, culture, economy, etc. to the people living in their respective states" (Vienna Convention on Consular Relations, 1963).

⁴⁰ During the year (from September through June), internships are offered only to Slovenian recent graduate students, whereas in summer the Embassy offers internships to U.S. students (Kirn 2011).

10.2 Cultural programs

The Embassy distinguishes between three sorts of cultural programs: Embassy cultural activities (often referred as events) at the Embassy, cultural activities on the EU level, and public diplomacy activities.

- 1) Cultural events at the Embassy include: art exhibitions, music performances, movie screenings, round tables, and receptions for various occasions (Slovenian Cultural day, Independence Day, etc.).
- 2) Cultural activities on the EU level include: Kids Euro Fest,⁴¹ La Francophonie,⁴² Euro Night,⁴³ Europe Week,⁴⁴ and EU Film Showcase.⁴⁵
- 3) Public diplomacy activities are mostly missions and speaking engagements by the ambassador and other diplomats, who travel around Washington, D.C. and the U.S. to meet with local and national policymakers, business leaders, academics, students, and community leaders. The Embassy also provides speakers for specific events on topics including economic and monetary affairs, EU enlargement, and Slovenia – U.S. political and trade relations (Kirn 2011).

Apart from the mentioned programs, which are planned in advance in the Embassy's yearly program, the Embassy also needs to regularly promote the image of Slovenia and function as a

⁴¹ Since 2008, the embassies of the EU Member States and more than a dozen major cultural institutions in Washington, D.C. have jointly hosted one of the largest and most diverse children's festivals in the U. S., featuring performances by European entertainers (Kirn 2011).

⁴²It is a cultural tour around EU speaking countries. EU embassies showcase their countries to visitors through traditional dishes and drinks (Kirn 2011).

⁴³ "A cultural tour around Europe," where visitors can feast on national dishes without ever leaving the D.C (Čergolj Edwards 2011).

⁴⁴ Each May, the delegations of the EU to the U.S. and the UN as well as the diplomatic missions of EU Member States across the U.S. collaborate with universities, think-tanks, NGOs, and cultural organizations to create a better understanding of the EU.. Highlights of the week-long celebration include the EU Open House, where EU Member-embassies welcome the general public, and local school visits by EU and Member State diplomats (Čergolj Edwards 2011).

⁴⁵ For over two decades, the EU Member States and the American Film Institute (AFI) have presented the annual AFI European Union Film Showcase, a selection of top films from EU Member States, including film festival award winners, box office hits, and U.S. premieres (AFI 2011).

friendly bridge between Slovenia and the U.S. publics. This is done through Media Relations and Information Programs (Kirn 2011).

- 1) Media relations: The Embassy of Slovenia helps foster well-informed media coverage of issues relating to Slovenia and Slovenia - U.S. relations through proactive outreach to journalists and by facilitating interviews, placing op-eds, and providing support to visiting Slovenian officials (Kirn 2011).
- 2) Information programs: Web: The Slovenian Embassy helps to maintain a comprehensive Website (www.embassywashington.si), which offers detailed information on all aspects of Slovenian policy and the Slovenia - U.S. relationship
- 3) Publications: The Slovenian Embassy produces a weekly electronic publication (Embassy Newsletter) that focuses on Slovenian - U.S. relations.
- 4) Public inquiries: The Embassy responds to all public inquiries by providing detailed information about Slovenia, its tourist attractions, policies, statistics, and publications.

11 Special activities at the VWA for the 20th anniversary of independence

The year 2011 marked the 20th anniversary of Slovenia gaining its independence, an occasion which gave Slovenia a unique opportunity to remember all the successes and achievements accomplished during this relatively short, but important period.

Between December 23, 2010 (the 20th anniversary of the plebiscite of independence) and December 23, 2011 (the 20th anniversary of the Constitution of the Republic of Slovenia), Slovenia, together with its representations around the world, hosted numerous events for the purpose of motivating the general public all around the world to celebrate the historic event.

In order to celebrate the 20th anniversary of Slovenian independence, the Embassy in its yearly plan⁴⁶ for 2011 included some specific activities:

- 1) Opening of an exhibition by Alenka Slavinec “Slovenia in U.S.” (February 2011)
- 2) Linden tree planting in Mitchell Park (May 2011)

⁴⁶ Each year the PDO together with other diplomats prepares a yearly plan of activities. The plan includes activities at the Embassy, activities on EU level, and public diplomacy activities (Čergolj Edwards 2011). For a detailed description of these activities see Chapter 9.2.

- 3) Reception honoring Slovenian National Day and opening of a photography exhibition “Slovenian rivers” by Jaka Vinšek (June 2011)
- 4) Round table about Slovenia 20 years ago with former Minister for Slovenes abroad, Dr. Boštjan Žekš (June 2011)
- 5) Slovenian film retrospective in cooperation with the AFI (June 2011)
- 6) Lecture by Ambassador Kirn at Georgetown University (September 2011)
- 7) Reception honoring the 21st anniversary of independence (December 2011)
- 8) Series of interviews in the Embassy Newsletter with American–Slovenes who helped Slovenia gain recognition by the U.S.
- 9) Advertising activities in Slovenia on its Web page.

In addition to activities at the Embassy, the Embassy also encouraged honorary consuls to organize their own celebrations. Specifically, they were encouraged to plant linden trees.⁴⁷ Due to its limited length the thesis will analyze only activities organized by the Embassy.

⁴⁷ Linden trees were planted in Knoxville, Tennessee, and in Mexico (Kirn 2011).

12 Research

The year 2011 marked the 20th anniversary of Slovenia's independence, which offered an opportunity to look back at the path walked by the Slovenian foreign policy. Above all, however, it offered also a challenge for looking forward.

To celebrate the anniversary, various events took place in Slovenia and in its diplomatic-consular missions abroad.

Although the Slovenian Embassy in Washington has had a Public Diplomacy Department for only three years, the achievements of the young, two-decades-old independent Slovenian state have during this time been presented to its guests through hereafter-mentioned exhibitions, round tables, and other public diplomacy activities.

In assessing the impact of public diplomacy programs that the Slovenian Embassy in Washington, D.C. used for the celebration of the 20th anniversary of independence, this study researched whether public diplomacy programs at the Embassy have helped Slovenian diplomacy in the U.S. have become an important part of Slovenian foreign policy.⁴⁸ Further study has analyzed whether by using various public diplomacy tools, the Embassy of Slovenia in Washington, D.C. has really enhanced the visibility, reputation and recognizability of Slovenia in the U.S. Have such activities been successful in aiming to make Slovenia more attractive in the eyes of the international community in Washington, D.C.?

The study was conducted among diplomats at the Embassy (9) and Washingtonians (50) from the world of culture, science, technology, economy, and other fields who took part in some of the Embassy's activities.

The specific questions asked were the following:

- 1) Do you attend all the events at the Embassy to which you are invited?
- 2) What is your opinion of the events in 2011?
- 3) Do you know what Slovenia has been celebrating this year?
- 4) How successful have public diplomacy programs of the Embassy of Slovenia been and how might they be more effective in the future?

⁴⁸ See Chapter 3.

Lynch (2005, 16) highlighted the problem of measuring the results and effectiveness of implementation and operation of public diplomacy. But in order to get as objective results as possible we used Leonard and Small's (2003, 69) two-ways system of measurement: evaluation of direct contacts with specific target groups, and continuous monitoring of reporting on the home-country in foreign media (taking into account both quantity and quality).

This study used a survey as a method for measuring the 'success' of public diplomacy activities prepared for the 20th anniversary of Slovenian independence at the VWA. The method involved asking individual respondents (diplomats and international community members in Washington, D.C. who attended some of the VWA's activities) to complete a standardized questionnaire. The questionnaire included short demographic questions regarding gender and age, and a few specific questions related to special events organized by the Embassy.

One must not forget that "public diplomacy means activities in the field of informing, education and culture, which are directed to foreign countries with a purpose of influencing foreign governments through influencing their citizens" (Plavšak Krajnc 2005, 4). Taking this definition into account, the study attempted to examine how, if at all, Americans changed their perceptions about Slovenia and its people after attending some specific VWA cultural, educational and informational events planned for the 20th anniversary of independence.

Since the study was carried out before the end of 2011, and there hadn't as yet been any evaluations of the program carried out by the Slovenian Foreign Ministry, the presented data evaluated only the perceptions of Washingtonians and Slovenian diplomats in Washington, D.C. about the public diplomacy activities.

In order to get an idea about the size of public diplomacy programs, the study compared the number of attendees at Embassy receptions between 2008 and 2011. That way we could get a general idea how well the events were attended in a comparison with the events from 2008 when Slovenia held the presidency of the European Union.

The responses were in line with the expectations. Because of the EU presidency, the Embassy hosted numerous events, and made sure that on the mailing lists there were the 'right' people. Most of the invitees were diplomats from the EU countries, who attended the events because of the subjects that related to their work. The Embassy held meetings for political, cultural, economic, and science and technology counselors from the EU countries, etc. As Lukač said: "The year 2008 was good for us. We managed to 'clean' our mailing lists of people that had

already moved out of Washington, D.C. and added many new people -- diplomats and people from the world of science, culture, etc” (Lukač 2011).

As seen from the gathered data in Table 12.1, participation at the events fell slightly in 2009, but the visitors were still under the good impression created by the EU presidency. In 2010, the events were not so successful. Whereas, in 2008, 70 percent of the invitees actually did come to an event, the participation in 2010 fell to 29 percent. The fame resulting from the EU presidency had worn off, many people had already left Washington, D.C. so the Embassy needed to reconsider the orientation of the events, and mostly work on mailing lists.⁴⁹ According to Šiftar de Arzu: “What we did was we created completely new mailing lists, based on our contacts with whom we worked on a daily basis. Consequently, already the next event was relatively better visited, and there were actually people who knew us and we knew them, and who came to the event with a certain agenda” (Šiftar de Arzu 2011)⁵⁰. In 2011, the number of attendees has grown in quality and quantity. From 40 percent in 2008, the ratio of invitees attending all the events at the Embassy has grown in 2011 by five percentage points. The number of invitations sent out as well as of attendees has been the highest since 2008. The reception celebrating the Slovenian National Day⁵¹ in 2011 was attended by 270 people, the largest number in the history of the Slovenian Embassy at the California Street location.

Also the fact that the percentage of people who are invited but never respond has varied between eight (in 2008) and 12 percent (in 2009), which shows that the mailing lists, or sets of invitees, include the ‘right’ people.

The percentage of people who come only to some of the events varies between five (in 2011) and 10 percent (in 2009). Some of the reasons that people have listed as to why they come only to

⁴⁹ Embassy archives.

⁵⁰ It's not a secret that Washington, D.C. is a city where all the important embassies are located. Receptions are known to be events where food is served, so there are many people who came there in the past mostly because of free food and drink. In order to avoid that kind of practice, the Embassy staff have, from 2009 on, at each larger reception worked on adjusting mailing lists (Šiftar de Arzu 2011).

⁵¹ The Slovenian Embassy each year in June celebrates the Slovenian National Day. Usually 400 invitations are mailed, but before the year 2011 only around 200 people actually came.

some events: events starts too early,⁵² they are during the week, so people often have prior commitments,⁵³ or they received the invitation too late.⁵⁴ (See Table 12.1)

Table 12.1: How often do you attend receptions at the Slovenian Embassy?



An interesting finding was also the one regarding the age grouping of visitors/participants/attendees at Embassy events. Washington, D.C. has become in recent years the number one city for young professionals,⁵⁵ which can be seen from the data in Table 12.2. Most of the visitors during the years of 2008 and 2011 were between ages of 30 and 50. As expected, the level of visitors aged 0-30 was also high. The fact that the age group of 50 and above is low reflects the fact that Washington, D.C. is not a city where people come to settle down; it is more a city where professional people come to work on their careers as stated before (Whitehorne 2009).

