



international exchange of persons, information and ideas, that engages foreign leaders and publics, is essential to American security and international leadership. While contributing to American prosperity, the opening of foreign markets to U.S. goods and services also results in higher standards of living and lower poverty levels in other countries. The Department partners with other nations to build education capacity and leadership development to promote a prosperous and secure world. The Department also offers the opportunity for Americans to learn from others and share expertise through exchanges. The Department works with other countries to promote a sustainable global environment, a healthy world population, effective migration systems, and strong international health care capabilities to enhance American security by protecting the U.S. from the effects of environmental degradation and deadly disease in an increasingly interconnected world and to inform the foreign public about our efforts, our policies and our values.

## 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 addresses such crosscutting issues through effective collaboration among bureaus and/or other U.S. Government (USG) agencies.

### Repositioning for Transformational Diplomacy

Secretary Rice has described the objective of transformational diplomacy as working with many partners around the world to build and sustain democratic, well-governed states that will respond to the needs of their people -- and conduct themselves responsibly in the international system. As the Secretary said, "Transformational diplomacy is rooted in partnership, not paternalism -- in doing things with other people, not for them. We seek to use America's diplomatic power to help foreign citizens to better their own lives, and to build their own nations, and to transform their own futures..."

Implementing the Secretary's vision of transformational diplomacy requires the Department to change how it is organized and approaches its multifaceted mission. The Secretary has announced her plans for global repositioning, restructuring our overseas and domestic staffing, as well as her vision for the future of the Department of State.

At present, Foreign Affairs personnel are frequently centralized within capital cities, leaving nearly 200 cities worldwide with over one million people where we have no formal diplomatic presence. To meet these challenges, the Secretary has begun a major repositioning of U.S. diplomatic personnel across the world. In a multiyear process, positions will be moved to critical emerging areas in Africa, South Asia, East Asia, the Middle East and elsewhere.



Many priority foreign policy issues are not limited by country boundaries, but are transnational and regional in nature, and require new thinking and more targeted responses. Building on regional collaborations and an expanded diplomatic presence in key regions, we can develop a more effective approach to building democracy and prosperity and fighting terrorism, disease, and human trafficking. For example:

- Regional public diplomacy platforms are being set up in Europe and the Middle East. These centers will take America's story directly to the people and the regional television media in real time and in the appropriate language.
- Regional Centers of Excellence such as in Frankfurt, Germany; Ft. Lauderdale, Florida; and Charleston, South Carolina, will perform management support activities such as human resources or financial management.
- Where physical facilities are not possible, Virtual Presence Posts combine web technology, travel, media outreach and programs to create a feeling at the local level that America is present and concerned about partnership. Many Virtual Presence Posts leverage the networking talents and energy of newer diplomats to reach out to millions of local citizens in large cities around the world. There are 35 Virtual Presence Posts with many more planned.



The State Department is expanding the use of American Presence Posts, small offices representing the U.S. in key regional population centers beyond capital cities. Programs are also being developed to enhance America's presence through a medium that young people worldwide increasingly rely upon for their information - the Internet. Programs such as Café USA/Seoul will reach young people through interactive, online discussions.

To meet the challenges of transformational diplomacy, foreign affairs personnel must be diverse and well-trained, with a wide range of experiences and talents. Transformational diplomacy requires that the Department put the right people with the right skills in the right place at the right time. Continued training and career development programs will ensure that our employees are prepared for the challenges ahead. Under the Career Development Program, Foreign Service officers are required to gain expertise in at least two geographic regions or a combination of geographic and functional areas, to serve in a variety of domestic and overseas assignments, and to demonstrate foreign language skills in order to be eligible for promotion to the senior ranks. Foreign Service Specialists have similar requirements, depending on their skill code.

The Foreign Service Institute (FSI) has been designated as an e-Training Service Provider for the federal government. Building on the training curriculum at the Institute, FSI will use distance learning to provide training at the desktop of employees of the foreign affairs community. Expanded distance learning courses in information technology, tradecraft, leadership, and foreign languages provide a platform for continuous learning and language maintenance. More localized delivery and immersion language training will further balance the classroom experience. Training will continue to be offered in Washington, but increasingly will be available through distance learning to reach audiences that have not previously had ready access to classroom based training, including locally employed staff and eligible family members. Currently, record numbers of diplomats are being trained in critical languages like Chinese, Urdu, Arabic and Farsi.

