

The background is a solid green color. Overlaid on this is a wireframe globe, which is a spherical structure made of thin, dark lines. A hand is visible at the bottom, holding a branch with several green leaves. The overall aesthetic is clean and modern, with a focus on global and environmental themes.

The aim of this strategy is to help make the world not just safer but better. Our goals on the path to progress are clear: political and economic freedom, peaceful relations with other states, and respect for human dignity.

*—President George W. Bush in
the National Security Strategy*

SPECIAL REPORT:

State and USAID

Agencies cooperate for a better world.



State and USAID Cooperate for a Better World

By Donald Steinberg and Jody Buckneberg

A typical day at a U.S. Embassy invariably includes both diplomacy and development goals that are often indistinguishable from one another. That's because foreign policy and development assistance are interdependent.

U.S. and global security, stability and economic growth all depend upon the ability of countries to govern well. Weak institutions, corruption, closed economies and inadequate investment in people can make states vulnerable to terrorist networks and traffickers in persons and drugs within and beyond their borders. Poverty, famine and disease often lead to crisis, instability and violence. Diplomacy alone cannot solve these problems, but neither is development assistance enough. In partnership, they can make the world safer, freer and more prosperous.

Recognizing that diplomacy and development must act in constant alignment toward a better world, the State Department and USAID recently collaborated in an intensive year-long review to produce the first unified Strategic Plan for 2004/2009. Their common mission: to create a more secure, democratic and prosperous world for the benefit of the American people and the international community.

The strategic plan is based on a simple principle: making the world a better place is good for America as well as for the world. Security, stability and growth depend not just on the United States but on all nations. The plan highlights America's goals of achieving global peace and security, advancing sustainable development and global interests, promoting international under-



A food distribution station in Liberia.

standing and strengthening diplomatic and program capabilities.

State and USAID bring unique and complementary skills and resources to this mission. Daily, their combined efforts produce a seamless blending of diplomacy and development at U.S. missions abroad. But now—for the first time—their efforts are reflected in the mission and vision of both agencies in Washington, D.C.

To see the new Joint Strategic Plan, visit www.state.gov/m/rm/rls/dosstrat/2004/. As the plan makes apparent on every page, the State Department and USAID share the same goals in nearly all aspects of foreign affairs. The strategic plan acts as a guide to set priorities that allow managers to direct resources to the programs best suited to accomplishing the mission. The plan calls on the two agencies to continuously review

policy and programs to eliminate redundancies and ensure that their work produces results.

“Plans are good,” Secretary Powell said in Johannesburg, “but only actions can put clean water in the mouths of thirsty girls and boys, prevent the transmission of a deadly virus from mother to child and preserve the biodiversity of a fragile African ecosystem.”

Action is needed to breathe life into the plan. To ensure cooperation at the highest levels, State and USAID have created two new councils. The Joint Policy Council, chaired by Deputy Secretary Richard Armitage and USAID Administrator Andrew Natsios and coordinated by Under Secretary Marc Grossman, ensures that resources are fully aligned with foreign policy goals and objectives. The Joint Management Council, chaired by Under Secretary Grant Green and USAID Deputy Administrator Fred Schieck, provides consistency and eliminates redundancies on management issues.

Cooperation is key at all levels. In launching the plan, Secretary Powell placed the responsibility for achieving

these objectives in the hands of all the people who work at the two agencies. “The employees of the Department of State and USAID serving here at home and in our 260 diplomatic missions in 163 countries around the world are responsible for carrying out this strategic plan with the highest degree of integrity and professionalism,” the Secretary stated. He highlighted the core values that guide this effort: loyalty, character, service, accountability and community. Every employee of the State Department and USAID—in Washington as well as in the field—contributes to creating a better world.

To learn more about the State/USAID Strategic Plan, Joint Policy Council or Joint Management Council, contact Jason Foley at (202) 647-2687 or via e-mail at FoleyJM@State.gov.

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Joint Policy Council

State and USAID have established a Joint Policy Council to ensure that development programs are fully aligned with U.S. foreign policy goals.