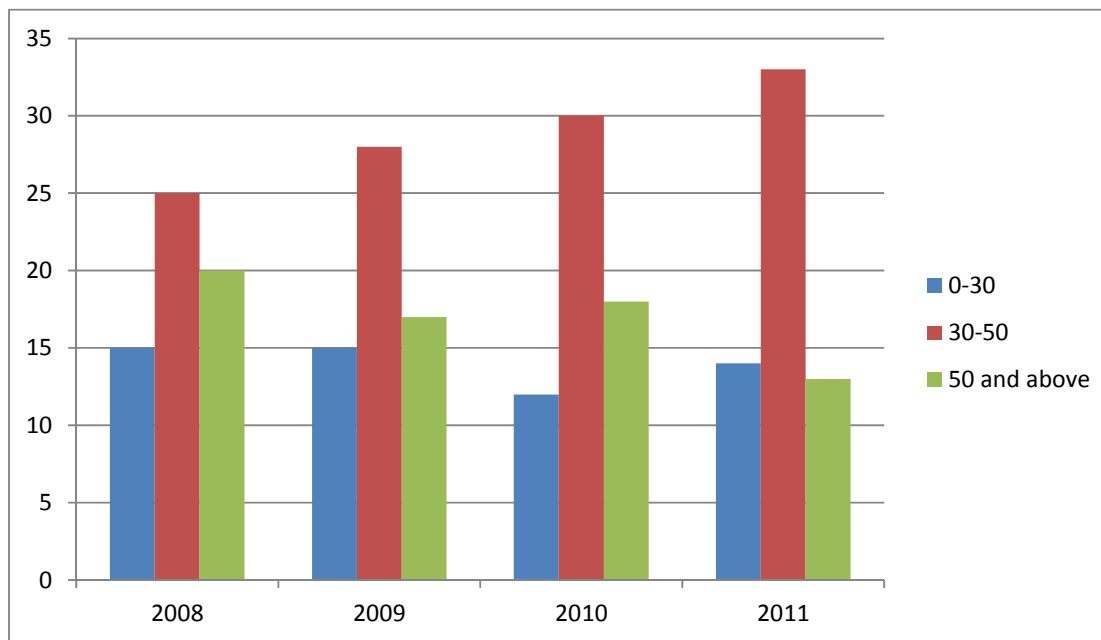
⁵² The Embassy is in public space, so it cannot allow to have late and loud receptions in the evening; therefore, events usually start at 6 pm (Kirn 2011).

⁵³ Not all people who work in Washington, D.C. also live there, hence, they are not in town on weekends, so receptions are always on weekdays (Blokari Drobnič 2011).

⁵⁴ Invitations are always sent out a month in advance (Šiftar de Arzu 2011).

⁵⁵ Greg Bland, CEO of Things to Do D.C.: "In most cases, young professional organizations put the age range somewhere between 20 and 35. D.C. and Baltimore metropolitan areas are ideal places to start a career for young professionals" (Whitehorne 2009).

Table 12.2: Age of participants at the Slovenian Embassy receptions

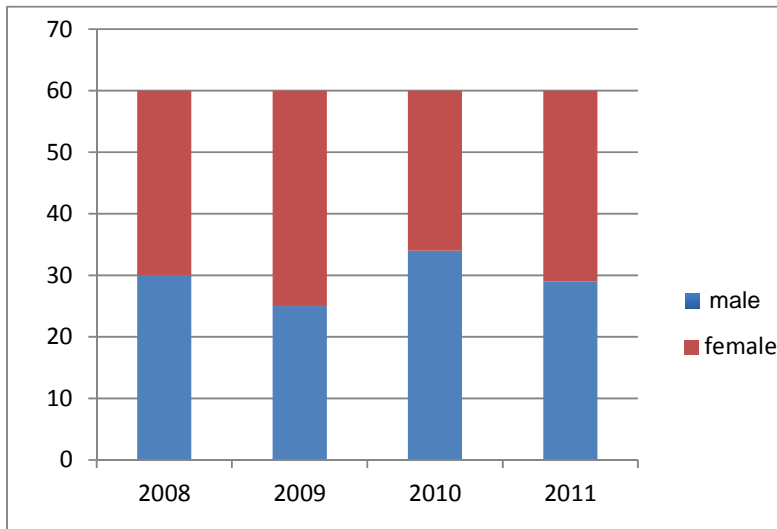


The findings as to the male-to-female ratio were very close, which I found quite surprising. The reality in the District of Columbia is different. According to the U.S. Census Bureau, in 2010, the share of women in the D.C. population was 52.8 percent, which is obviously higher than the percentage share of men and also higher than the percentage of women overall in the U.S. (50.8 percent) (U.S. Census Bureau 2010).

It is assumed that the ratio of male-to-women visitors is so close because a lot of visitors come from international institutions where they are aware of gender equality.⁵⁶ (See Table 12.3)

⁵⁶ In 2009, the International Labour Organization (ILO) celebrated the 90th anniversary of its founding and the 10th anniversary of its gender-equality action plan. The same year, the ILO began the global campaign on gender equality (International Labour Organization 2011). And, indeed, the Slovenian Ministry of Foreign Affairs implemented the project and issued the publication *Equal Opportunities in Slovenian Diplomacy (Enake možnosti v slovenski diplomaciji)*. According to the survey results, the level of the regulation of equal opportunities in Slovenian diplomacy is average to below average, whereas 57.8 percent of the interviewees have already felt discriminated in their career at the Foreign Ministry. After the results of the research project had been published, the former Minister of Foreign Affairs of the Republic of Slovenia, Samuel Žbogar, appointed a working group, chaired by former State Secretary Ms Dragoljuba Benčina, to address equal opportunities in the Slovenian diplomacy. The

Table 12.3: Gender of participants at the Slovenian Embassy receptions



Three-fourths of the questioned people knew what Slovenia was celebrating in the year 2011, which reflects the fact that the diplomats at the Embassy of Slovenia did a lot already before 2011 to advertise the “20th Anniversary of Independence”. According to Šiftar, “the Embassy in cooperation with the Slovenian Foreign Ministry planned the promotion of the year 2011 already in 2010” (Šiftar de Arzu 2011).

The Public Relations department at the Foreign Ministry created a common graphic image for the 20th anniversary of independence⁵⁷ and, in addition, a special before mentioned website (www.twenty.si),⁵⁸ to refer their visitors to. According to Možgan, the website was created in

main purpose of the group is to study the results of the survey, identify the most important problems in the field of equal opportunities and interpersonal relations at the Ministry of Foreign Affairs and suggest appropriate solutions (Ministry of Foreign Affairs 2011f).

⁵⁷The department decided on a corporate image (logo) (visual symbol of Mount Triglav with the number “20” superimposed above it), which was the most visible sign of the activity in the jubilee year. DCRs and others used it in their websites, casual badges, posters, newspapers, potential equipment, etc. Whenever the symbol needed clarification, they might consider instead the text: 20 years of Independence. As an additional identifying symbol, the country's slogan »I FEEL SLOVEenia« might be used. This anniversary was the opportunity for Slovenia and its representations to indirectly further increase the awareness of domestic public (Ministrstvo za kulturo, Služba za državne proslave, UKOM 2010).

⁵⁸UKOM and Ministry of Culture's Service for State Celebrations (*Služba za državne proslave*) set up a thematic website, which offered an interface of photographic images about the year of the proclamation of independence, the

order to be adopted by all Foreign Ministry's 'partners'. "When creating the website, we wanted to include common values that are shared among Slovenians all over the world, but at the same time we wanted that the website could be used as a business, tourist, and promotional tool for our representation around the world" said Možgan (Možgan 2011).

As the results show, the Embassy itself did well enough or, better said, chose the right promotional techniques to 'advertise' the 20th anniversary. In its weekly electronic Embassy Newsletter, it advertised on a weekly basis "Welcome Home 2011"⁵⁹ the biggest event that took place in Slovenia. The Newsletter also published numerous interviews with American-Slovenes who contributed to the recognition of Slovenia by the U.S. The Newsletter also served as a good tool to promote all the June celebrations that took place in 2011 throughout 'Slovenian' cities in the U.S. The Embassy also published on its home page news about celebrating the 20th Anniversary of Independence. Wherever events or anything related to the 20th anniversary were involved, the Embassy used the common graphic image.⁶⁰

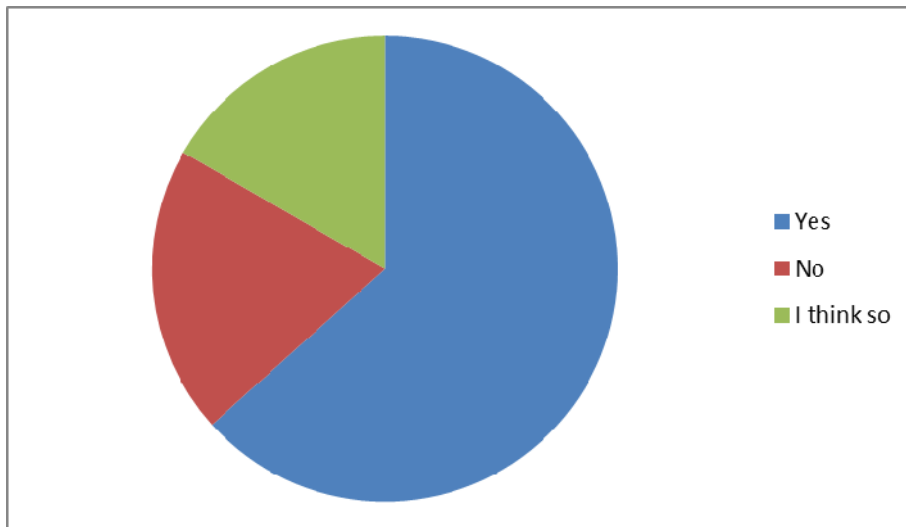
The fact that there are people who despite of all promotion didn't know, or were not sure, what Slovenia was celebrating in 2011, shows that the Embassy still has room for improvement. Promoting Slovenia's image in the U.S. is a never-ending process, and the staff is making sure through different channels that the U.S. public becomes aware (See Table 12.4) of a small country in the Balkans (Blokarič 2011).

history of pursuing independence, the country's performance at the international level (UN, EU, NATO, and other international organizations) since then, presented the views of important Slovenes, introduced the calendar of specific events that took place before and during 2011. The site also contained an on-line exhibition on the 20th anniversary of the Archives of the Republic of Slovenia; and included a variety of materials (e.g., knowledge quizzes about Slovenian history) (Vlada RS 2011).

⁵⁹Within the initiative of the Office for Slovenians abroad, on July 1, 2011, Ljubljana welcomed all Slovenians, whether living at home or abroad. Various organizations and societies, on that date offered a wide range of Slovenian culinary delicacies, with musical performances, folklore, and theater groups that have preserved and developed Slovenian culture, often extending beyond Slovenian geographical borders (Dobrodošli doma 2011).

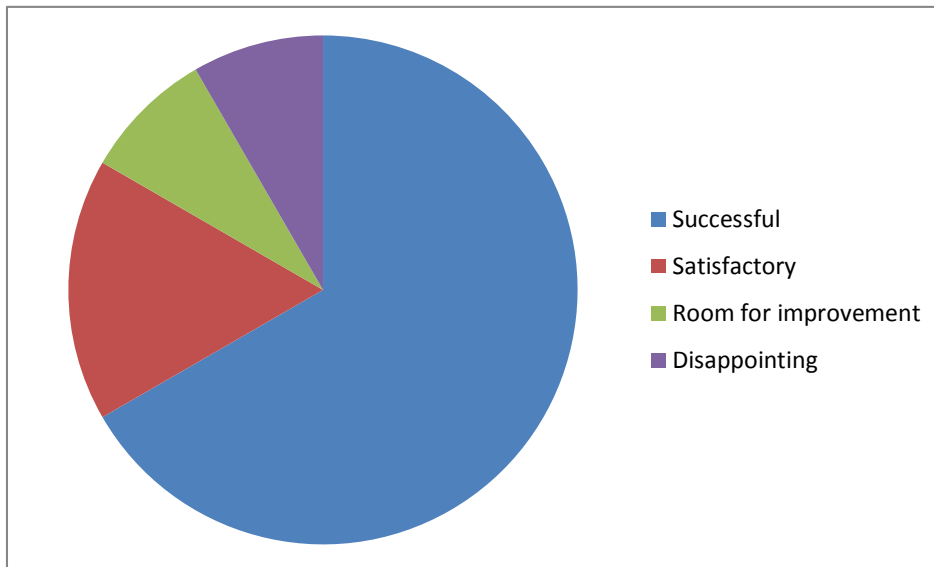
⁶⁰ See footnote 56.