To be successful, transformational diplomacy requires interagency as well as public and private sector collaboration. Foreign Service personnel must work effectively at the critical intersections of diplomatic affairs, economic reconstruction, and military operations. Ways to enhance this effort include:

- Expanding Stabilization Capabilities - created by the President in 2004, the Office of Reconstruction and Stabilization responds to the nation's need for a standing capability that could integrate planning with the military and civilian agencies, and deploy civilians quickly to a post-conflict environment. Secretary Rice is committed to expanding the capabilities of State's Office of the Coordinator for Reconstruction and Stabilization (S/CRS), which has now received broadened authority and mandate under a National Security Presidential Directive. Recently enacted legislation allows a transfer of up to \$100 million of Defense Department funds for post-conflict operations, funds available to empower S/CRS in a critical situation. S/CRS will develop a civilian reserve corps in which police officers, judges, electricians and engineers, bankers and economists will be available as needed in post conflict situations.
- Political Advisors to the Military Forces - we are expanding the number of State Department political advisors serving as diplomatic and policy advisors to military commanders, offering the benefit of their regional expertise.

## The War on Terrorism

The London subway bombings, following the attacks on the Madrid train system, have kept international terrorism at the top of the list of U.S. priorities and the priorities of many of our closest allies. 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 ensures that all relevant Department of State bureaus work in a fully integrated fashion to combat the menace of terrorism. All are reorienting their priorities to fit new realities. USAID shares this strategy and has sought to deny resources and sanctuary by diminishing the underlying conditions terrorists exploit. Programs to achieve this goal include education, training, appreciation for the rule of law, and alternative development conducted in both frontline and fragile states. In Eurasia, the Middle East, East Asia and elsewhere, the Department continues to focus attention on controlling nuclear material, redirecting expertise related to weapons of mass destruction and missiles to peaceful and self-sustaining free enterprise, verifying and complying with agreements and commitments, and more broadly strengthening underlying export and border controls. In addition, the Department has spearheaded a diplomatic initiative to advance U.S. legal positions in the war on terrorism, in particular, those related to U.S. detention operations, and to seek consensus with key allies on common legal approaches to addressing the new type of threat posed by terrorists with global reach.



On a broader scale, the Department cooperates with other agencies to combat terrorism and build partnership capacity. Coordinating with the Departments of Homeland Security (DHS) and Justice, including the FBI, State has strengthened its visa screening to prevent terrorists from entering the U.S. and has put forth the Visa and Passport Security Plan placing highly-trained Diplomatic Security Service Special Agents to working in concert with Consular Officers in embassies worldwide. In addition, the Department has worked with other USG agencies to maintain the momentum of increased 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. Relevant experts at State have worked closely with the Treasury Department, Justice Department, and other agencies to designate terrorists and terrorist groups under relevant laws and to combat terrorist financing and address underlying vulnerabilities to financial crimes, leading efforts to build an international coalition to deny resources to terrorists. Working at the United Nations and related bodies, the Department has led USG efforts to promote the development and implementation of an international legal framework to prevent terrorist acts and bring terrorists and those who assist them to justice. State is also working closely with the U.S. private sector to promote appropriate business and NGO contributions to the Global War on Terror.

The Department also has combined its efforts with those of the Department of Defense (DoD) to strengthen counterterrorism capabilities of international partners worldwide. In Afghanistan and Pakistan, State works with USAID and other agencies to encourage democratic governance, strengthen security forces, and promote economic growth and educational opportunities to combat extremism and instability. The Kimberley Process, which is an international certification scheme designed to prevent rough diamonds acquired by rebel movements in Africa from entering the legitimate global trade, is yet another example of a program the Department is actively engaging in with foreign governments and international organizations to curb financing of terrorists and their allies.

