Major Crosscutting Efforts

Challenges to U.S. and global security, freedom and prosperity often transcend the bounds of a single geographic or functional bureau. The Department and USAID address such crosscutting issues through effective collaboration among their bureaus and/or other U.S. Government (USG) agencies.

The War on Terrorism

The events of 9/11 have elevated international terrorism to the top of the list of U.S. priorities. The Department pursues multifaceted efforts to prosecute the global war on terrorism. Under the President's and the Secretary's leadership, the Office of the Coordinator for Counterterrorism (S/CT); the bureaus of Diplomatic Security (DS), Consular Affairs (CA), Economic and Business Affairs (EB), International Information Programs (IIP), International Organization Affairs (IO), International Narcotics and Law Enforcement Affairs (INL), Political-Military Affairs (PM), Democracy, Human Rights, and Labor (DRL), Intelligence and Research (INR), Overseas Buildings Operations (OBO), Educational and Cultural Affairs (ECA), and Public Affairs (PA); and the regional bureaus, are reorienting their priorities to fit new realities. USAID has undertaken a similar strategy and has sought to deny resources and sanctuary to terrorists by diminishing the underlying conditions they exploit. Programs to achieve this goal include education, training, rule of law, and alternative development conducted in both frontline and fragile states. In the countries of the former Soviet Union and elsewhere, the Department through the Bureau of Arms Control (AC) and the Bureau of Nonproliferation (NP) have worked with the Bureau of European and Eurasian Affairs (EUR) to focus attention on controlling nuclear material, redirecting expertise related to weapons of mass destruction and missiles to peaceful and self-sustaining free enterprise, and more broadly strengthening underlying export and border controls. This work is expanding to other countries such as Iraq and Libya and includes potentially dangerous radiological, chemical and biological weapons.

On a broader scale, the Department continues to cooperate with other agencies to combat terrorism. Coordinating with the Departments of Homeland Security (DHS) and Justice, as well as the FBI, CA has worked to strengthen its visa screening to prevent terrorists from entering the U.S. The INL, S/CT and DS bureaus have worked with other USG agencies to increase specialized counterterrorism training for foreign authorities, as well as broader law enforcement capacity-building to lay a firm foundation for fighting terrorism and other crimes, including the global network of multi-country International Law Enforcement Academies (ILEAs). S/CT, INL, INR, and EB have worked closely with the Treasury Department and other agencies to combat terrorist financing and underlying vulnerabilities to financial crimes, leading efforts to build an international coalition. The Department also has combined its efforts, including strategic communication, with those of the Department of Defense to establish key bases and build essential alliances. In Afghanistan and Pakistan, the Bureaus of South Asian Affairs (SA), Educational and Cultural Affairs (ECA), and International Information Programs (IIP), working with USAID's Bureau for Asia and the Near East (ANE) and other agencies, has led Department-wide and interagency efforts to support the Global War on Terrorism, promote accountable democratic governance, establish security forces in Afghanistan, and promote economic growth, and educational opportunities to combat extremism and instability. EB has led USG efforts in the Kimberley Process, which is an international certification scheme designed to prevent rough diamonds used to finance rebel movements in Africa from entering the legitimate global trade. The Bureau of Oceans and International Environmental and Scientific Affairs (OES) has been working to enhance global capacity to prevent and respond to bioterrorism, and to prevent illegal smuggling of wildlife and hazardous chemicals from generating profits for rogue organizations.

Public Diplomacy

The Department, led by the Office of the Under Secretary for Public Diplomacy and Public Affairs, ECA, PA, IIP, and related bureaus, is working to promote understanding and greater acceptance of U.S. policies and values. In a global environment marked by the threat of terrorism, the need for a unified and positive American message has never been as critical. Therefore, the Department and USAID, through their regional, functional, and global affairs bureaus have maintained a wide variety of

programs designed to foster democracy, protect human rights and provide humanitarian assistance worldwide, and generally provide needed context for an understanding of U.S. policies.

The Department is expanding the scope of public diplomacy by engaging younger and broader audiences, especially youth and youth influencers in Arab and Muslim environments both domestically and abroad; tailoring programs and messages to reach these targets; using multiple channels of communication and interaction to expand our reach; maximizing resources among the Department's bureaus and overseas posts; and coordinating interagency communication activities for the development and communication of USG messages across the globe. The Department and USAID coordinate closely with the White House, Department of Defense, and other USG agencies.