Table 12.4: Do you know what Slovenia was celebrating in 2011?



The fact that over three-fourths of people asked about the events at the Embassy in 2011 rated them successful is positive, and means that public diplomacy techniques were successfully used. Moreover, it proves that public diplomacy tools, such as use of personalized media (directly addressing readers through weekly electronic Newsletter), use of promotional tools (promoting events on the website, in the U.S. media) helped create a receptive environment and a positive reputation of Slovenia in the U.S. Judging on the basis of results, we can say that the Embassy succeeded in creating common ideas and values regarding Slovenia and Slovenes. The fact that the interest in the events had never substantially fallen, proves that the Embassy staff has been successful not just in building relationships (which takes years), but also in maintaining them. Obviously, there is always still room for improvement (See Table 12.5).

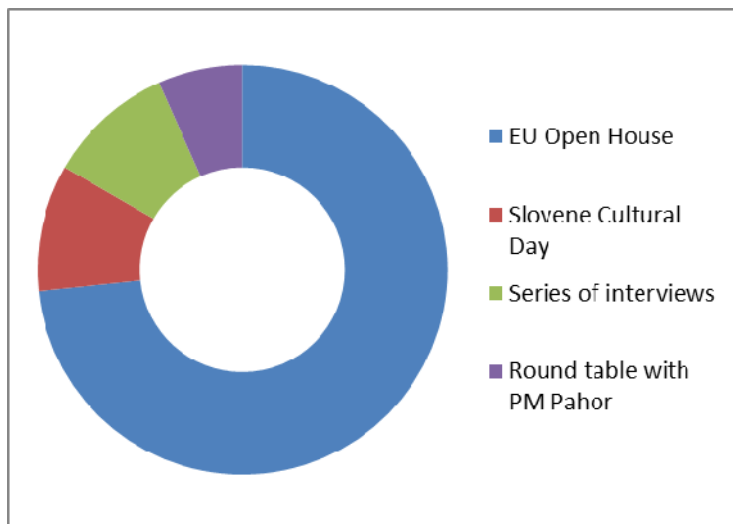
Table 12.5: Rating of the events at the Slovene Embassy in 2011



As mentioned earlier, the Embassy's public diplomacy department is in charge of various types of cultural programs (cultural activities that take place at the Embassy, events at the EU level, and public diplomacy activities). The by far highest rated was the EU Open House, which is an event at the EU level, where all embassies of the EU Members open their doors to visitors on first Saturday in May, and through traditional cuisine, dances, clothing, etc., present their country. It's the biggest and most expensive annual event, and each year the Embassy manages to attract more and more people. It has been taking place since 2008, and whereas the Slovenian Embassy then attracted only 600 attendees, by 2011, their number rose to 2200. The fact that the visitors rated the EU Open House as the best event organized by the Embassy, proves, that its public diplomacy department has done a good job in promoting the events. "We cannot forget that Slovenia is celebrating only its 20th birthday and not the 40th. By then, we are sure, people will be able to point out special events created only for that specific occasion" (Šiftar de Arzu 2011). Regardless of the occasion, the overall goal of public diplomacy is to increase the visibility of the country as a whole, and that is why the Embassy works on different levels with different actors to make sure the message about the country goes out to as many people as possible (Blokarič 2011).

The interviewees ranked only two events on the list created particularly for the celebration of the 20th anniversary of independence, i.e., the series of personal interviews in the Newsletter, and the round table with former Prime Minister (PM) Borut Pahor. These two events were among the lowest rated (The round table by PM Pahor, for example, was attended by only 80 people. See Table 12.6). This shows that public diplomacy events can take years before they generate a substantial response. It shows, furthermore, that it is important that the Embassy continues with the events on the EU level, since this assures a wider audience and bigger promotion, and through them creates a common EU image, since Slovenia also is an EU country.

Table 12.6: Which event at the Slovene Embassy in 2011 did you like the best?



The last question, which was asked only to the diplomats at the Embassy, involved the effectiveness of future public diplomacy events. The answers were as follows:

Ambassador Kirn said that the events cannot be dropped at this point; on the contrary, they need to increase in number despite a tight Embassy budget, however, they need to be organized in collaboration with external partners (Kirn 2011). The use of already established promotional tools, e.g., the Embassy Newsletter, and the Embassy's website should continue, and the use of new social media, as Twitter, Facebook, blogs, etc., should be increased (Šiftar de Arzu 2011). It must be kept in mind that increasing the visibility and positive reputation of the country is not just the work of the PDO, but, indeed, requires the devotion and work of all employees at the

Embassy; that is why their attendance at our events is required of all our diplomats (Deleja 2011).

Table 12.7: Number of attendees at the 20th anniversary of independence events

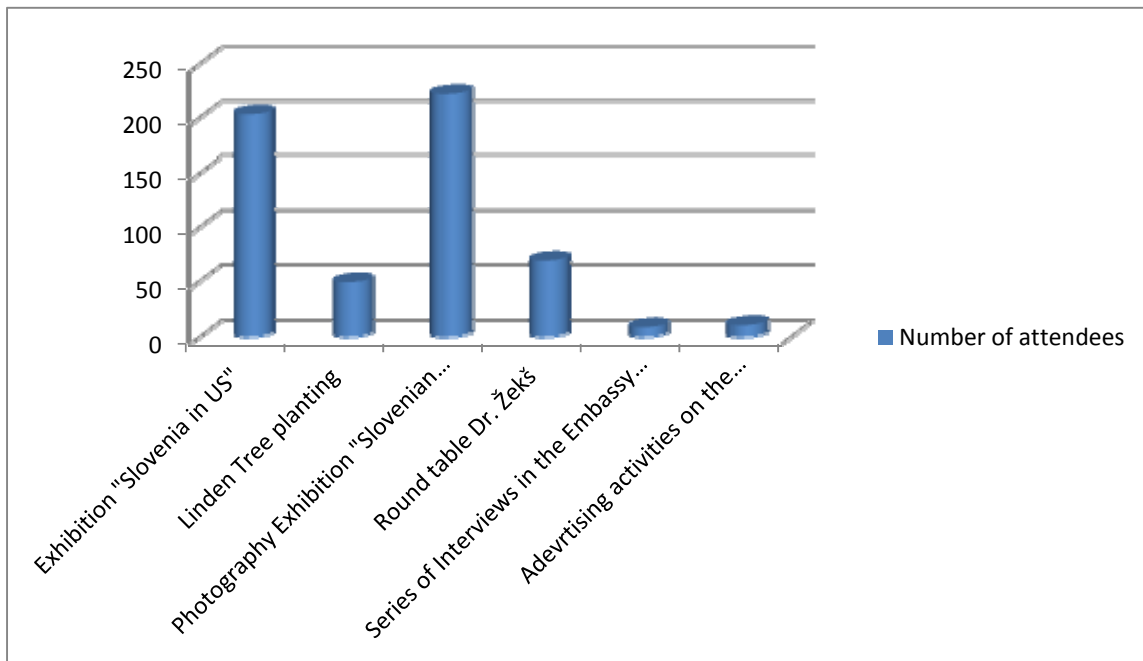
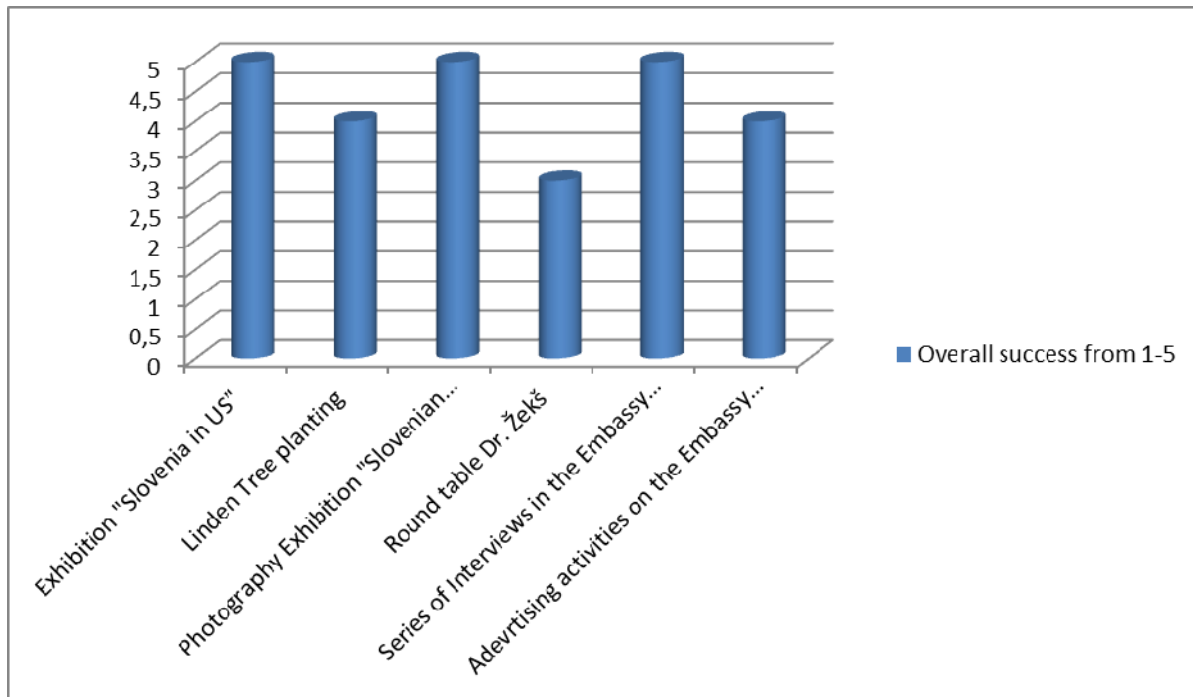


Table 12.8: Success of the 20th anniversary of independence events



As we have seen thus far, the attendees were not really able to differentiate between the events planned for the 20th anniversary and general events. But what we were interested in was the success of ‘general’ events compared to that of ‘special’ ones.

According to the diplomats at the Embassy, all events exceeded their expectations. The number of attendees reached maximum capacity⁶¹ and, therefore, the evaluation would be biased, if they didn’t give such events the highest grade. But as the record shows, the round table with Dr. Žekš⁶² was graded by the interviewees only with three points out of five (See Table 12.8).

The reason, according to Šiftar, was that he gave the lecture at one of the think tanks, and think tanks usually have a very strong specific orientation. They cover political situations, science, etc., whereas none is focusing on diasporas, which is actually the specialized field of Dr. Žekš and of his ministry. “We wanted him to make the audience aware of the importance the Slovenes attribute to their diaspora and make them recognize that we even have a minister for that. And it

⁶¹ The main gallery, where Embassy holds its receptions, can accommodate up to 250 people.

⁶² Dr. Boštjan Žekš was appointed Minister for Slovenians Abroad on November 21, 2008. On July 12, 2011, he was temporarily placed in charge of the Ministry of Culture (Vlada Republike Slovenije 2010).

might be true that people overall didn't like the lecture, but for us it was a huge success to get the access to think tanks, to convince them that diasporas are an important part of nowadays society, etc., and people actually did come to the lecture. The room was not full, but still" (Šiftar de Arzu 2011).