The reorganization of the Department's offices that counter the proliferation of weapons of mass destruction (WMD) and promote compliance with relevant treaties and commitments will help to more efficiently target and monitor the proliferation chain, improving insight into WMD-Terrorism network detection efforts, and aggressively evaluating gaps in our collection capability. The President's Executive Order of June 29, 2005, to block the property of WMD proliferators and their supporters, is specifically aimed at the proliferation chain of banks, corporations and other entities that engage in such activities for profit. Specifically, the Department's bureaus for nonproliferation will focus on implementing the new proliferation finance executive order in the year ahead. Other Department elements work 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.

## Iraq Reconstruction

Helping Iraqis liberated from the tyranny of Saddam Hussein to build a unified, stable and prosperous country that strengthens the security and stability of the region is one of the Administration's highest priorities. Success in Iraq relies on more than military efforts; it requires robust political and economic engagement. Our military operations will continue to be fully supported and integrated with our political and economic efforts .

The most urgent priority in Iraq is helping Iraq improve security. The horrific increase in sectarian violence over the course of 2006 has diminished the benefit of political gains realized by the Iraqi people since the fall of Saddam Hussein, including the drafting and passage of a new constitution and holding two national elections in 2005. Reversing the trend of increasing violence will require U.S. support to ensure the development of Iraqi Security Forces (ISF) that are capable of taking full responsibility for external and internal security of their country. In partnership with MNF-I, we will press the Iraqi political leadership to act against illegal militias which, along with terrorists and insurgents, pose the biggest threat to the success of Iraqi democracy. We will also press the Iraqi Government to follow through on commitments to hold provincial elections in 2007, reform de-Baathification laws, better execute their budgets and establish a fair process to consider constitutional amendments.

Iraq's economic recovery and reconstruction is critical both for the well-being and opportunity for the Iraqi people and to accelerate the country's reintegration into the international community. We will work with countries through instruments such as the International Compact with Iraq, as well as through bilateral engagement with Iraq's neighbors, to generate broader donor assistance and debt forgiveness for Iraq. Assistance priorities include restoration of infrastructure, improved public and health services, and increased employment. We will also work through the International Compact to press the Iraqi Government to adopt urgently needed economic reforms to accelerate recovery and to ensure that the benefits of the nation's wealth are shared by all its communities.



As the President outlined in his January 10 speech, we will ask Iraq to take increasing responsibility for its own affairs not just in security, but also in improving the execution of its budgets to meet the needs of its people. We will support this through several initiatives, including expanding the number of Provincial Reconstruction Teams in Iraq from 18 to 21, including six new PRTs in Baghdad Province and three new PRTs in Anbar Province. The President's new way forward will also accelerate our efforts to increase Iraqi ministerial capacity in key ministries, which will improve Iraq's ability to provide essential services, create jobs and start businesses, and improve security. We are seeking significant new funds from Congress in 2007 to support these activities.

A critical element of Iraq's transition to self-sufficiency is debt reduction. The Departments of State and Treasury worked with the Paris Club of creditor nations to ensure that Iraq received very generous debt reduction (a minimum of 80%) involving over \$31 billion in debt. Two of three tranches of debt have been forgiven under this agreement. State and Treasury will continue to work with Iraq to ensure it complies with its IMF Stand By Arrangement, which will allow for completion of the third tranche of Paris Club debt relief this year. Treasury and State will continue to engage non-Paris club creditors to offer at least comparable treatment as Paris Club creditors, which would resolve another \$90 billion of Iraqi debt.

Through its primary partner, the UN High Commissioner for Refugees, as well as non-governmental organizations (NGOs), the Department provided assistance to more than 200,000 repatriated Iraqi refugees in 2006. Increased sectarian violence provoked a dramatic escalation of displacement in 2006, causing UNHCR to re-direct its programming to provide emergency assistance to the newly displaced Iraqis inside Iraq and in neighboring countries. The Department is working with its international partners, other donor countries and the Government of Iraq to respond to increased urgent humanitarian needs in 2007.

