

# STATE and USAID

Aligning Diplomacy and Development Assistance

## MISSION

Create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

## VALUES

Loyalty  
Character  
Service

Accountability  
Community

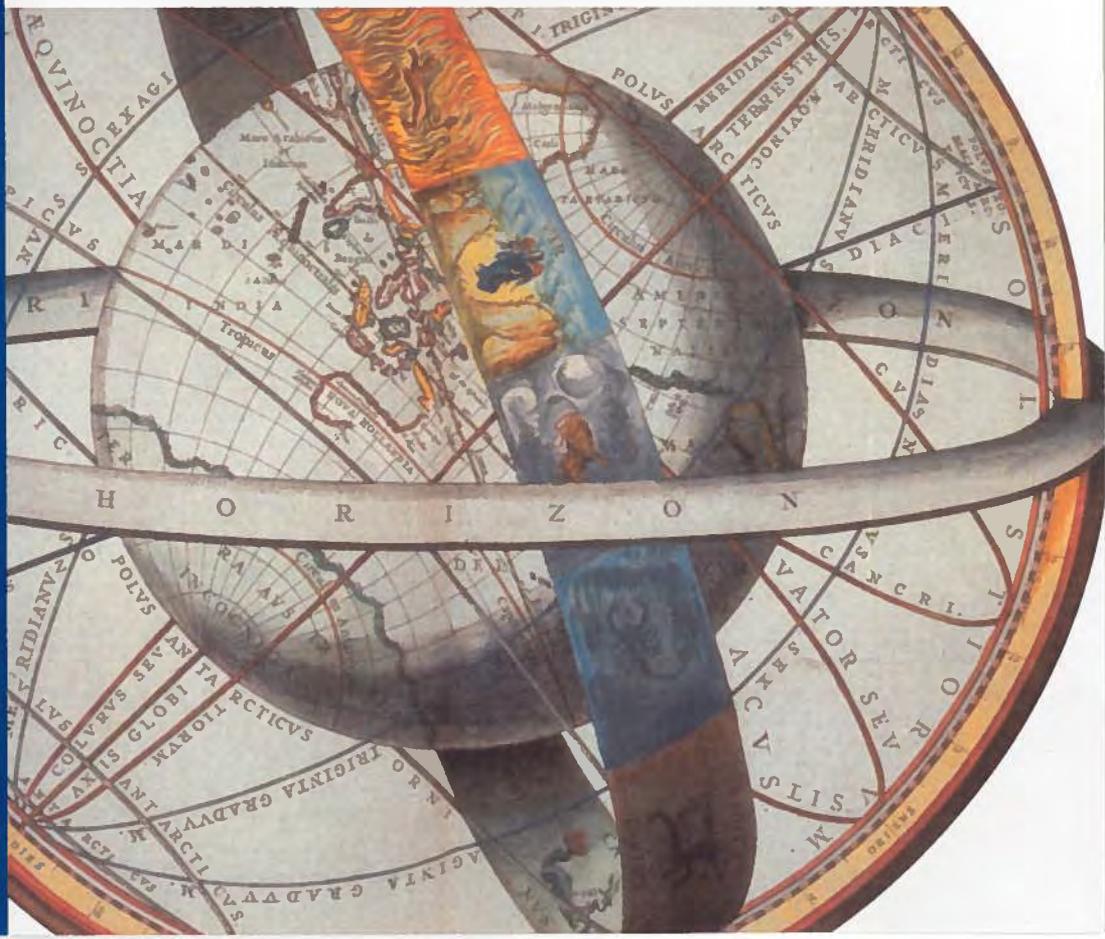
Commitment to the United States and the American people.

Maintenance of high ethical standards and integrity.

Excellence in the formulation of policy and program management with room for creative dissent. Implementation of policy and management practices, regardless of personal views.

Responsibility for meeting the highest performance standards.

Dedication to teamwork, professionalism, diversity, and the customer perspective.