The JPC is composed of an executive committee, 12 policy groups and a directors’ office. The Deputy Secretary of State and USAID Administrator co-chair the JPC Executive Committee. The committee includes the under secretaries for Political Affairs (who also serves as the JPC’s overall coordinator); Global Affairs; Economic, Agricultural and Business Affairs; the director of Policy Planning; and a number of senior USAID officials.

State and USAID officials co-lead the policy groups representing six regions (Africa, East Asia, Europe and Central Asia, Western Hemisphere, Near East and South Asia) and six key functional areas (humanitarian response; democracy, human rights and justice; social and environment issues; economic development and reconstruction; security and regional stability; and public diplomacy). These policy groups recently prepared joint work plans that highlighted key policy goals and resources, reviewed existing coordination mechanisms and identified priority policy coordination issues for future action.



Deputy Secretary Richard Armitage, left, confers with USAID Administrator Andrew Natsios.

Donald Steinberg from State and Letitia Butler from USAID head a directors’ office that serves as a liaison between the policy groups and the executive committee. They receive assistance from State’s Office of Strategic Planning and USAID’s Policy and Program Coordination office. The directors’ office helps the policy groups identify priority issues for executive committee consideration; addresses crosscutting issues; ensures that collaboration issues are included in Foreign Service Institute training programs; and coordinates JPC issues with the Joint Management Council.

Cooperating to Save Lives in Liberia

By Megan Larson-Koné

How do you help rebuild a country that has experienced 14 years of violence and instability; has seen its social, physical, economic and political infrastructure torn apart; has sent 280,000 of its citizens into refuge in unstable neighboring countries; has received 50,000 refugees from those same neighbors; and has 500,000 internally displaced persons with little access to food and potable water?

These are the questions facing the United States today in Liberia—a country that has suffered periods of extreme violence from armed advances and counter-offensives by rebel factions and government militia troops. This violence has had a wide-ranging impact on

civilians, causing approximately 70 percent of the Liberian population to flee their homes. Children are recruited as combatants (an estimated 50 percent of the fighting force is under 18). Women and girls are raped and abused. The country's natural resources have been ravaged.

In Liberia, the answers to these questions begin with an organized humanitarian assistance program that provides life-sustaining aid as quickly as possible. Close cooperation between State and USAID is essential for an emergency response that meets basic human needs. But how do we translate the lofty goal of cooperation into results on the ground?

The two agencies do it by talking with their international and nongovernmental organization partners early and often, sharing information and providing complementary funding for programs to provide for basic human needs. As State's primary representative for humanitarian assistance programs, the Bureau of Population, Refugees and Migration supports predominantly international organizations and serves as the lead agency for refugee assistance and protection.



A young girl gets vaccinated at a refugee camp in Liberia.



Children wait eagerly at food distribution station.

Meanwhile, USAID leads U.S. assistance to internally displaced persons and provides most of its support through nongovernmental organizations.

To respond to the humanitarian crisis, the bureau funded international organizations like the Office of the UN High Commissioner for Refugees and the International Committee of the Red Cross to support UN security coordination, supply non-food items (tarps, blankets, cooking pots, utensils), upgrade or install latrines and water points in camps and communities hosting refugees and internally displaced persons and store vital vaccines. USAID funded complementary water/sanitation needs and emergency health care and vaccination programs through its nongovernmental organization partners. USAID also provided critical food supplies. Together, the two agencies helped to meet the basic sustenance and hygiene needs of a population living under desperate conditions.

When the USAID-led Disaster Assistance Response Team was deployed in Monrovia, representatives from the Bureau of Population, Refugees and Migration joined the team to help meet the emergency. This on-the-ground presence allowed both agencies to quickly assess the needs and respond appropriately. The team did this through field missions to internally displaced persons and refugee sites, gathering information, mon-

itoring programs and verifying reports from partner agencies. The team also reported the information, as well as the perceptions of other donor governments and nongovernmental organizations in Liberia, to decision-makers in Washington, D.C.

By staying in close contact with the field, State and USAID staff in Washington were able to meet the most urgent needs, close critical gaps and avoid funding the same activities in the same places. The two agencies worked together within the interagency process to push important policy stances on establishing a secure perimeter for humanitarian organizations to do their vital work and the need for access to Monrovia Freeport so that food and fuel supplies could enter the country. Thus, the mandate to secure Monrovia Freeport was included as a first order of business for troops arriving in Liberia.