The Department is also working with other USG agencies and international coalition partners to re-establish and modernize the Iraqi armed forces, police, justice, and prison systems to protect the people of Iraq and to support the development of democratic institutions and the rule of law. Over 300,000 Iraqi soldiers and police have been trained and equipped since 2003. U.S. assistance will support training for prosecutors and judges, as well as improvements in the prison system, which will significantly increase the capacity of Iraqi courts to try cases and prosecute criminals, thereby improving security and contributing to rule of law.

In 2007, the Department will largely complete our reconstruction program in Iraq, which has helped Iraq rebuild its electricity, water, oil, telecommunications, transport and health care infrastructure; restore its agricultural production; strengthen its private sector businesses; develop its educational capacity; restore its marshlands; provide assistance to internally displaced persons and refugees who returned between 2003 and 2005; and build institutional capacity in all of its key government agencies. This interagency effort is the largest American foreign assistance program ever - larger in per capita terms than the Marshall Plan - and includes representatives from ten cabinet departments working on the ground in Iraq. As a result, millions of people now have access to safe water and sanitation, more than three million children have been vaccinated against major childhood diseases, and over 2,700 megawatts have been rehabilitated, maintained or added to Iraq's electricity grid.

With funding and congressional approval in place, the Department is constructing a new embassy compound in Baghdad. This fast track project will employ the industry's best innovations and practices. The Bureau of Overseas Buildings Operations is on schedule to complete this "first of its kind" diplomatic facility by September 2007.

## Homeland Security

The Department of State works on the frontlines to provide security to the homeland. The Department's effectiveness in this effort hinges on its ability to work together, react quickly and add value to the USG-wide effort to curb terrorism and protect the homeland. To this end, the Office of the Coordinator for Counterterrorism has established a Homeland Security Coordinating Committee to facilitate coordination among State Department bureaus and offices on homeland security issues. The Department also has taken steps to coordinate more effectively with other USG agencies on improving readiness, sharing of information, and U.S. border security.

The Department defined its role under the National Response Plan, proving its effectiveness in the 2005 Top Officials exercise. Department consular officers at more than 260 overseas posts adjudicate the majority of visa applications for entry into the U.S. These applicants may include people who wish to harm the U.S., as shown by the events of 9/11.

The Department continues to strengthen its visa screening system by vastly increasing the size of its name check database, conducting more visa interviews, and requiring 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. In addition, the Department is in consultation with DHS and other security agencies regarding strengthened security procedures for the refugee admissions program. The Western Hemisphere Initiative and the National Intelligence Reform and Terrorism Prevention Act of 2004 have designated the Bureau of Diplomatic Security in the Department as the lead federal government agency in developing a national strategy to combat visa and passport fraud. The Bureaus of Diplomatic Security and Consular Affairs in particular have played a critical role in homeland security efforts to control visa and passport fraud and are intent upon continuing their efforts toward ensuring a strong and secure visa system, while allowing and encouraging qualified applicants to come to the United States.



*Secretary of State Rice and Homeland Security Secretary Chertoff announce plans to enhance border security*

The Department implements training, equipment and procedural improvement assistance programs, working with several DHS agencies to help many countries, including 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, 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, criminals, funds, and weapons, which are linked to a greater or lesser extent to terrorism in several parts of the world.

The Department, DHS and Justice founded the Human Smuggling and Trafficking Center 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. Department elements work worldwide with DHS and other agencies protecting the American homeland through actions such as the Container Security Initiative, cooperative programs with counterparts in G-8 nations, and in training and support to other countries' border security and related law enforcement entities.

In September 2005, the Department and DHS formally submitted the Western Hemisphere Travel Initiative (WHTI) proposal for public comment. This joint initiative was created to implement the Intelligence Reform and Terrorism Prevention Act of December 2004, which established a legal requirement for DHS and DoS to implement a plan by January 1, 2008, to require U.S. citizens traveling from countries within the Western Hemisphere to carry and produce a passport or other accepted secure document. The WHTI will also require citizens of Canada, Mexico, and the British Overseas Territory of Bermuda to have a passport or other accepted secure document that establishes the bearer's identity and nationality to enter or re-enter the United States. The Bureau of Consular Affairs has the lead on the Department's WHTI planning and operational efforts, including the significant expansion of passport adjudication and production capabilities to meet the needs of American travelers. Under the auspices of the WHTI, the Department and DHS are working together closely to explore other possibilities for secure travel documentation to facilitate legitimate travel in the region while maintaining the highest security standards.