Technical cooperation in areas such as English language learning, science and technology is key to projecting and promoting American values abroad. Under a joint five-year strategy with USAID, Department public diplomacy activities are focusing more on bringing attention to U.S. assistance activities and showing how these programs offer hope for a brighter future.

Homeland Security

The Department works on the frontlines to provide homeland security. Since the events of 9/11, the Department has taken steps to coordinate more effectively with other USG agencies on improving overall U.S. border security. Department consular officers at more than 200 overseas posts adjudicate the majority of visa applications of those who seek entry into the U.S. Among these applicants are those who wish to harm the U.S., as shown by the events of 9/11. Since this tragic day, the Department has strengthened its visa screening system by vastly increasing the size of its name check database, conducting more visa interviews, and instituting interagency clearances for additional categories of applicants from specific countries. The Department has provided U.S. ports of entry with real-time access to visa issuance data and has worked closely with the Departments of Homeland Security and Justice, the intelligence community, and other USG agencies on other border security issues. The bureaus of CA and DS have played a critical role in homeland security efforts to control visa and passport fraud. Both bureaus are intent upon continuing their efforts toward ensuring a strong and secure visa system, while allowing and encouraging qualified applicants to come to the U.S.

The INL and Western Hemisphere Affairs (WHA) bureaus implement training, equipment and procedural improvement assistance programs, drawing on several DHS agencies to help Mexico and certain Caribbean countries improve border security. Highlights include improved passport and visa issuance, better screening of passengers and cargo, "trusted" traveler and shipper programs, improved patrol capabilities, search and rescue upgrades, anti-corruption efforts, and information sharing. As the U.S. Coast Guard, (former) U.S. Customs Service, and other agencies were merged into DHS, the Department has re-doubled efforts with those and other law enforcement and intelligence agencies to interdict, investigate, and disrupt illegal international flows of drugs as well as criminals, funds, and weapons, which are linked to a greater or lesser extent to terrorism in several parts of the world. INL has spearheaded the Department's work with domestic and international law enforcement organizations to minimize the negative impact of drugs and crime on American citizens. The Department, DHS and Justice founded the Human Smuggling and Trafficking Center (HSTC) with several intelligence agencies to integrate efforts against the linked national security threats of alien smuggling, trafficking in persons, and criminal facilitation of clandestine terrorist travel. INL, S/CT, EB and other Department elements work world-wide with DHS and other agencies protecting the American homeland, in areas such as the Container Security Initiative, G-8 nations' Secure and Facilitated International Travel Initiative, as well as in training and other support to other countries' border security and other law enforcement forces.

Finally, the Department works closely with specialized USG and international agencies such as the Federal Aviation Administration, the International Civil Aviation Organization, and the International Maritime Organization, and with elements of the private sector such as the telecommunications industry to strengthen the security of transportation and communication infrastructure and networks both domestically and internationally. It also works with other USG agencies to strengthen foreign governments' capability for screening people and goods at key entry and exit points.

State and USAID Coordination Infrastructure

To help achieve the diplomatic, development, and management priorities of the President, Secretary of State and the USAID Administrator, the Department and USAID have established joint policy and management councils.

The Joint Policy Council is ensuring that development programs are fully aligned with, and fully inform, foreign policy goals. The Deputy Secretary and USAID Administrator co-chair the Executive Committee, which also includes: the Under Secretaries for Political Affairs (as overall coordinator), Global Affairs, and Economic, Agricultural and Business Affairs; the Director of Policy Planning; and USAID's Bureau for Policy and Program Coordination. Twelve working groups, led by senior Department and USAID officials, are addressing ways to improve coordination on key policy and program issues. The working groups cover the six world regions represented by the Department's geographic bureaus and the following functional areas: Democracy, Human Rights and Justice; Economic Growth; Humanitarian Response; Social and Environmental Issues (including Education); Security and Regional Stability; and Public Diplomacy. There are also three crosscutting issue working groups: Foreign Assistance Effectiveness, Outreach to the Muslim World, and Law Enforcement Issues.

The Joint Management Council is overseeing the creation of more integrated structures to advance the goals of both institutions, support employees, and reduce costs. The Under Secretary for Management and USAID's Deputy Administrator co-chair the Executive Committee, which includes the Assistant Secretary for Resource Management and Assistant Administrator for Management. Eight senior-level working groups are implementing joint business plans that are addressing the following issues: resource management, management services, management processes, information and communication technology, E-government, facilities, security, and human capital. Examples of specific accomplishments to date include: synchronizing budget and planning cycles; providing mutual Intranet access; integrating shared administrative support services in the field; increasing coordination with the NGO community on security training; and implementing a pilot program for cross training and assignments.