Despite Šiftar's evaluation, the record shows that the number of attendees was the highest at the openings of both exhibitions ("Slovenia in us"⁶³ and "Slovenian rivers"⁶⁴, see Table 12.7). The exhibitions were opened, respectively, on the occasion of the Slovenian Cultural Day and Slovenian National Day. As data from past years show, these are the two major celebrations (Slovenian Cultural Day and Slovenian National Day) which the Embassy hosts and attendance is always high. But it is also true that the topics of this year's exhibitions were carefully chosen.⁶⁵

In that, the Embassy followed the recommendations of the Slovenian Foreign Ministry, which tried to emphasize Slovenia, the Slovenes, and common values we share. Both receptions were also exceptionally successful (See Table 12.8) because they included high and distinguished political guests.⁶⁶

⁶³The exhibition was dedicated to raising the awareness of Slovenia's heritage and independence, particularly the magnificent and magical Lipizzan horses, which are native to the region. The 20 photographs depicted each year of Slovenian independence presented through the pure form of the Lipizzan stallions (Rains 2011).

⁶⁴Slovenia with its beautiful rivers is a paradise for everyone: those looking to relax and those seeking more challenging outdoor adventures. The exhibition featured a set of photographs by Jaka Vinšek, a young, but very successful Slovenian photographer, who managed to capture Slovenian pride in a set of 24 photographs (Jaka Vinšek 2011).

⁶⁵The Embassy is interested mostly in exhibiting works by Slovenes or American-Slovenes. Because until June 2011 the Embassy had no budget that could be spent on exhibitions, it could not be very selective. The only requirement for artists was their Slovene or American-Slovene origin, whereas, for the year 2011, the emphasis was also on the topic: something that Slovenia is proud of, and such were surely the photography exhibitions "Slovenia in us" and "Slovenian rivers" (Šiftar de Arzu 2011).

⁶⁶On Slovenian Cultural Day, Washington, D.C. and the Embassy were visited by former Prime Minister, Borut Pahor, former Foreign Minister, Samuel Žbogar, and former Minister of Finance, Franc Križanič. The reception was also attended by Senator Tom Harkin, who has Slovene ancestors (MoFA 2011e). The Slovenian National Day reception at the Embassy of Slovenia was attended by the former Minister for Slovenians Abroad, Dr. Boštjan Žekš. (UKOM 2011c).

As mentioned, the Embassy also organizes so-called public diplomacy events and events on the EU level. In examining these events, we discovered that the number of attendees was highest at the events on the EU level (La Francophonie, Euro Open House, and Euro Night) and the success of these events was also ranked the highest (five) (See Table 12.9).

First we need to know that an EU event gets most publicity, and is in a sense a mass event.⁶⁷ The capacity of the French Embassy, where La Francophonie and Euro Night take place is 1500 people. But these events are not free. So, the question is why they are so well attended. They offer food, drinks, music from all over Europe, and Europe is for many Americans still something unknown, so at such events they get to “travel without really traveling” throughout Europe (Celette 2011).

As we could see, the events at the Embassy (the concert of Octet 9, and Diplomats in School) cannot compare to the events on the EU level. That is why it is important for the Embassy to continue to be part of these ‘mass’ events. Due to the tight budget, it is unrealistic to expect that the outreach of the Embassy events alone would be the same. It is also important for the Embassy to continue with the events within the Embassy because in that way the public also gets to see the building, to meet other diplomats, and actually enter the ‘Slovenian territory’.

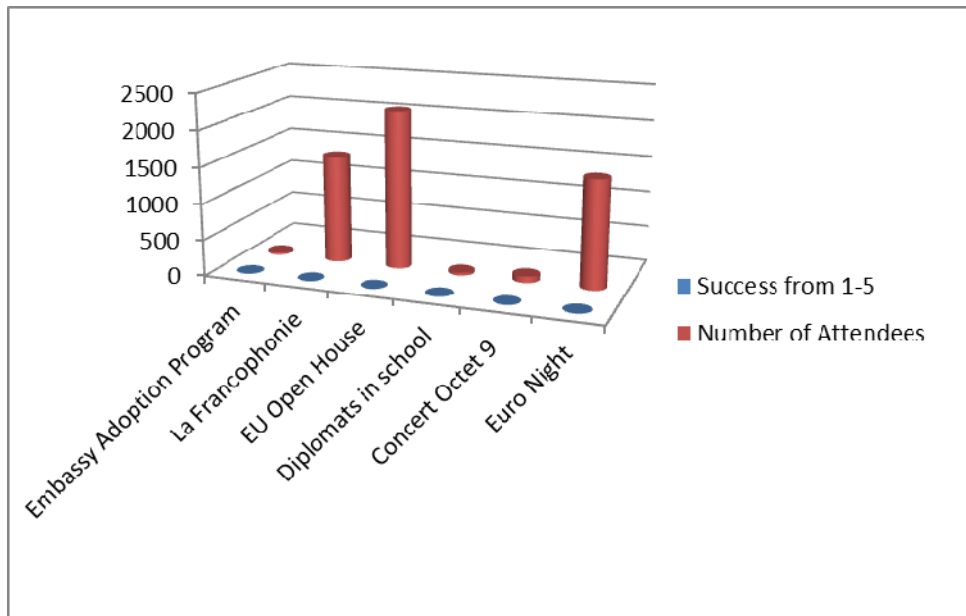
Research has shown that public diplomacy requires action on all levels. Because of tight budget, it is necessary to seek co-partners and it is also necessary to continue participating in the events on the EU level – due to the fact that public diplomacy at the Slovenian Embassy is still developing (but it has made huge progress since 2008⁶⁸). It is important to stay vibrant, open, and continue researching what all can be done for the promotion of Slovenia, without really spending money.⁶⁹ (See table 10.7)

⁶⁷ The EU Open House overall (at all embassies) marked over 15.000 visitors (Celette 2011).

⁶⁸ In 2008, only 500 people attended the EU Open House.

⁶⁹ The budget for public diplomacy is basically nonexistent. The only money the Embassy gets from the Slovenian Foreign Ministry is for celebrating the Cultural Day and the National Day, but that is sufficient for covering a small reception (Kim 2011).

Table 12.9: Success of other public diplomacy events at the Embassy in 2011



13 Evaluation

In the present master's thesis, I attempted to frame Slovenian modern public diplomacy. Based on previously established definitions of public diplomacy as a tool to achieve foreign policy goals through indirect influence on foreign audience, I broadened the scope of such definitions. As shown by researching the public diplomacy programs at the Embassy, public diplomacy is implemented through information, education, and culture, and it touches upon our values, ideas. Because of a tight budget in the public sector, it requires collaboration with public and private partnerships. It also shows that public diplomacy can be compared to propaganda, since it also tries to persuade the public what to think; however, public diplomacy also listens to what the public has to say.

Through an analysis of the Slovenian diplomatic representation in the U.S., more precisely through an analysis of the programs celebrating the 20th anniversary of Slovenia's independence at the Embassy of Slovenia in Washington, D.C. involving its Public Diplomacy Department, I evaluated how modern Slovenian public diplomacy has been used to promote Slovenian interests in the U.S.

The Public Diplomacy Department increased, through various events at the Slovenian Embassy, the visibility of Slovenia in the U.S., built up the reputation of the country, promoted its tourism, and overall, created a favorable image of Slovenia in the U.S.

Consequently, the first hypothesis in which I was interested, i.e., whether public diplomacy has been successful, has been shown to be true. The study proved that public diplomacy has become an indispensable component of the Slovenian Embassy in Washington, D.C.

As has been mentioned, public diplomacy, in general, should cover three major pillars (press/media), culture, and education (Malone 1988; Brown 2002). Practicing public diplomacy at the Embassy dates back to 2008, when the Embassy created a public diplomacy department and established a PDO's position. Since then, this position has been held successively by three local employees.

In attempting to draw attention to the 20th anniversary of independence, the Embassy, in addition to its regular activities, organized several others, the success of which is evaluated in Chapter 8.

The analysis of the effectiveness of the events planned only for the 20th anniversary cannot give an objective assessment of the effectiveness of public diplomacy at the Embassy of Slovenia in Washington, D.C. but, based on a few parameters, some conclusions can be made. As already stated, one of the goals of public diplomacy is to make the home-country (in our case Slovenia) more visible in the host-country (the U.S.). Ideally speaking, the goals that public diplomacy can achieve are:

- Increase the visibility of the home-country abroad (people begin to think about the country; the negative ideas and opinions they have, change);
- raise the reputation of the home-country, foreign public becomes more favorable to its position on important issues of global consequence;
- make the country more attractive in the eyes of foreign public (as a tourist destination; as a higher education center; increase the sales of products originating in the country; help foreign audiences understand and adopt the values of the country);
- influence the conduct of foreign public (in the field of foreign investment in the country and support of foreign policy decisions) (Leonard, Stead and Smewing 2002, 9–10).

As research has shown, the Embassy of Slovenia in Washington, D.C. has succeeded in increasing the visibility of Slovenia. All the events had a high attendance and they were graded as successful. The fact that its employees (mostly the PDO) are updating their e-mailing lists, looking for new partnerships, expanding their public diplomacy contacts (looking for new non-state actors to collaborate with), helps to raise the reputation of Slovenia in the U.S.; Americans are becoming more aware of Slovenia's location, culture, and language; Slovenia is becoming more attractive in American eyes, and, mostly, Washingtonians, are beginning to understand and adopt Slovenian values.

As we saw in the research, PDO's work at the Embassy consists mainly of conceiving and running activities and events that promote the information and communication strategy of the Embassy and enhance its corporate image, what proves Brown's and Malone's view that PDOs mostly take care of dissemination of information and cultural/artistic affairs (Malone 1988; Brown 2002).

As the research has shown, the highest-graded public diplomacy events were those that already had a tradition (the EU Open House, Euro Night, etc.). Considering only events created for the 20th anniversary, the best were two photography exhibitions opened, respectively, on the Slovene Cultural Day and the National Day.

Based in the context of Leonard, Stead and Smewing's (2002) three dimensions of public diplomacy, which were the "tools" the Embassy used?

In order to create knowledge of the events and positive public opinion, the Embassy used one-way strategic communications through what it called 'branding' the events. The first step was informing all entities who represent Slovenia in the U.S. (all honorary consuls, both general consuls, the Slovenian representation at the UN) about particular events and, secondly, asking them to spread the same news to their 'partners'. When informing other Slovenian entities, the Embassy always followed the simple journalistic rule and provided the information about the events answering the following questions: What is the event, where is it taking place, who is organizing it, when, and why? And since the public was aware of the events, 'branding' of the events obviously was successfully done. But that is merely instant fame! For long-term success, it is important to work on relationship building. This third dimension of public diplomacy is the most long-term one and usually means developing lasting relationships with key individuals through seminars, scholarships, training, exchanges, and conferences. The Embassy firmly

established its name for the first time when Slovenia held the EU presidency, and the staff managed to increase the share of attendees from 40 percent in 2008 to 45 percent in 2011, which proves that the right contacts had been chosen and nurtured.

Through which major pillars was the Embassy trying to promote the 20th anniversary of independence?

The first thing that was done was to promote the activities through the media. In 2011, Americans had a lot of chances to read about Slovenia. The biggest surprise was an article about Slovenia in *The New York Times* (Sherwood 2011). It was more like a travelogue, with a huge picture and a long article. The next big item about hiking in Slovenia was in the *National Geographic* (Crevar 2011). Slovenia was also mentioned in *The Washington Post* (Scottili 2011). These are media on which the Embassy has no direct influence, but still a claim can be made that Slovenian presence in the U.S. helps, and suggests that Slovenian diplomats should work more on getting in touch more often with journalists of the biggest American media. Mere invitations to the receptions are not enough. The Embassy should provide them more often with some sort of press releases about the current situation in Slovenia, invite them to follow-up meetings, etc. Only when journalists will be able to assign faces to Slovenia, they might be disposed to write about it more often.