Finally, the Department works closely with specialized USG and international agencies such as the Coast Guard, the Federal Aviation Administration, the Transportation Security Administration, the International Civil Aviation Organization, and the International Maritime Organization, and with elements of the private sector such as the shipping and telecommunications industries 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.

## Nonproliferation of Weapons of Mass Destruction

The proliferation of weapons of mass destruction (WMD) and their delivery systems, including the possibility that terrorists might acquire them, remains the pre-eminent threat to U.S. national security. North Korea has declared its possession of nuclear weapons and Iran seeks a nuclear weapons capability. Both countries openly develop and market missiles and both are assessed to possess chemical and biological weapons. The A.Q. Khan nuclear supply network demonstrated how effective illicit procurement networks can be at bypassing export controls and exploiting countries where such controls are substandard or not effectively enforced. As long as illicit networks exist, there is increased risk that countries such as Iran and North Korea will be able to fully realize their nuclear



weapon and missile ambitions, which other countries such as Syria might be able to pursue such capabilities, and that non-state actors and terrorists can gain access to them.

Preventing Iran from acquiring a nuclear weapons capability and persuading Tehran to meet its international obligations has been a major focus of the Department's diplomacy this past year, involving the Secretary and other high-level Department officials and close coordination among State bureaus. International consensus remains strong that Iran must not be allowed to develop nuclear weapons. We worked closely with the United Nations Security Council to gain passage of UNSCRs 1696 and 1737, both of which require Iran to completely and verifiably suspend all reprocessing and enrichment-related activities and take steps as requested by the IAEA to comply with its safeguards obligations. UNSCR 1737 also placed Iran in the small group of countries subject to sanctions under Article 41, Chapter VII of the U.N. charter and freezes the assets of individuals and entities associated with the Iran's nuclear and ballistic missile programs. We continue to work with the international community to increase pressure on Iran to meet its nuclear nonproliferation obligations.

Efforts to combat WMD proliferation and to focus on the nexus of WMD proliferation and terrorism require cooperation and coordination among many bureaus and offices within the Department. The Department also coordinates closely with other agencies, including the Departments of Defense (DoD), Energy (DOE), Commerce (DOC), Treasury, Homeland Security (DHS), and the intelligence community in spearheading efforts to implement numerous presidential initiatives to counter WMD proliferation.

In July 2006, Presidents Bush and Putin announced the Global Initiative to Combat Nuclear Terrorism to improve international capacities for preventing the acquisition, transport, or use by terrorists of nuclear materials and radioactive substances. The Proliferation Security Initiative (PSI) is moving into its fourth year, adding to the list of participating countries, enhancing countries' operational readiness for interdicting WMD-related shipments, and expanding its work to shut down proliferation networks, particularly to address financial flows. The Department works closely with DoD and intelligence and law enforcement agencies to implement the PSI. In April 2004, the United Nations Security Council adopted by unanimous vote UN Security Council Resolution 1540 requiring all states to enact and enforce laws against WMD proliferation, put in place comprehensive export controls, and secure sensitive materials within their borders. The Department is engaging in proactive outreach to regional organizations in Europe, East Asia, and the Western Hemisphere to ensure the successful implementation of the resolution by all UN member states. The President's Executive Order 13382 denies designated WMD proliferators access to U.S. financial and commercial systems, assets, and transactions, and the Department and Treasury have the authority to decide which entities to designate under the Executive Order. UN Security Council Resolution 1695 responded to North Korea's ballistic missile launches in July 2006 by requiring all states to stop WMD- and missile-related trade with North Korea, and the Department leads USG efforts to ensure the effective implementation of that Resolution.