Iraq Reconstruction

Helping Iraqis liberated from the tyranny of Saddam Hussein to build the unified, stable and prosperous country that they deserve is one of the Administration's highest priorities. The Department and USAID support reconstruction efforts inside Iraq, and through diplomacy and development, are assisting Iraqis in making progress toward economic reconstruction and the achievement of a free, sovereign, and democratic Iraq. USAID has led a massive relief and reconstruction effort in Iraq over the last year, providing assistance to address infrastructure, healthcare, education, governance, the economy, and other needs throughout the country. The Department and USAID are working with the Departments of Defense, Energy, Treasury, Commerce, Agriculture, and the Environmental Protection Agency to help build Iraq's agribusiness; develop its scientific capacity; rehabilitate its oil, electricity, water, telecommunications systems and export capacity; restore its marshlands; provide assistance to internally displaced persons and returning refugees; develop its security forces; and build institutional capacity for environmental protection in support of sustainable development. This interagency effort – the largest American foreign assistance program since the Marshall Plan – has successfully provided substantial reconstruction assistance and humanitarian relief, even in the face of an insurgency. As a result, 14.5 million people now have access to safe water and sanitation, more than three million children have been vaccinated, and small and large cities alike have equitable access to electrical power.

USAID's Office of Food for Peace (FFP) worked to ensure that the World Food Program (WFP) and Coalition Forces could re-establish the Public Distribution System (PDS) in fewer than 30 days, avoiding a humanitarian food crisis and providing food security throughout the country. In partnership with the U.S. Embassy in Baghdad, FFP continues to support the U.S Embassy's Public Distribution System Working Group to assist the Ministry of Trade with improving PDS management.

The Department and USAID also work to assist Iraqis in developing pluralistic and democratic government institutions framed by rule of law and based on guaranteed civil liberties, including a free press and equal rights for all Iraqis without regard to ethnicity, religion, or gender. Progress has been positive as the majority of Iraq's adult population has been engaged – either directly or indirectly – in democracy or governance at the local level, and hundreds have benefited from exchange experiences in the United States because of U.S. programs.

The Department's Bureau of Economic and Business Affairs (EB) and USAID, along with the Departments of Treasury and Defense, also play a leading role in successfully mobilizing substantial foreign donor assistance for Iraq's reconstruction. Having helped assure the success of the Madrid Donors' Conference for Iraq in October 2003, the USG is working with other governments to encourage rapid implementation and effective coordination of assistance. The USG has worked closely with the International Reconstruction Fund Facility for Iraq (IRFFI), jointly managed by the UN and World Bank. Priority programs through the IRFFI include electoral assistance and infrastructure reconstruction, as well as investments in water, basic health and education, private sector development, and technical assistance. A critical element of Iraq's recovery was the effort led by EB and Treasury to work with the Paris Club of creditor nations to ensure that Iraq received very generous (80%) terms involving over $31 billion in debt reduction. EB and Treasury will continue to work for full implementation of the November 2004 Paris Club agreement, as well as supporting Iraqi efforts to seek at least comparable treatment from non-Paris Club creditors.

Through its primary partner, the UN High Commissioner for Refugees, as well as non-governmental organizations (NGOs), the Department's Bureau of Population, Refugees, and Migration (PRM) provides assistance facilitating the reintegration of the more than 100,000 Iraqi refugees who have returned. PRM also supports capacity building at the Iraqi Ministry of Displacement and Migration, which has responsibility for assisting refugees and internally displaced persons (IDPs). In addition, PRM works with the International Organization for Migration's project to provide technical assistance to the Iraq Property Claims Commission, which will provide redress to Iraqis whose property was confiscated by the former regime. USAID's Office of Foreign Disaster Assistance has provided assistance for coordination, health, nutrition, logistics, shelter, emergency relief supplies, support to IDPs, water and sanitation, and capacity-building activities countrywide.

The Department and USAID, along with the Department of Defense (which manages the largest portion of the U.S. reconstruction assistance to Iraq) are engaged in a broad range of programs designed to drive economic growth and generate employment. Efforts are generating short-term jobs while setting the stage for long-term employment with training programs and private sector development. Economic reforms and strong public sector institutions provide the framework for economic development driven by businesses and entrepreneurs. USAID economic growth programs develop and implement international best practice solutions aimed at improving the policy-enabling environment for private sector-led growth. Programs focus on policies, regulations, administrative procedures and institutions that have the most direct impact on the ability of foreign and domestic private sector firms to invest and grow their businesses in Iraq. USAID's Office of Transition Initiatives (OTI) disburses small grants to local groups and institutions throughout Iraq, and works with the U.S. Army First Cavalry Division to support stabilization activities. These efforts improve essential services while generating short-term employment for Iraqi youth.