# STRATEGIC OBJECTIVES

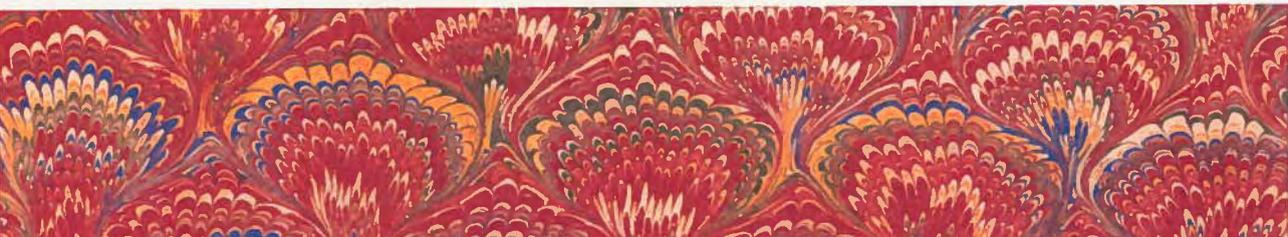


Achieve Peace and Security

Advance Sustainable  
Development and Global Interests

Promote International Understanding

Strengthen Diplomatic and Program  
Capabilities



# STRATEGIC GOALS



## *ACHIEVE PEACE AND SECURITY*

Regional Stability	Avert and resolve local and regional conflicts to preserve peace and minimize harm to the national interests of the United States.
Counterterrorism	Prevent attacks against the United States, our allies, and our friends, and strengthen alliances and international arrangements to defeat global terrorism.
Homeland Security	Protect the homeland by enhancing the security of our borders and infrastructure.
Weapons of Mass Destruction	Reduce the threat of weapons of mass destruction to the United States, our allies, and our friends.
International Crime and Drugs	Minimize the impact of international crime and illegal drugs on the United States and its citizens.
American Citizens	Assist American citizens to travel, conduct business, and live abroad securely.

## *ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS*

Democracy and Human Rights	Advance the growth of democracy and good governance, including civil society, the rule of law, respect for human rights, and religious freedom.
Economic Prosperity and Security	Strengthen world economic growth, development, and stability, while expanding opportunities for U.S. businesses and ensuring economic security for the nation.
Social and Environmental Issues	Improve health, education, environment, and other conditions for the global population.
Humanitarian Response	Minimize the human costs of displacement, conflicts, and natural disasters.

## *PROMOTE INTERNATIONAL UNDERSTANDING*

Public Diplomacy and Public Affairs	Increase understanding for American values, policies, and initiatives to create a receptive international environment.
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## *STRENGTHEN DIPLOMATIC PROGRAM CAPABILITIES*

Management and Organizational Excellence	Ensure a high quality workforce supported by modern and secure infrastructure and operational capabilities.
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# PRIORITIES



- ***Arab-Israeli Peace:*** We are committed to achieve the vision of two states, Israel and Palestine, living side-by-side in peace, security, and dignity.
- ***A Stable and Democratic Iraq:*** We will work with the Iraqi people to build a free, democratic, and stable Iraq that does not threaten its people or its neighbors.
- ***Democracy and Economic Freedom in the Muslim World:*** We will assist the Muslim world, in part through the Middle East Partnership Initiative, to advance economic reform, increase educational opportunity, and boost political participation.
- ***A Stable and Democratic Afghanistan:*** We will help the people of Afghanistan extend internal and external security, establish an effective and broadly representative central government, promote economic development, and meet critical humanitarian needs.
- ***Reduction of the North Korean Threat to the Region and World:*** Working with South Korea, Japan, China, and others, we will continue to pursue our goal of having North Korea comply with its Nuclear Nonproliferation Treaty, end its weapons of mass destruction programs, and undergo reforms to ensure stability and prosperity on the Korean Peninsula.
- ***Reduction of Tensions Between India and Pakistan:*** We will work to prevent the outbreak of war on the subcontinent and will seek broad-based bilateral partnerships with both India and Pakistan spanning a range of security, political, economic, social, and cultural issues.
- ***Andean Counterdrug Initiative:*** Through eradication, interdiction, and alternative development, we will support the fight against narcoterrorists, and help to secure democracy, extend security, and restore economic prosperity in Colombia and the surrounding Andean Region.
- ***Strengthened Alliances and Partnerships:*** To confront common global challenges, we will modernize and deepen our multilateral alliances with the North Atlantic Treaty Organization and the European Union, strengthen our bilateral partnerships with Russia and our Asian allies, and encourage a working relationship with China.
- ***A More Effective and Accountable United Nations:*** We will continue to engage countries in the United Nations system, while working to make the UN more effective, accountable, and representative of our values and interests.
- ***Emergency Plan for AIDS Relief:*** We will help ensure that President Bush's \$15-billion, 5-year plan for HIV/AIDS prevention, treatment, and care in severely affected countries supports our goals of saving lives, safeguarding people's health, and advancing regional stability.
- ***Reduced Threat of Famine:*** We are committed to finding long-term solutions to food insecurity, particularly in Africa, and will work in partnership with developing countries to address this global problem.
- ***Accountable Development Assistance:*** We will help plan and implement President Bush's new development initiative, the Millennium Challenge Account, that will assist countries to take responsibility for their own development by ruling justly, investing wisely in their people, and encouraging economic freedom.
- ***Aligning Diplomacy and Development Assistance:*** We will establish joint Department - USAID management and policy councils to eliminate redundancies and ensure that our diplomacy and development assistance are fully aligned and produce results.