The Global Partnership Against the Spread of WMD, launched by President Bush with other G-8 leaders in 2002, has expanded international cooperation to reduce and eliminate WMD proliferation threats in Russia and other Eurasian states. Consistent with President Bush's Global Partnership commitment, State, DoD, and DOE nonproliferation and threat reduction programs manage funding of about one billion dollars annually to address a wide range of programs on nuclear, radiological, chemical, and biological materials, technology, and expertise. Some programs secure or eliminate dangerous materials or strengthen capacity to prevent proliferation through export controls and border security. Programs for the redirection of or engagement with, scientists and engineers with WMD expertise have expanded to other countries (e.g., Libya and Iraq), while other agencies are also expanding their program efforts globally. The Department leads efforts to secure and track radioactive materials, through promotion of strengthened practices by other countries to account for and secure radioactive isotopes, and through an effective nuclear smuggling incident response effort. The Department also leads efforts, working closely with DOE, to identify a safe and secure disposition pathway for at least 34 tons of Russian weapons-grade plutonium - enough for over 4,000 nuclear weapons. In close coordination with DOE, the Department is also working with other countries under the Global Nuclear Energy Partnership to develop innovative proliferation-resistant fuel-cycle technologies.

## Promoting Democracy Worldwide

The Department works to advance the President's freedom agenda throughout the world by implementing policies, programs, and strategies that promote democracy and protect human rights, freedoms, and the rule of law. The Department targets funds for effective human rights and democracy programs overseas; engages in public outreach, bilateral, and multilateral diplomatic activity; and cooperates with other U.S. government agencies and international institutions.



People in many nations continue to be denied basic freedoms. The U.S. government supports their aspirations for greater freedom and human dignity and works to turn them into concrete advances. Promoting democracy worldwide increases regional stability and security, boosts economic prosperity, helps counter terrorism, and improves the American image abroad. The Department and its partners contributed to democratic change in Iraq and Afghanistan, and helped foster democratic gains in Kyrgyzstan and Ukraine. These dramatic democratic changes were triumphs of ordinary citizens who had long lived under oppression. In each case, the citizens of these nations were supported by strong U.S. and allied diplomatic efforts, and by programs that gave them the tools they needed to attain and defend their own democratic freedoms.

The struggle for democracy continues in many other nations. In countries such as China, Burma, Cuba, Zimbabwe, Iran and North Korea, we are reminded that democratic transformation requires long-term support for courageous democracy activists struggling for basic freedoms. President Bush has pledged to support individuals who live under oppression and to stand with those who fight for liberty. The Department works assiduously with other governments and with non-government partners to carry out this policy of promoting democracy, human rights, religious freedom, and worker rights.

Through the Middle East Partnership Initiative (MEPI), the Department works to strengthen the foundations of a more prosperous and stable Middle East through the empowerment of women, the strengthening of democratic processes and institutions, the development of competitive economies, and the education of a new generation of the region's citizens.

## Public Diplomacy

The exchange of information, persons, and ideas is fundamental to the security of the United States. Public diplomacy and public affairs are essential elements of transformational diplomacy, building, in Secretary Rice's words, "the capacity of foreign states to govern justly and effectively." The Department, led by the Office of the Under Secretary for Public Diplomacy and Public Affairs, is working to advance mutual understanding, foster and sustain open, democratic societies and promote greater receptivity to U.S. policies and values. The Office of the Undersecretary for Public Diplomacy and Public Affairs has identified four pillars of effective public diplomacy—engage, exchange, educate and empower—which provide a framework for the Department's efforts, both new and ongoing, to promote understanding and greater acceptance of U.S. policies and values.

To engage will require a proactive, aggressive advocacy that combines all the techniques of modern communications as well as people-to-people contact to promote listening, dialogue and partnership. It also requires a rapid-response capability to counter negative perceptions about the United States, but also the ability to promote U.S. values over the longer term. The Department has enhanced its ability to respond quickly to misperceptions through a rapid-response unit, as well as by improving its capacity to deliver up-to-the-minute guidance for public affairs officers overseas. INFOCENTRAL is a one-stop source of information, updated daily, for USG foreign affairs and security officials working with the public.