The fact that three major American media have recently published articles about Slovenia proves that 20 years of Slovenian presence in U.S. have left their mark, but, from now on, the Embassy should work on all the above recommendations. As the facts show, the Slovenian Embassy does a lot on self-promotion through an established Newsletter and a website, but it is not being proactive enough in establishing and following up with major U.S. media. Nowadays, social media are really strong and can have a bigger impact than 'old-school media'. To increase the visibility, the Embassy should use Facebook more often;⁷⁰ perhaps consider Twitter (which Slovenian politicians also use, e.g., former Foreign Minister Samuel Žbogar). It should do more to facilitate interviews (especially when it receives high visitors from Slovenia), etc.

Next pillar, culture: On the cultural field, as can be seen, the Embassy has developed, in three years, a wide range of cultural activities. Because of the tight budget, more or less always non-state co-partners are sought. The only events that the Embassy organized entirely on its own and

⁷⁰ It had only 16 status updates since January 2011.

covered the expenses were the Slovenian Cultural Day, Slovenian National Day, and Slovenian Independence Day. The Embassy needs to be really original to make the events interesting and attractive for the public it wishes to attract. Washington, D.C. is a city where many countries have their embassies, and competition is high. Reputation is always at stake. When organizing events with partners, the Embassy still needs to make sure there will be the right people on the event's list. As the analysis has shown, all the events were well organized and attendance was at the highest level. Despite the budget cuts, the Slovenian Embassy should continue being part of the EU events, in spite of them being expensive.⁷¹ But that way the public can get to know the Slovenian culture, and also learn that Slovenia is part of the EU. Since the events on the EU level are the most visited, this participation also gives the Slovenian Embassy the biggest publicity.

The last pillar is education: There are four universities in Slovenia, and all of them have bilateral agreements with some U.S. universities. The role of the Embassy is more to facilitate the contacts between Slovenian and American universities and to refer questions to the right source, while diplomats themselves do a lot to educate young Slovene students about the world of diplomacy. The Embassy offers its own internships and lectures at the universities; it organizes lectures for Slovenian students visiting American universities, etc. The students who had interned at the Embassy always feel they have learned a lot (Štiglic 2011).

It's difficult to claim that only the events planned particularly for 2011 increased the visibility of Slovenia in the U.S. Let's rather take a look at all the public diplomacy programs since 2008 when the Embassy officially created its Public Diplomacy Department, and see what the achievements have been.

All the events and publicity about Slovenia, and all the tools used (Embassy Newsletter, website, Facebook) have increased the visibility of the country and raised its reputation.

The fact that the events are visited more and more shows that Slovenia has become more attractive in the eyes of the U.S. public. They manage to enhance the educational levels (the flow of student exchange is increasing), Slovenia has become a popular tourist destination for the U.S. public (Rott 2011).

These results show that the Embassy of Slovenia efficiently employs the three dimensions of public diplomacy. But, as already pointed out, there is still room for improvement. The research

⁷¹ For Euro Night for example Embassy needs to cover costs of food and drinks, the same for La Francophonie. For EU Open Night they need to pay \$1500 participation fee (Celette 2011).

showed that the Embassy is lacking in, or should still improve, news management (in terms of response time on current events, they should be posted on the website immediately, Facebook status should be updated, and new social media – Twitter, etc. – added). The Embassy should become more proactive in relationships with the U.S. media.

Furthermore, an important finding shows that Slovenia is aware of the importance and impact of non-state actors that complement the work of the Embassy in Washington, D.C. and largely contribute to the visibility of the entire country. Members of the diaspora, lectures at U.S. universities, cultural events, organization of round tables, give the Embassy the opportunity to indirectly influence those target audiences that are essential for taking foreign policy decisions: all this is what other countries consider an essential tool of public diplomacy.

The analysis shows that public diplomacy carried out by the Embassy has been successful due to the use of various roles. The PDO, in cooperation with other staff, used: communication (information activities), cultural, and educational activities.

Due to the success in 2011, when Slovenia was celebrating such an important anniversary, we can claim that the PDO at the Embassy, despite being a local employee, was sufficiently qualified for this position, since (s)he succeeded in sending Slovenia's 20th Anniversary of Independence messages to the country and, particularly, to the people of the U.S.

But all thanks for the overall success of the 20th anniversary's promotion are not due only to the PDO. Public diplomacy is work of all the employees at the Embassy: all diplomats are obliged to attend Embassy-sponsored events, at least those that take place at the Embassy.

The fact that the largest Slovenian Embassy -- and one in one of the most prestigious countries in the world, the U.S. -- where public diplomacy originates, hasn't had a diplomat in charge of the public diplomacy department -- not to even mention that the Slovenian Embassy in Washington, D.C. is one of the rare embassies which even has such a department -- shows that Slovenian public diplomacy is still in its infancy.

After having analyzed the goals that public diplomacy at the Embassy has achieved, the efficiency of its programs, the various tools used, and the sufficiency of a locally employed PDO, let's see what Slovenian public diplomacy overall has achieved in 20 years, which recommendations, made in 2004 at the consultations of Slovenian Society for International Relations, have actually been adopted.

The participants in 2004 proposed a creation of a special organizational unit for Public Diplomacy within the Ministry of Foreign Affairs, which became a reality. As we saw, the ministry now has a Public Diplomacy Service.

Secondly, the PDO at the Embassy works closely with the existing state institutions (the network of diplomatic and consular missions, the Government Information Office, relevant ministries and offices, services for public relations, international cooperation and promotion of Slovenia abroad).

Thirdly, cooperation and coordination with relevant external partner institutions has become a reality. The PDO at the Embassy works with the Chamber of Commerce, Slovenian Tourist Board, export companies, agencies for public relations and advertising, non-governmental organizations in Washington, D.C. cultural and academic institutions, professional associations, and the media.

So, as can be seen, all the recommendations have more or less been adopted.

To conclude: as it was at the outset, it is hard to define the overall success of the Slovenian public diplomacy, and public diplomacy at the Embassy of Slovenia in Washington, D.C. No matter what the mix of tactics is, there is still room for improvement. As the scope of public diplomacy increases and becomes more comprehensive, it is becoming clear that public diplomacy is something, on a single definition of which there will never be agreement, but it is also something that is being used by many. As the research showed, public diplomacy programs wield a strong power: they make a country visible abroad. So there is a need for a well-prepared public diplomacy strategy, in which not only the PDO, but also other colleagues are involved to some extent. So they, too, should be educated about it in order to understand their directly involved colleagues.

True: Slovenian public diplomacy might still be in its infancy compared to that of some other states, but as this analysis has showed, some major positive changes have been taking place, and that especially at the Embassy of Slovenia in Washington, D.C. since it has an opportunity to learn from the 'founder of public diplomacy', the U.S. It should seize this advantage and make its programs even more attractive to their audience, attractive to its co-partners, and, in the end, success will come by itself.

14 Summary in Slovene language

Javna diplomacija je pojav zadnjih let. Veliko spremembo je povzročil teroristični napad 11. septembra 2011, ki je razkril posledice negativnega javnega mnenja.

Zvezne države Amerike niso edine, ki so okrepile moči javne diplomacije. Leta 2003 je Organizacija sverenoatlantskega sporazuma (NATO) preimenovala oddelek za informacije in tisk, v oddelek javne diplomacije. Po vzoru NATA-a so tudi Evropska unija in njena predstavništva po svetu povečala javno diplomatske aktivnosti in jim začela pripisovati večji pomen.

Kot je razvidno iz raziskovanja programov javne diplomacije na veleposlaništvu, se javna diplomacija izvaja s pomočjo informacij, izobraževanja in kulture ter se dotakne naših vrednot in idej. Zaradi tesnega proračuna v javnem sektorju je potrebno sodelovanje z javnimi in zasebnimi partnerji.

Kot smo lahko videli, je linja med tradicionalno diplomacijo, propagando in odnosi z javnosti še vedno zelo nejasna. Ne obstaja enotna definicija javne diplomacije, ne propagande, niti javnega mnenja. Sama verjamem, da mora biti javna diplomacija osrednji element zunanjepolitičnih strategij. Taktike in tehnike javne diplomacije morajo biti vzpostavljene v miru. Le tako lahko pričakujemo pozitiven odziv pri tuji publiki in tujih medijih.

Kljub temu, da javna diplomacija ni star pojav, je začela pridobivati na pomembnosti šele v zadnjih letih. V pričujočem magistrskem delu sem poskušala uokviriti slovensko sodobno javno diplomacijo. Na osnovi prej določenih definicij javne diplomacije kot orodja za doseganje zunanjepolitičnih ciljev s posrednim vplivom na tujo javnost, sem razširila obseg teh definicij.

Z analizo slovenskega diplomatskega predstavništva v ZDA, natančneje z analizo programov, ki praznujejo 20. obletnico samostojnosti Slovenije na veleposlaništvu Slovenije v Washingtonu, D.C. in njegovega Oddelka javne diplomacije, sem ocenila, kako je sodobna slovenska javna diplomacija bila uporabljena za podporo slovenskih interesov v ZDA.

Oddelek za javno diplomacijo je z različnimi dogodki na slovenskem veleposlaništvu povečal prepoznavnost Slovenije v ZDA, prispeval k dobremu ugledu države, spodbujal njen turizem in na splošno ustvarjal pozitivno podobo Slovenije v ZDA.

Prva hipoteza, ki me je zanimala, in sicer ali je javna diplomacija uspešna, se je izkazala za resnično. Raziskava je pokazala, da je javna diplomacija postala nepogrešljiv del slovenskega veleposlaništva v Washingtonu.

Kot je omenjeno v delu, naj bi javna diplomacija na splošno obsegala tri glavne stebre: tisk/medije, kulturo in izobraževanje (Malone 1988; Brown 2002). Izvajanje javne diplomacije na veleposlaništvu sega v leto 2008, ko je veleposlaništvo ustvarilo Oddelek za javno diplomacijo in uvedlo delovno mesto oficirja za javno diplomacijo (OJD). Od takrat je bilo to delovno mesto zaporedoma zapolnjeno s tremi lokalnimi uslužbenci. V prizadevanju, da se opozori na 20. obletnico neodvisnosti, je veleposlaništvo poleg svojih rednih aktivnosti, organiziralo številne druge dogodke. Njihov uspeh je ovrednoten v 8. poglavju.

Analiza učinkovitosti dogodkov predvidenih le za 20. obletnico ne more dati objektivno oceno učinkovitosti javne diplomacije na veleposlaništvu Slovenije v Washingtonu, D.C., ampak na osnovi nekaj parametrov lahko naredimo nekaj zaključkov. Kot že rečeno je eden izmed ciljev javne diplomacije, da naredi matično državo (v našem primeru Slovenijo) bolj vidno v državi gostiteljici (ZDA). Če govorimo idealno, so cilji, ki jih lahko javna diplomacija doseže naslednji:

- povečati prepoznavnost matične države v tujini (ljudje začnejo razmišljati o državi, negativne ideje in mnenja, ki jih imajo, se spreminjajo);
- dvigniti ugled matične države, tuja javnost postane bolj naklonjena stališčem o pomembnih vprašanjih, ki imajo globalne posledice;
- narediti državo bolj privlačno v očeh tuje javnosti (kot turistično destinacijo; kot središče za višje izobraževanje; povečati prodajo izdelkov s poreklom iz te države; pomagati tujim javnostim razumeti in sprejeti vrednotedržave);
- vplivati na vedenje tuje javnosti (na področju tujih investicij v državo in podpore pri zunanjepolitičnih odločitvah) (Leonard, Stead in Smewing 2002, 9-10).

Raziskava je pokazala, da je Veleposlaništvu Republike Slovenije v Washingtonu, D.C. uspelo povečati prepoznavnost Slovenije. Vsi dogodki so imeli visoko udeležbo in so bili ocenjeni kot uspešni. Dejstvo, da njegovi zaposleni (večinoma OJD) posodablajo svoje e-poštne sezname, iščejo nova partnerstva, širijo svoje stike javne diplomacije (iščejo nove nedržavne akterje za sodelovanje), pomagajo prispevati k večji prepoznavnosti Slovenije v ZDA; se Američani vedno bolj zavedajo lokacije Slovenije, njene kulture in jezika; Slovenija postaja vse bolj privlačna v ameriških očeh in zlasti prebivalci Washingtona so začeli z razumevanjem in sprejemanjem slovenskih vrednot.