Deputy Assistant Secretary Mike McKinley, who also provided on-the-ground perspective from a trip to Liberia in August, described State-USAID cooperation as “a defining factor in saving Liberian lives.” He said the coordinated approach “jump-started humanitarian assistance at a crucial moment” and served as a model for aiding Liberia that other donors have followed.

The author is a refugee program officer in the Bureau of Population, Refugees and Migration.



Dominican voters confirm their names on electoral lists one day prior to national elections.

The View from the Dominican Republic By Elena Brineman



State/USAID coordination is in high gear in the Dominican Republic. We have learned that good coordinating mechanisms based on clearly defined common objectives and a willingness to work closely together generate the results we want to further both U.S. foreign policy objectives and political, social and economic development in the country.

The basis for close coordination was laid in 2001/2002 with the design of the new USAID/Dominican Republic Strategy for 2002/2007. The strategy was developed to support the most important U.S. foreign policy issues and the country's most critical development issues. Multiagency embassy working groups communicate regularly and facilitate meeting common U.S. objectives.

In addition, issue-specific groups deal with urgent issues as they arise. A recent sub-working group helped Dominicans investigate and prosecute complex bank fraud cases that had created a major economic crisis. The group also supported the opening of related investigations in the United States to track lost assets.

Another sub-working group helped the country address a serious trafficking in persons problem, resulting in the country's moving from Tier III to Tier II status in the U.S. Trafficking in Persons Report.

Joint State-USAID efforts also forged a strong trade capacity-building program that has helped prepare the Dominican Republic for the opening rounds of bilateral trade negotiations with the United States that began in January. Joint efforts to ensure free, fair and participatory elections in the face of an election year political crisis have successfully engaged other major embassies in a unified dialogue with the government, the political parties and the National Elections Board on the importance of transparent and credible presidential elections.

State/USAID collaboration has also played a key role in helping the country reach an agreement with the International Monetary Fund to begin mapping a plan for sustainable electricity sector reform, another critical step in addressing the serious economic crisis the country currently faces.

The author is mission director for USAID in the Dominican Republic.

The View from Indonesia By W. Lewis Amselem



After 26 years in the Foreign Service, almost all overseas at posts with USAID missions, I've become a believer in the "How to Become a Millionaire" approach that starts, "First, you make a million dollars, then you . . ."

The underlying secret to good State-USAID coordination and collaboration is, "First, you get some really great people committed to achieving U.S. objectives, then you . . ." "Our coordination in Jakarta is by far the best and most collaborative State-USAID relationship I've seen. We all view highly effective collaboration as central to advancing our foreign policy and management goals in Indonesia. This begins with the USAID director's participation as a key member of the embassy's senior staff who participates in daily staff meetings with the ambassador and weekly meetings with me.

Our number one goal is doing our part in the war against terrorism, including working to strengthen Indonesia's role in that war. State and USAID have developed an overall program to combat money laundering and financial crimes, coordinated through a formal interagency counterterrorism committee that meets regularly. Attended by most every agency at post, the meetings serve to update and coordinate interagency counterterrorism activities, anticipate approaching obstacles and recommend courses of action—all in the interest of avoiding misunderstandings and duplication. This process works well and has resulted in the development of critical anti-money-laundering legislation and the establishment of an Indonesian unit to prevent terrorism financing and other financial crimes.

With President Bush's announcement last October of a new education initiative for Indonesia, State and USAID are jointly designing programs to improve the quality of basic education and deepen U.S.-Indonesia exchanges in higher education. The two agencies are cooperating on an Education Initiative Coordination Group that includes FSNs. They are also collaborating on providing \$24.7 million in assistance for next year's first-ever direct presidential elections; disaster response, including assistance to the victims of the terrorist attacks in Bali and the Jakarta Marriott Hotel; combating trafficking in persons; HIV/AIDS awareness programs; and private-sector dialogue with the Indonesian government to increase trade and investment.



Indonesian soldiers stage a mock hostage rescue in Jakarta.

Finally, State and USAID anticipate participating in a pilot project in 2004 to consider combining selected administrative support functions to increase efficiencies and reduce costs. ■

The author is deputy chief of mission at the U.S. Embassy in Jakarta.