Through various public diplomacy activities, the Department provides context for U.S. policies, as well as descriptions of and experiential interaction with U.S. values, culture, and daily life that serve as a window on America. For example:

- Exchange programs initiate and maintain critical dialogue that builds and sustains partnerships between America and the rest of the world in the war against terrorism. The National Security Language Initiative will expand the number of American students and teachers mastering critical languages, such as Arabic, Russian, Chinese, Farsi and Urdu.
- Last year's historic U.S. University Presidents Summit has been followed by innovative programs that underscore the importance of international education to the national interest, including the Community College Initiative, the Fulbright International Scholarship in Science and Technology, and joint delegations of university presidents and U.S. officials to encourage foreign students to study here.



*The group of 2006-07 YES students from Pakistan attended a pre-departure orientation in Karachi prior to travel to the U.S.*



- Public-Private cooperation is a hallmark of the Department's public diplomacy efforts. The Global Cultural Initiative will mobilize the talents and resources of prominent U.S. cultural institutions. The Edward R. Murrow Journalism Program is a partnership with the Aspen Institute and leading schools of journalism. In addition, the Fortune-Department of State International Women Leaders Mentoring Partnership will bring women business leaders to be mentored by corporate executives in the U.S.
- Democracy Dialogues, a web-based initiative, stimulates discussion among Americans and foreign publics on issues relevant to democracy in the 21st Century. Democracy Dialogues recruits leading American and foreign academics, commentators and practitioners to engage electronically in conversations about justice and the law, representative government, human rights, empowerment of women and institutions of civil society.
- The Strategic Speakers Initiative will encourage debate in these societies and increase the opportunity for the U.S. to receive a fair hearing for our ideas.
- The English Access Microscholarship Program provides basic English language instruction for populations of underserved youth in countries with significant Muslim populations. Through these and other programs, the Department uses its resources to help young people in key regions and populations improve their lives, learn more about the United States' values, and potentially have the opportunity to study here. Education of foreign students in the U.S., increasing opportunities for American students to study abroad and the promotion of language study for both are essential elements of public diplomacy. The Department's public diplomacy efforts will seek to empower people as they will be directed toward amplifying and fostering independent voices. Effective evaluation of these programs is crucial to success, and the Department is committed to development of an evaluation capability to measure the impact and effectiveness of these programs.

## Humanitarian Action

The Department of State, together with USAID, is at the forefront of humanitarian action, providing consistently strong leadership among USG agencies and in the international community. The Department coordinates with other agencies to respond quickly and effectively to mobilize an array of resources and expertise in the international community in order to meet the requirements of natural disasters and complex humanitarian emergencies. The USG provides protection and assistance through international and non-governmental organizations to meet the basic needs of refugees, internally displaced persons (IDPs), and disaster and conflict victims. From Sudanese refugees in Chad to IDPs in Chechnya, from drought conditions in Africa to the tsunami response in Asia, the



*Ambassador Tony Hall, then U.S. representative to the World Food Program, in Kenya, 2006. Department of State photo.*

Department matches USG resources with high quality field monitoring and program management, working closely with the international community. USG humanitarian action integrates critical food, water, sanitation, shelter, health and education services with more complex needs, such as protection from gender-based violence or forcible recruitment of minors for action in combat, development of community governance and capacity building, self-sufficiency and economic livelihood so that protection and assistance are provided in safety and dignity. The Department also works closely with the Department of Homeland Security in identifying, processing, and admitting refugees for

resettlement in the U.S. The U.S. Government's effective response to humanitarian crises lays the foundation for future peace, security, democracy, and prosperity.

For example, the USG has led the international response to the complex humanitarian emergency resulting from the ongoing conflict in Darfur, Sudan, while working tirelessly to implement the peace settlement between the northern and southern parts of the country. Working closely together, USAID and the Department have alleviated the suffering of over 1.8 million IDPs in Darfur and 230,000 Sudanese refugees in Chad.