Kot smo videli v raziskavi je delo OJD sestavljeno predvsem iz snovanja in izvajanja aktivnosti ter dogodkov, ki spodbujajo informacijske in komunikacijske strategije veleposlaništva in okrepijo njegovo korporativno podobo, kar dokazuje Brownovo in Malonejevo trditev, da OJD večinoma skrbijo za razširjanje informacij in kulturnih/umetniških zadev (Malone1988; Brown 2002).

Kot je pokazala raziskava so bili najvišje ocenjeni dogodki javne diplomacije tisti z tradicijo (Dan odprtih vrat EU, Euro večer, itd.). Če upoštevamo le dogodke, ustvarjene za 20.obletnico, sta bili najboljši dve fotografski razstavi na slovenski kulturni dan in dan državnosti.

Če postavimo v kontekst treh dimenzij javne diplomacije po Leonardu, Steadu in Smewingu (2002), katera so orodja, ki jih je veleposlaništvo uporabilo? Da bi ustvarili poznavanje dogodkov in pozitivnega javnega mnenja, je veleposlaništvo uporabilo enostransko - strateško komunikacijo s t. i. 'brandiranjem' dogodkov. Prvi korak je obveščanje vseh oseb, ki predstavljajo Slovenijo v ZDA (vse častne konzule, oba splošna konzula, slovensko predstavništvo vOZN) o posameznih dogodkih, in drugi korak je prošnja, da isto novico razširijo med svojimi 'partnerji'. Pri obveščanju drugih slovenskih subjektov je Veleposlaništvo vedno sledilo preprostemu novinarskemu pravilu in posredovalo podatke o dogodkih, ko je odgovarjalo na naslednja vprašanja: Kakšen je to dogodek, kje se odvija, kdo ga organizira, kdaj in zakaj? In ker je bila javnost seznanjena z dogodki je bilo očitno, da je bil 'branding' o dogodkih uspešno izveden. Ampak to je zgolj trenutni uspeh! Za dolgoročni uspeh je pomembno delati na vzpostavitvi odnosov. Ravno tretja dimenzija javne diplomacije je najbolj dolgoročna in

ponavadi pomeni razvijanje trajnih odnosov s ključnimi posamezniki prek seminarjev, štipendij, usposabljanj, izmenjav in konferenc. Veleposlaništvo je prvič uveljavilo svoje ime, ko je Slovenija predsedovala EU in je osebje uspelo povečati delež udeležencev iz 40 odstotkov v letu 2008 na 45 odstotkov v letu 2011, kar dokazuje, da so bili izbrani in negovani pravi stiki.

S katerimi glavnimi stebri je veleposlaništvo promoviralo 20. obletnico samostojnosti?

Prva stvar, ki jo je naredilo, je bilo spodbujanje dejavnosti prek medijev. V letu 2011 so Američani imeli veliko priložnosti prebratine kaj o Sloveniji. Največje presenečenje je bil članek o Sloveniji v *The New York Times* (Sherwood 2011). Bil je podoben potopisu z veliko sliko in dolgim člankom. Naslednja velika novica o pohodništvu v Sloveniji je bila v *National Geographic* (Crevar 2011). Slovenija je bila omenjena tudi v *The Washington Post* (Scottili 2011). To so mediji na katere veleposlaništvo nima neposrednega vpliva, vendar še vedno lahko trdimo, da slovenska prisotnost v ZDA pomaga in predlaga, da bi morala slovenska diplomacija pogosteje biti v stiku z novinarji največjih ameriških medijev. Zgolj vabila na različne sprejeme niso dovolj. Veleposlaništvo bi moralo novinarjem bolj pogosto pošiljati sporočila za javnost o trenutnem stanju v Sloveniji, jih povabiti na sestanke, itd. Šele ko bodo novinarji lahko povezali obraze s Slovenijo, bodo lahko o njej pisali bolj pogosto.

Dejstvo, da so trije veliki ameriški mediji nedavno objavili članke o Sloveniji dokazuje, da je 20 let slovenske prisotnosti v ZDA pustilo svoj pečat, ampak od zdaj naprej bi veleposlaništvo moralo delati na vseh zgoraj navedenih priporočilih.

Dejstva kažejo na to, da slovensko veleposlaništvo naredi veliko pri samopromociji prek obstoječih e-novic in aktualne spletne strani, vendar ni dovolj proaktivno, da bi vzpostavilo in stik z glavnimi mediji v ZDA. Danes so socialni mediji res močni in imajo lahko večji vpliv kot 'staromodni mediji'. Za povečanje prepoznavnosti bi veleposlaništvo moralo uporabljati Facebook bolj pogosto, morda tudi Twitter (katerega slovenski politiki tudi že uporabljajo, na primer, nekdanji zunanji minister Samuel Žbogar).⁷² Morala bi storiti več, da bi omogočila nove intervjuje (še posebej, ko prejme visoke goste iz Slovenije), itd.

⁷² Od januarja 2011 je bilo le 16 posodobitev statusa na Facebook-u.

Naslednji steber je kultura. Na kulturnem področju, kot je mogoče videti, je veleposlaništvo v zadnjih treh letih razvilo širok razpon kulturnih dejavnosti. Zaradi tesnega proračuna bolj ali manj vedno iščejo nedržavne partnerje. Edini dogodki, ki so bili v celoti organizirani s strani veleposlaništva so bili naslednji: slovenski kulturni dan, slovenski dan državnosti in slovenski dan neodvisnosti.

Veleposlaništvo mora biti pri svojem delu res izvirno, da naredi dogodke zanimive in privlačne za javnost, ki jo želi pritegniti. Washington D.C, je mesto, kjer ima veliko držav svoja veleposlaništva in je konkurenca res velika. Ugled je vedno na kocki. Veleposlaništvo mora pri organizaciji prireditve s partnerji še vedno poskrbeti, da bodo na seznamu povabljenecv prave osebe. Kot je analiza pokazala so bili vsi dogodki dobro organizirani in udeležba je bila na najvišji ravni. Kljub zmanjševanju proračunskih sredstev bi moralo slovensko veleposlaništvo še nadalje biti del EU dogodkov, pa čeprav so dragi.⁷³ Ker so dogodki na ravni EU najbolj obiskani, to sodelovanje daje tudi slovenskemu veleposlaništvu največjo reklamo.

Zadnji steber je izobraževanje. Obstajajo štiri univerze v Sloveniji in vse imajo dvostranske sporazume z nekaterimi ameriškimi univerzami. Vloga Veleposlaništva je olajšati stike med slovenskimi in ameriškimi univerzami ter posredovati morebitna vprašanja pravemu kontaktu, medtem ko diplomati sami naredijo veliko za izobraževanje mladih slovenskih študentov o svetu diplomacije. Veleposlaništvo ponuja opravljanje pripravništev in organizira predavanja na univerzah; organizira tudi predavanja za slovenske študente, ki obiskujejo ameriške univerze, itd. Študenti, ki opravljajo pripravništvo na veleposlaništvu, vedno dobijo občutek, da so se veliko naučili (Štiglic 2011).

Težko je trditi, da so samo dogodki, ki so bili načrtovani za leto 2011, povečali prepoznavnost Slovenije v ZDA. Raje si poglejmo vse programe javne diplomacije od leta 2008, ko je veleposlaništvo uradno ustvarilo svoj Oddelek za javno diplomacijo, da lahko res vidimo kateri uspehi so bili v tem času doseženi. Vsi dogodki o Sloveniji in njena reklama ter vsa orodja, ki so se pri tem uporabljala (novice veleposlaništva, uradna spletna stran veleposlaništva, profil

⁷³ Veleposlaništvo mora pokriti stroške hrane in pijače pri Euro Večer in La Francophonie. Veleposlaništvo mora plačati 1500\$ za udeležbo na EU odprtem dnevu (Celette 2011).

veleposlaništva na Facebook-u) so povečala prepoznavnost države in dvignile njen ugled. Dejstvo, da so dogodki vedno bolj obiskani, kaže, da je Slovenija postala bolj privlačna v očeh javnosti v ZDA. Dogodkom uspeva povečati izobraževalno raven (npr. študentska izmenjava je povečana) in Slovenija je postala priljubljena turistična destinacija za ameriško javnost (Rott 2011).

Ti rezultati kažejo, da Veleposlaništvo Republike Slovenije učinkovito uporablja tri dimenzije javne diplomacije. Toda, kot je že bilo poudarjeno, obstaja prostor za mnoge izboljšave. Raziskava je pokazala, da veleposlaništvu primanjkuje, oz. bi moralo izboljšati upravljanje novic (v smislu odzivnega časa o aktualnih dogodkih, ki jih je treba takoj objaviti na spletni strani, posodobitev Facebook statusov, uporaba novih družbenih medijev - Twitter, itd.). Veleposlaništvo mora postati bolj proaktivno v odnosih z ameriškimi mediji.

Poleg tega je pomembna ugotovitev, ki kaže, da se Slovenija zaveda pomena in vpliva nedržavnih akterjev, ki dopolnjujejo delo Veleposlaništva v Washingtonu, D.C. in v veliki meri prispevajo k prepoznavnosti celotne države. Člani diaspore, predavanja na ameriških univerzah, kulturni dogodki, organiziranje okroglih miz, dajejo Veleposlaništvu možnost, da posredno vpliva na te ciljne skupine, ki so bistvenega pomena za sprejemanje zunanjepolitičnih odločitev. Druge države vidijo vse zgoraj naštetu kot ključno orodje javne diplomacije.

Analiza je pokazala, da je bila javna diplomacija, ki jo izvaja Veleposlaništvo, uspešna prav zaradi uporabe različnih vlog. OJD je v sodelovanju z drugim osebjem uporabljal: komunikacijo (informacijske dejavnosti), kulturne in izobraževalne dejavnosti.

Zaradi uspeha v letu 2011, ko je Slovenija praznovala tako pomembno obletnico, lahko trdimo, da je OJD na veleposlaništvu dovolj usposobljen(a) za to delovno mesto, kljub temu, da je bil(a) lokalni uslužbenec, saj mu/ji je uspelo prebivalcem ZDA posredovati sporočila o 20. obletnici neodvisnosti Slovenije.

Vendar vsa zahvala za splošni uspeh praznovanja 20. obletnice ne gre le OJD. Javna diplomacija je delo vseh zaposlenih na veleposlaništvu: vsi diplomati so se dolžni udeležiti dogodkov, ki jih prireja Veleposlaništvo, oz. vsaj tiste, ki potekajo v prostorih Veleposlaništva.

Dejstvo, da največja slovenska ambasada v eni izmed najbolj prestižnih držav na svetu, ZDA, iz katere javna diplomacija tudi izvira, ni imela diplomata, ki bi bil pristojen za oddelek javne diplomacije (naj na tej točki omenim, da je slovensko veleposlaništvo v Washingtonu eno izmed redkih veleposlaništev, ki ima tak oddelek), kaže, da je slovenska javna diplomacija še vedno v razvoju.

Po analizi ciljev, ki jih je javna diplomacija na veleposlaništvu dosegla, učinkovitosti njenih programov, različnih orodij in zadostnosti lokalno zaposlenega OJD, pa si pogledajmo, kaj je slovenska javna diplomacija na splošno dosegla v zadnjih 20 letih, oz. katera priporočila iz leta 2004 s posveta slovenskega društva za mednarodne odnose so dejansko bila sprejeta. Leta 2004 so udeleženci tega posveta predlagali vzpostavitev posebne organizacijske enote za javno diplomacijo na Ministrstvu za zunanje zadeve, kar se je tudi usresničilo. Ministrstvo za zunanje zadeve ima sedaj Službo za javno diplomacijo.