The Department's INL, NEA, and DS bureaus are also working with other USG agencies and international coalition partners to re-establish and modernize the Iraqi police, justice, and prison systems to protect the people of Iraq and their human rights as well as to support the development of democratic institutions.

The Department's DRL bureau, in conjunction with IIP and ECA bureaus, is heavily engaged in supporting and promoting democratization, civil society development and political support for increasing Iraq self-government, specifically in the form of grant award funding to NGOs. DRL

administers a democracy and human rights portfolio that supports general human rights, the women's democracy initiative, and political party and democracy projects in Iraq. The National Endowment for Democracy (NED) provides election and political party support in Iraq, for which both the National Democratic Institute (NDI) and the International Republican Institute (IRI) are sub-grantees. ECA and IIP activities promote a democratic culture, essential to the development of a sustainable democracy.

USAID's Iraq Local Governance Program is working closely with Iraqis in all 18 governorates to promote diverse and representative citizen participation in provincial, municipal, and local councils. It also works to strengthen the management skills of local government and civil society organizations. USAID has committed assistance to 2,183 Community Action Programs (CAP) to identify and prioritize Iraqi development needs and implement projects.

The Department and USAID will continue to assist Iraq's transitional government by working with the Transitional National Authority to support a process of national reconciliation, including an effort to hold Saddam and his regime accountable for their crimes against the Iraqi people and their neighbors. The Department also will continue to work closely with the UN, in particular the Secretary-General's Special Representative who heads the United Nations Mission for Iraq (UNAMI). The UN has a leading role to play in the political process, as well as in legal, humanitarian, and economic reconstruction activities.

Through the U.S. mission, the Department, USAID and other agencies are working with Iraq's transitional government to establish strong and lasting relationships with Iraq's new generation of free leaders, promoting tolerance, freedom, and hope in the region.

Humanitarian Action

The Department and USAID are at the forefront of humanitarian action, providing consistently strong leadership among USG agencies and in the international community. The Department's PRM bureau and USAID's Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA) coordinate closely to respond quickly and effectively to complex emergencies. When crises strike, PRM and DCHA mobilize an array of resources and expertise in the international community in order to assist and protect refugees, internally displaced persons (IDPs), and conflict victims. USG assistance to UN and non-governmental humanitarian agencies seeks to ensure that basic needs are met. From refugees in Chad to IDPs in Chechnya, from the earthquake in Iran to flooding in Bangladesh, the Department and USAID match generous USG assistance with rigorous field monitoring and program management, working closely with the international community. This response integrates basic food, water, sanitation, shelter, health and education services with more complex needs, such as removal of landmines and destruction of light weapons, protection from gender-based violence or forcible recruitment, development of community governance and capacity building, self-sufficiency and economic livelihood so that assistance and protection are provided in safety and dignity. The Department also works closely with DHS in identifying, processing, and admitting refugees for resettlement in the U.S. Our effective response to humanitarian crises lays the foundation for future peace, security, democracy, and prosperity.

The U.S. government has led the international response to the humanitarian emergency resulting from the ongoing conflict in Darfur, Sudan. Working closely together, the Department of State and USAID have worked to meet the urgent humanitarian needs of over 200,000 Sudanese refugees in Chad and 1.6 million IDPs in Darfur. The Department and USAID actively engaged with multilateral and non-governmental organizations to ensure strong management of assistance programs under challenging conditions. The U.S. government is also a leading advocate for the protection of civilians affected by the conflict. To strengthen their response, the Department and USAID continue to deploy staff to the region—on diplomatic missions, extended monitoring missions, and a Disaster Assistance Response Team. OFDA assistance to Darfur and Eastern Chad in FY 2004 included efforts to provide water, sanitation, shelter, nutrition, agricultural inputs, and other important support.

The Department's Bureaus of Democracy, Human Rights and Labor (DRL) and Intelligence and Research (INR), along with USAID's Office of Transition Initiatives partnered to conduct a survey of refugees along the Chad/Sudan border in order to document human rights and international humanitarian law abuses committed in Darfur. The project met its twin objectives of producing an initial assessment of atrocities committed in Darfur based on 200 interviews by late July. In August, team members produced a more detailed assessment based on 1,136 interviews, which was shared with Secretary Powell. On September 9, Secretary Powell, based on the findings in the field along with other supporting information, labeled the events in Darfur as genocide.