Improved natural disaster planning is also an area of increased importance. Through the Third Border Initiative, the U.S. has provided Caribbean governments assistance in preparing for natural disasters by making technical improvements to the region's disaster early warning and communication systems and by helping to ensure that disaster risk reduction and mitigation concepts are explicitly integrated into the region's economic planning and implementation. The U.S. also responds to natural disasters in the Caribbean, helping countries to get back on their feet. The Department coordinates closely with USAID, the White House, DoD and others to ensure that the breadth and scope of U.S. contributions to international relief efforts are briefed to other donors and the media, communicated to viewers around the world, and known by beneficiaries.



## International Crime and Counterdrug Initiatives

The international drug trade threatens not only Americans but also friends and allies in every region of the world. No country, and no society, is immune. In addition to the direct threat to the health and lives of individuals and families, drug traffickers and the large profits they generate corrupt officials, subvert democratic institutions and the rule of law, distort economic development, provide support to some terrorist groups, and undermine regional stability in some key areas of the world. International traffickers are also closely linked to other transnational organized crime groups engaged in a broad range of illegal activities that threaten U.S. interests and values, including trafficking and smuggling of persons and contraband, money laundering, intellectual property theft, and trafficking in small arms.

To meet these challenges, the Department supports a comprehensive range of bilateral, regional, and global initiatives to foster cooperation among states and to build up the law enforcement capacity of foreign governments to stop these threats before they reach U.S. soil. The Department works with a number of USG agencies and international and regional organizations, including the UN, the Organization of American States, the G-8, the European Union (EU), the Council of Europe, and the Financial Action Task Force of the Organization for Economic Cooperation and Development, to set international counterdrug and anti-crime standards, foster cross-border cooperation, and close off safe-havens for traffickers and other crime groups.



*In Colombia, an OV-10 plane sprays herbicides over a coca field. [AP/WWP file photo]*

Agency, among others, in a unified, multi-year program to address the threats posed by narcotics trafficking and terrorism.

The Department and USAID have a joint counterdrug strategy that includes striking directly at trafficking organizations by disrupting their operations, arresting and imprisoning their leaders, and seizing their assets while destroying illegal drugs at the source. This strategy also includes programs to help wean growers away from drug farming through alternative livelihoods and targeted development programs. This approach characterizes the two largest but quite different counterdrug programs, the Andean Counterdrug Initiative, which is now being fully implemented in the Andean region of South America, and in Afghanistan, where the program is in the early stages of development. The Andean Counterdrug Initiative includes seven countries, with Colombia at its core. The Department joined forces with USAID, Defense, Justice, Homeland Security, Treasury, the Drug Enforcement Agency (DEA) and the Central Intelligence

The Colombian government, with U.S. assistance, has responded with Plan Colombia, a comprehensive effort to confront narco-terrorists as well as address problems of rule of law, human rights, humanitarian assistance and economic and social development in an extensive effort to transform the country. Over the past several years, political violence across the board - kidnappings, assaults, and murders - has dropped by half. The U.S.-supported aerial spray program has significantly reduced the coca crop since its high point in 2001, removing billions of dollars and hundreds of metric tons of illicit drugs from the world market. With U.S. assistance, the Government of Colombia has essentially demobilized an entire paramilitary terrorist group - the 30,000 strong United Self-Defense Forces of Colombia. Other narco-terrorist groups in Colombia still pose a formidable threat, but the people of Colombia are steadily reclaiming control of their country and moving ahead in building a prosperous, democratic society with U.S. and other international support.

The counternarcotics program in Afghanistan, the primary source of the world's heroin, is just beginning to get off the ground. The Department is working with USAID, DoD, and DEA to curb the upsurge of opium poppy cultivation over the past few years that, if left unchecked, threatens to undermine both Afghan and regional stability and to reduce Afghanistan to a narco-terrorist state. With the UK, the U.S. is providing financial, logistical, personnel and other support to Afghan President Karzai's counternarcotics efforts. Our support includes 1) education and information to convince Afghan farmers not to plant poppy, 2) both voluntary and involuntary eradication of poppy cultivation where planting does take place, 3) aggressive interdiction operations against trafficking operations and arrest of medium and high-value targets, 4) assistance to provide alternative livelihoods for planter/farmers by developing other market opportunities and economic infrastructure, and 5) development of a justice sector to identify, investigate and successfully prosecute traffickers and other illegal groups.