Drugič, OJD na veleposlaništvu tesno sodeluje z obstoječimi državnimi institucijami (z mrežo diplomatsko-konzularnih predstavništev, Uradom Vlade RS za komuniciranje, pristojnimi ministrstvi in uradi, službami za odnose z javnostmi, službami za mednarodno sodelovanje in promocijo Slovenije v tujini).

Tretjič, sodelovanje in usklajevanje z ustreznimi zunanjimi partnerskimi institucijami se je uresničilo. OJD na Veleposlaništvu sodeluje z Gospodarsko zbornico RS, Slovensko turistično organizacijo, izvoznimi podjetji, agencijami za odnose z javnostmi in oglaševanje, nevladnimi organizacijami v Washingtonu, D.C., s kulturnimi in akademskimi ustanovami, strokovnimi združenji ter z mediji. Kot je razvidno so bila vsa priporočila več ali manj sprejeta.

Za zaključek bi rada povedala, da je bilo težko določiti celoten uspeh slovenske javne diplomacije in javne diplomacije na veleposlaništvu Slovenije v Washingtonu, D.C.. Ne glede na to, kakšna taktika je bila uporabljena, še vedno obstajajo možnosti za izboljšanje. Ker se področje javne diplomacije veča in postaja vse bolj obširno, je jasno, da je javna diplomacija nekaj o čemer ni enotne definicije. Ampak je tudi nekaj, kar mnogi uporabljajo. Raziskava je

pokazala, da programi javne diplomacije imajo veliko moč: oni naredijo neko državo vidno v tujini. Torej obstaja potreba po dobro pripravljeni strategiji javne diplomacije, kjer ne bo vključen le OJD, temveč tudi drugi sodelavci do neke mere.

Res je, da je slovenska javna diplomacija še vedno v razvoju, če jo primerjamo z nekaterimi drugimi državami. Vendar pa je ta analiza pokazala nekatere večje pozitivne spremembe, ki se izvajajo in to zlasti na veleposlaništvu Slovenije v Washingtonu, D.C., saj prav tam obstaja priložnost, da se slovenska diplomacija uči od 'ustanovitelja javne diplomacije' - ZDA. Slovenska javna diplomacija bi morala izkoristiti to prednost in narediti programe še bolj privlačne za javnost, za partnerje in na koncu bo sledil tudi uspeh.

15 Sources

1. Abelson, Donald E. 2002. *Do Think Tanks Matter?: assessing the Impact of Public Policy Institutes*. Montreal [etc.]: McGill-Queen's University Press.
2. *Act Regulating Relations between the Republic of Slovenia and Slovenians Abroad.- Zakon o odnosih Republike Slovenije s Slovenci zunaj njenih meja (ZORSSZNM)*. Ur. l. RS 43/2006. Available on: [http://www.uradni-list.si/1/content?id=73044&part=&highlight=zakon+o+odnosih+RS+s+Slovenci+zunaj+njenih+meja#!/Zakon-o-odnosih-Republike-Slovenije-s-Slovenci-zunaj-njenih-meja-\(ZORSSZNM\)](http://www.uradni-list.si/1/content?id=73044&part=&highlight=zakon+o+odnosih+RS+s+Slovenci+zunaj+njenih+meja#!/Zakon-o-odnosih-Republike-Slovenije-s-Slovenci-zunaj-njenih-meja-(ZORSSZNM)) (November 4, 2011).
3. AFI - American Film Institute. 2011. *AFI European Union Film Showcase 2011 November 3-22*. Available on: <http://www.afi.com/silver/new/nowplaying/EUshowcase/> (November 7, 2011).
4. AWIU - American Women for International Understanding. AWIU. 2011. *Mission statement*. Available on: http://awiu.org/index.php?option=com_content&view=article&id=10&Itemid=36 (October 22, 2011).
5. Arndt, Richard T. 2005. *The first resort of kings: American cultural diplomacy in the twentieth century*. Washington, DC: Potomac Books.
6. Barry, Jerome. 2011. Interview by author. Washington, D.C., September 5.
7. Batora, Jozef. 2005. *Public Diploamcy in Small and Medium Sized States: Norway and Canada*. Discussion Papers in Diploamcy. Netherlands Institue of Internationals Relations Clingendael.
8. Betsill, Michele M. and Elisabeth Corell, eds. 2008. Introduction to NGO Diplomacy. In: *NGO Diplomacy: The Influence of Nongovernmental Organizations in International*

- Environmental Negotiations*, eds. Michele M. Betsill and Elisabeth Corell, 1–18. Massachusetts Institute of Technology.
9. Blokar Drobič, Ondina. 2011. Interview by author. Washington, D.C., September 6.
 10. Brown, John. 2002. *The Purposes and Cross-Purposes of American Public Diplomacy*. Chapel Hill, NC: American Diplomacy Publishers.
 11. CCIS - Chamber of Commerce and Industry of Slovenia. 2011. *About us*. Available on: http://eng.gzs.si/slo/about_us (October 21, 2011).
 12. Celette, Rolland. 2011. Interview by author. Washington, D.C., September 2.
 13. Copeland, Daryl. 2009. *Guerilla Diplomacy: Rethinking International Relations*. Boulder, CO: Lynne Rienner Publishers.
 14. Crevar, Alex. 2011. Via Alpina Trail Dispatches: The Alps Connection. *National Geographic*. Available on: <http://www.nationalgeographic.com/adventure/travel/alps/slovenia/hiking-activities.html> (November 14, 2011).
 15. Cull, J. Nicholas. 2007. *Public diplomacy: Lessons from the past*. Los Angeles, CA: USC, Center on Public Diplomacy. Washington, D.C.: Author.
 16. --- 2011. *Public Diplomacy Before Gullion: The Evolution of a Phrase*. Los Angeles, CA: USC, Center on Public Diplomacy. Washington, D.C.: Author.
 17. Černigoj, Lavra. 2006. *Javna diplomacija in Republika Slovenija*. Diplomsko delo. Ljubljana: Fakulteta za družbene vede.
 18. Čergolj Edwards, Katja. 2011. Interview by author. Washington, D.C., September 4.

19. *Dobrodošli doma*. 2011. Available on: <http://www.dobrodoslidoma.si/> (November 10, 2011).
20. Deleja, Tjaša. 2011. Interview by author. Washington, D.C., September 2.
21. *Delo*. 2011. Kulturna žepnina za večjo promocijo slovenske umetnosti v tujini. Available on: <http://www.delo.si/clanek/147133> (April 9, 2011).
22. Embassy Series. 2011. *About us*. Available on: <http://www.embassyseries.org/about.html> (October 22, 2011).
23. European Commission. 2011. *Annual Tourism Reporting Template 2010-2011 for Slovenia*. Available on: http://ec.europa.eu/enterprise/sectors/tourism/files/annual_reports/2011/slovenia__2011 (October 22, 2011).
24. Fisher, H. Glen. 1972. *Public diplomacy and the behavioral sciences*. Bloomington: Indiana University Press.
25. --- 1987. *American Communication in a Global Society*. Norwood, NJ: Ablex Publishing Corporation.
26. Freeman Jr., Chas W. 1997. *Arts of Power: Statecraft and Diplomacy*. Washington, D.C.: United States Institute of Peace Press.
27. Friends of Mitchell Park. 2008. *Recent History*. Available on: <http://www.mitchellparkdc.org/history.html> (October 22, 2011).
28. Guček, Bojan. 2003. Sedem fragmentov v zunanji politiki. V *Pogovori o prihodnosti Slovenije pri predsedniku Republike Slovenije. 1. pogovor. V Svetu dejavna in prepoznavna Slovenija: Prednostne naloge prihodnje slovenske zunanje politike*. 102-111. Ljubljana: Urad predsednika republike. 2004.

29. International Labour Organization. 2011. *Gender equality at the heart of decent work, Campaign 2008-2009*. Available on: <http://www.ilo.org/gender/Events/Campaign2008-2009/lang--en/index.htm>. (November 9, 2011).
30. Jančič, Zlatko. 1998. Nevidna povezava ugleda države in podjetji. *Teorija in praksa* 35 (6): 1028-1041.
31. JAPTI - Javna agencija za spodbujanje podjetništva in tuje investicije - Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments. *About us*. Available on: <http://www.japti.si/about-us> (November 6, 2011).
32. Johnson, Stephen and Helle C. Dale. 2003. *How to reinvigorate U.S. public diplomacy*. Available on: <http://www.heritage.org/research/nationalsecurity/bg1645.cfm> (December 5, 2011).
33. Kiehl, W. P. 1989. *Public diplomacy and the information revolution: An American perspective*. Paper presented at the annual meeting of the International Public Relations Association, Helsinki, Finland.
34. Kirn, Roman. 2011. Interview by author. Washington, D.C., September 7.
35. Kline, Miro in Dario Berginc. 2003. Tržna znamka države: študija primera Slovenije. *Teorija in praksa* 40 (6): 1040-1057.
36. Kosin, Marko. 2004. Slovenska diplomacija ob vstopu v EU in NATO. *Teorija in praksa* 41 (3/4): 634-642.
37. Kunczik, Michael. 1997. *Images of nations and international public relations*. Mahwah, NJ: Erlbaum.

38. *Law on Foreign Affairs - Zakon o zunanjih zadevah (ZZZ-1-UPB-1)*. Ur. l. RS 113/2003. Available on: [http://www.uradnolist.si/1/content?id=45880&part=&highlight=Zakon+o+zunanjih+zadevah#!/Zakon-o-zunanjih-zadevah-\(uradno-precisceno-besedilo\)-\(ZZZ-1-UPB1\)](http://www.uradnolist.si/1/content?id=45880&part=&highlight=Zakon+o+zunanjih+zadevah#!/Zakon-o-zunanjih-zadevah-(uradno-precisceno-besedilo)-(ZZZ-1-UPB1)) (October 13, 2011).
39. Leonard, M. Stead and Vidhya Alakeson. 2000. *Going public: Diplomacy for the information society*. London: The Foreign Policy Centre.
40. Leonard, M. Stead. 2002. *Public diplomacy*. London: The Foreign Policy Centre.
41. Leonard, Mark, Catherine With Stead and Conrad Smewing. 2002. *Public Diplomacy*. London: The Foreign Policy Centre.
42. Leonard, Mark and Andrew Small. 2003. *Norwegian Public Diplomacy*. Available on: http://odin.dep.no/archive/udvedlegg/01/06/ml10_018.pdf (October 17, 2011).
43. Lord, Kristin M. 2006. *Perils and Promise of Global Transparency: Why the Information Revolution May Not Lead to Security Democracy or Peace*. Albany: State University of New York Press.
44. Lukač, Irena. 2011. Interview by author. Washington, D.C., September 3.
45. Lynch, Dov. 2005. *Communicating Europe to the world: what public diplomacy for the EU?* EPC Working paper No.21. Available on: http://www.epc.eu/documents/uploads/251965810_EPC%2021.pdf (November 1, 2011).
46. Malone, Gifford D. 1988. *Political Advocacy and Cultural Communication: Organizing the Nation's Public Diplomacy*. Lanham, MD: University Press of America.