Tsunami Relief

A devastating, 9.0 magnitude earthquake off the west coast of Northern Sumatra triggered massive tsunamis which caused catastrophic damage and flooding in many countries in South and Southeast Asia on the morning of December 26th, 2004. The primary countries affected were Indonesia, Sri Lanka, India, and Thailand, though the disaster also affected Maldives, Malaysia, Somalia, Tanzania, Kenya and the Seychelles. The USG provided immediate assistance to the stricken areas to save lives, mitigate suffering, assist American citizens, and reduce the economic effect of the disaster.

The President sent the Secretary of State and USAID Administrator to the region to do an assessment and show our concern, and U.S. Ambassadors to the affected countries offered immediate relief funds from their disaster assistance authority. USAID's Response Management Teams (RMTs) and Disaster Assistance Response Teams (DARTs) were dispatched to determine the severity of the situation, and to report back to Washington on their findings, ensuring a coordinated response capability. The DARTs work closely and cooperatively with the Red Cross and Red Crescent Movement, other Non-governmental Organizations (NGOs) and host nations, as well as the World Food Program (WFP), UNICEF, the UN High Commissioner for Refugees, the International Organization for Migration, and other international organizations. Meanwhile, the Department led efforts to form a core group of donors, instrumental in ensuring the smooth operation of initial relief efforts.

The Department of State worked closely with DOD, including the Joint Staff, to facilitate U.S. military support efforts in close coordination with other USG efforts. Relevant foreign governments were informed of and approved all military efforts. As a result of the Department's diplomatic support, the U.S. military was able to play a key role quickly in relief efforts throughout the region, especially in providing initial assessments and transporting and delivering supplies, including food, medicines, and personnel.

The Department and USAID coordinated closely with the White House, DOD and others to ensure that the breadth and scope of U.S. contributions to international relief efforts, was properly coordinated, briefed to the media and communicate to the world. Dedicated Department and USAID web sites provided extensive information in multiple languages, including photos and transcripts. Extensive worldwide and domestic coverage, including international placement of President Bush's January 8, 2005 op-ed, was evidence that we have reached hundreds of millions of readers and viewers.

To assist affected Americans, the Department's Bureau of Consular Affairs (CA) quickly established a round-the-clock task force, opened its 24-hour call center to respond to calls from concerned American citizens about loved ones, and disseminated current information online at www.travel.state.gov. The task force worked quickly and thoroughly, utilizing numerous channels, to resolve over 28,000 inquiries about American citizens. Embassies and consulates in the region simultaneously combed every hotel, hospital, and other sites where American survivors might be found.

Based on initial findings of USG assessment teams and the direction of the President, total USG Humanitarian and Recovery Assistance pledged equaled $350 million as of January 2005. This figure is likely to increase, and is in addition to the contributions of the USAID/Office of Foreign Disaster Assistance (OFDA), the Department of Defense, and other sources of USG support. These funds will be

directed towards a wide array of activities, such as the provision of food, water, and relief supplies; cash-for-work cleanup programs; construction of emergency shelters; and provision of sanitation, medical necessities, child protection and psychosocial trauma support. Other types of assistance include aerial assessment, transport of relief personnel and light cargo, logistics, air support and coordination, mobile health clinics, and emergency grants and loans.

In the transition from immediate relief to longer-term reconstruction, the Department and USAID will coordinate the USG's priorities and goals for reconstruction. This will include working with other agencies, the World Bank, Asian Development Bank, UN Development Group, other international organizations, and host governments to alleviate poverty; promote local empowerment and good governance; accelerate infrastructure repairs and environmental remediation; and develop long-term, sustained economic growth.

Capital Security Cost-Sharing Program (CSCS)

The Capital Security Cost-Sharing Program is a new crosscutting initiative that was recently approved by the Congress and will contribute to improving the security of overseas facilities against terrorism and other hostile threats. The 14-year program will allow the Department to accelerate greatly the construction of secure, safe, and functional new embassy/consulate compounds and provide protection to our employees advancing diplomacy and serving vital U.S. interests overseas. The CSCS program, which will be phased in over five years, will require agencies to contribute to embassy capital construction costs based on their number of overseas positions under Chief of Mission authority. This funding will allow expeditious replacement of facilities that do not meet security standards while also encouraging agencies to “right-size” by more accurately allocating the cost of providing office facilities for U.S. and locally employed personnel overseas.