47. McClellan, Michael. 2004. *Public Diplomacy in the Context of Traditional Diplomacy*. Presentation to the Vienna Diplomatic Academy. Available on: www.publicdiplomacy.org/45.htm (November 1, 2011).
48. Melissen, Jan. 2002. *Public Diplomacy and Nation Branding: Conceptual Similiarties and Differences*. Available on: <http://www.clingendael.nl/research/staff/publications.html?id=47&&type=offline&&start=6> (November 1, 2011).
49. --- 2005. *Wielding Soft Power. The New Public Diplomacy*. The Hague: Netherlands Institute of International Relations Clingendael.
50. --- 2006. *Reflections on Public Diplomacy Today*. Speech delivered at the Conference »Public Diplomacy«, Ministry of the Republic of Turkey, Ankara, 6 februar 2006. Available on: http://www.clingendael.nl/publications/2006/20060206_cdsp_online_melissen.pdf (November 2, 2011).
51. Ministrstvo za kulturo, Služba za državne proslave, UKOM. 2010. *Od plebiscita do ustave 2011*. Ljubljana: interno gradivo.
52. Ministry of Culture. 2011. *European Affairs and International Cooperation*. Available on: http://www.arhiv.mk.gov.si/en/areas_of_work/cultural_development_and_international_affairs/european_affairs_and_international_cooperation/ (October 4, 2011).
53. Ministry of Economy. 2011. *Division for Internationalisation*. Available on: http://www.mgrt.gov.si/en/areas_of_work/tourism_and_internationalisation_directorate/division_for_internationalisation/ (October 5, 2011).
54. Ministry of Foreign Affairs. 2011a. *Public Diplomacy Service*. Available on: http://www.mzz.gov.si/en/about_the_ministry/organisation/ministers_office/public_diplomacy_service/ (October 6, 2011).

55. --- 2011b. *Economic Diplomacy*. Available on: http://www.mzz.gov.si/en/economic_diplomacy/ (October 6, 2011).
56. --- 2011c. *International Development Cooperation of Slovenia*. Available on: http://www.mzz.gov.si/en/foreign_policy/foreign_policy/international_development_cooperation_and_humanitarian_assistance/international_development_cooperation_of_slovenia/ (October 6, 2011).
57. --- 2011d. *Representations abroad*. Available on: http://www.mzz.gov.si/en/representations_abroad/ (October 6, 2011).
58. --- 2011e. Available on: http://www.mzz.gov.si/fileadmin/pageuploads/Novinarsko_središče/novice_dkp/2011/Embassy_Newsletter_2011-02-11.pdf (November 1, 2011).
59. --- 2011f. *Equal opportunities in Slovenian diplomacy*. Available on: http://www.mzz.gov.si/en/equal_opportunities/ (November 9, 2011).
60. Moloney, Kevin. 2007. *Rethinking Public Relations: PR Propaganda and Democracy*. London; New York: Routledge.
61. Morgenthau, Hans Joachim. 1995. *Politika med narodi: Borba za moč in mir*. Ljubljana: DZS.
62. Možgan, Miriam Teresa. 2011. Interview by author. Washington, D.C., September 3.
63. Nierop, Tom. 1994. *Systems and Regions in Global Politics: An Empirical Study of Diplomacy, International Organization and Trade 1950-1951*. London: John Wiley.
64. Nye, J. S. 2008. Public diplomacy and soft power. *The ANNALS of the American Academy of Political and Social Science*, 616 (1): 94-109.

65. Office for Slovenians Abroad. 2011. *Areas of Activity*. Available on: http://www.uszs.gov.si/en/areas_of_activity/ (November 4, 2011).
66. Osgood, Kenneth. 2006. *Total Cold War: Eisenhower 's Secret Propaganda Battle at Home and Abroad*. Lawrence, Kansas: University Press of Kansas.
67. Pendergrast, Dell. 2000. STATE and USIA: Blending a Dysfunctional Family. *Foreign Service Journal*. Available on: <http://www.publicdiplomacy.org/3.htm> (December 5, 2011).
68. Plavšak Krajnc, Kristina. 2004. Slovenia – Branding a Small New EU Nation. *International Conference Public Diplomacy and Media, Dubrovnik, Croatia, November 7-8, 2003*: 141-154.
69. --- 2005. *Public Diplomacy: Basic Concepts and Trends*. Available on: <http://www.ifimes.org/en/researches/public-diplomacy-basic-concepts-and-trends/> (September 22, 2011).
70. Public Diplomacy Alumni Association. 2011. *About Public Diplomacy*. Available on: <http://publicdiplomacy.org/pages/index.php?page=about-public-diplomacy> (December 5, 2011).
71. Rains, Jessica E. 2011 *Slovenia in US: A photographic exhibition by Alenka Slavinec*. Available on: <http://guestofaguest.com/events/slovenia-in-us-a-photographic-exhibition-by-alenka-slavinec/> (November 5, 2011).
72. Riordan, Shaun. 2003. *The New Diplomacy*. Polity Press, Cornwall: T.J. International, Padstow.

73. --- 2004. The New International Security Agenda and the Practice of Diplomacy. In *Global Governance and Diplomacy Worlds Apart?*, eds. Andrew F. Cooper, Brian Hocking and William Maley, 135–144. Hampshire, New York: Palgrave Macmillan.
74. Ripinsky, Sergej and Peter Van den Bossche. 2007. *NGO Involvement in International Organizations: A Legal Analysis*. London: British Institute of International and Comparative Law.
75. Rott, Miha. 2011. Interview by author. Washington, D.C., September 2.
76. SBRA - Slovenian Business and Research Association. 2011. *About us*. Available on: <http://www.sbra.be/en/about-us> (October 21, 2011).
77. Scottili, Carol. 2011. Going our Way: 101 Dalmatian Sights (more or less). *The Washington Post*, April 20. Available on: http://www.washingtonpost.com/lifestyle/travel/going-our-way-101-dalmatian-sights-more-or-less/2011/04/15/AFNpIPDE_story.html (November 14, 2011).
78. Serajnik, Sraka Nada. 1998. Kako komunicira država z mednarodnimi javnostmi: primer Slovenije. *Teorija in praksa* 35 (4): 686–701.
79. Sherwood, Seth. 2011. Slovenian Rhapsody. *The New York Times*, August 5. Available on: <http://travel.nytimes.com/2011/08/07/travel/in-slovenia-visiting-ljubjana-piran-and-maribor.html?hpw> (November 14, 2011).
80. Signitzer, Benno H. and Timothy Coombs. 1992. Public Relations and Public Diplomacy. Conceptual Convergences. *Public Relations Review* 18 (2): 137–147.
81. Simmons, P.J. 1998. Learning to Live with NGOs. *Foreign Policy* 112: 82–96. Carnegie: Carnegie Endowment for International Peace.

82. *STA – Slovenska tiskovna agencija*. 2004. Uspešna širitev EU prioriteta ne le slovenske, tudi evropske diplomacije (Successful Enlargement of the European Union is a priority not only of the Slovene diplomacy but also of the European diplomacy). Available on: <http://www.sta.si/vest.php?s=s&id=803371> (September 1, 2011).
83. Slovenia Tourist Board. *Representations of SPIRIT Slovenia, STB abroad*. Available on: http://www.slovenia.info/en/STBs-Representative-Offices.htm?_ctg_sto_representations=0&lng=2 (November 3, 2011).
84. *Slovenia Your Cooperation Partner - SYCP*. 2011. Available on: <http://www.sycp.si/Home.aspx> (October 21, 2011).
85. Stuart, Graham H. 1952. *American diplomatic and consular service*. New York: Appleton-Century-Crofts.
86. Szondi, Gyorgy. 2008. *Public Diplomacy and Nation Branding: Conceptual Similarities and Differences*. Available on: http://www.clingendael.nl/publications/2008/20081022_pap_in_dip_nation_branding.pdf (October 21, 2011).
87. --- 2009. Central and Eastern European Public Diplomacy: A Transitional Perspective on National Reputation Management In *The Routledge Handbook of Public Diplomacy*, eds. Nancy Snow and Phillip M. Taylor, 292–313. New York: Routledge.
88. Šiftar de Arzu, Maša. 2011. Interview by author. Washington, D.C., September 5.
89. Štiglic, Živa. 2011. Interview by author. Washington, D.C., September 2.
90. Šuštaršič, Tanja. 2008. *Public Diplomacy by United States Information Agency (USIA) and the State Department*. Magistrsko delo. Ljubljana: Fakulteta za družbene vede.

91. Taylor, Phillip M. 2003. *Munitions of the mind: a history of propaganda from the ancient world to the present era*. Manchester, New York: Manchester University Press.
92. Taylor, Phillip M. 2006. *Public Diplomacy, Propaganda and Psyops*. University of Leeds: Leeds. Available on: www.leeds.ac.uk/ics/what-propaganda.pdf (November 15, 2011).
93. Tuch, Nicholas. 1990. *Communicating with the world: U.S. public diplomacy overseas*. New York: Saint Martins' Press.
94. Twenty.si. 2011. *20 years of independance*. Available on: <http://www.twenty.si/> (November 7, 2011).
95. UKOM - Urad vlade Republike Slovenije za komuniciranje – Government communication office. 2011a. *Role and brief history*. Available on: http://www.ukom.gov.si/en/about_us/role_and_brief_history/ (November 3, 2011).
96. --- 2011b. *Responsibilities*. Available on: http://www.ukom.gov.si/en/about_us/responsibilities/ (November 3, 2011).
97. --- 2011c. *Minister celebrates Independence Anniversary in Washington*. Available on: http://www.ukom.gov.si/en/media_room/newsletter_slovenia_news/news/article/391/2785/dfe746165f/?tx_ttnews%5Bnewsletter%5D=113 (November 3, 2011).
98. U.S. Census Bureau. 2010. *Male-to-female ratio*. Available on: <http://www.census.gov/population/www/cen2000/briefs/phc-t11/index.html> (November 3, 2011).
99. U.S. Department of State. *Diplomacy in Action. Evaluation and Measurement Unit*. Available on: <http://www.state.gov/r/ppr/emu/> (November 6, 2011).
100. U.S. Department of State Careers. 2008. *Foreign service careers*. Available on: <http://www.careers.state.gov/> (October 2, 2011).

101. U.S. Department of State. 2010. Guide to the Foreign Service Officer Selection Process. Available on: http://careers.state.gov/uploads/f7/33/f7332b47ed70772afdb35003f8735a66/3-0_FSO_RegGuide_Nov152012.pdf (October 2, 2011).
102. U.S. Department of State. Library. 1987. *Dictionary of international relations terms*. 3rd ed. Washington, D.C.: Department of State Library.
103. USIA - United States Information Agency. 1997. *USIA 1997-2002 strategic plan*. Available on: <http://dosfan.lib.uic.edu/usia/abtusia/stratplan/pland.htm> (October 18, 2011).
104. --- Alumni Association. 2002. *What is public diplomacy*. Available on: <http://www.publicdiplomacy.org/1.html> (October 5, 2011).
105. Van Ham, Peter. 2005. Power, Public Diplomacy and the Pax Americana. In *The New Public Diplomacy. Soft power in International Relations*, ed. Jan Melissen, 47–68. Hampshire, New York: Palgrave Macmillan.
106. Värk, René. 2011. *Personal Inviolability and Diplomatic Immunity in Respect of Serious Crimes*. Available on: http://www.juridicainternational.eu/public/pdf/ji_2003_1_110.pdf (November 7, 2011).
107. *Vienna Convention on Consular Relations*. 1963. Available on: http://untreaty.un.org/ilc/texts/instruments/english/conventions/9_2_1963.pdf (November 18, 2011).
108. Vinšek, Jaka. 2011. *About – Info*. Available on: http://www.jakavinsek.com/who_is_jaka (November 1, 2011).
109. *Vlada Republike Slovenije*. 2010. Available on: http://www.vlada.si/si/o_vladi/kdo_je

[_kdo/vladne_sluzbe/urad_za_slovence_v_zamejstvu_in_po_svetu/](#) (November 7, 2011).

110. Wang, Jian and Tsan-Kuo Chang. 2004. Strategic public diplomacy and local press: How a high-profile “head-of-state” visit was covered in America’s heartland. *Public Relations Review* 30: 11–24.
111. Whitehorne, Samantha. 2009. *Greater Washington Network Supplement: Young Professionals Unite*. Available on: <http://www.asaecenter.org/Resources/ANowDetail.cfm?ItemNumber=38651>(November 8, 2011.)
112. Wolf, Charles and Brian Rosen. 2004. *Public diplomacy: How to think about and improve it*. Santa Monica, CA: RAND Corporation.
113. WPAS - Washington Performing Arts Society. 2011. *Embassy Adoption Program*. Available on: <http://www.wpas.org/education/kids/embassy/index.aspx> (October 23, 2011).