# Message From the Secretary



I am pleased to submit the *Strategic Plan* of the Department of State and the United States Agency for International Development (USAID) for fiscal years 2004 to 2009. Our organizations share a noble mission: to create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

This is the first time that the Department of State and USAID have jointly prepared a strategic plan, and we will work together to execute it. Our close collaboration will ensure that our foreign policy and development programs are fully aligned to advance the *National Security Strategy* of the United States, which President Bush issued in 2002. The *National Security Strategy* recognizes that diplomacy and development assistance are critically important tools for building a safer, freer, better world.

The employees of the Department of State and USAID serving here at home and in our 255 diplomatic missions in 163 countries around the world are responsible for carrying out this Strategic Plan with the highest degree of integrity and professionalism.

With the *Strategic Plan* as our guide, the men and women of the Department of State and USAID will work to strengthen the global coalition against terrorism and help to stem the proliferation of weapons of mass destruction. We will lead and sustain international efforts to rebuild Afghanistan and Iraq.

We will help American businesses succeed in foreign markets and help developing countries create conditions for investment and trade that can lift millions out of poverty. We will promote international respect for human rights and support new democracies. We will work to ensure that America remains at the forefront of international humanitarian relief efforts and the worldwide fight against infectious diseases like HIV/AIDS. We will forge partnerships throughout the world to combat international crime, including the illegal trade in drugs and the appalling business of trafficking in persons.

We will work to modernize and deepen our alliances and friendships around the globe, build cooperative relationships with former foes, and strive to bring peaceful ends to conflicts in troubled regions. We will assist American travelers and help to keep our homeland safe, even as we work to maintain the openness that gives our democracy its dynamism and attracts international tourists, scientists, scholars, immigrants, and businesspeople to our shores.

The wide scope of our tasks reflects the breadth of our mission. To perform it well, we must set priorities, and this *Strategic Plan* does just that. It lays out our foreign policy and development assistance priorities in the coming years, and by doing so, it promotes an organizational culture within the Department of State and USAID that values effectiveness and accountability. U.S. diplomacy and U.S. development assistance, like the United States itself, are forces for freedom throughout the world. Each and every day in the years ahead, the dedicated men and women of the Department of State and USAID will advance America's values and interests across the globe as they proudly serve on the frontlines of freedom.

A stylized, handwritten signature in black ink, which appears to read "C. Powell".

Colin L. Powell, Secretary of State



# Message From the USAID Administrator



The world has changed dramatically over the past two decades. During this period the number of people living in market economies has increased fourfold. Globalization has integrated the world's markets for goods, services, capital, and ideas. The process has contributed to a historic spread of democracy and freedom. Hundreds of millions of men, women, and children are today healthier, better educated, and more prosperous. The evidence clearly shows that the United States and its foreign assistance program have contributed much to this progress.

Yet, there remain many growing challenges. Many countries are struggling in their transition from authoritarianism, controlled economies, and closed markets. A number of the new democracies remain fragile. The HIV/AIDS pandemic is spreading, killing tens of millions, threatening those that survive with perennial poverty and hunger, and destabilizing governments. Famine continues to stalk entire regions, particularly in Africa.

U.S. foreign assistance, and USAID, must move in new directions. One such example is the President's bold new initiative, the Millennium Challenge Account (MCA), which is based on the premise that the United States should increase support to countries that demonstrate responsibility for their own development by ruling justly, investing in people, and encouraging economic freedom. While a new foreign assistance entity, the Millennium Challenge Corporation, will administer this program, USAID will embrace the MCA principles of rewarding good governance and performance in our priorities for development resources. Our primary focus will be to provide targeted assistance to those countries creating a sound economic environment, embracing democratic governance, and investing in their people. USAID will also fully support the President's transnational initiatives, including those on HIV/AIDS, access to water, climate change, and famine prevention.

At the same time, USAID will increase its attention toward failed and failing states, which the President's National Security Strategy recognizes as a source of our nation's most significant security threats—international terrorism and proliferation of weapons of mass destruction. The people of the United States are rightly proud of our nation's humanitarian contribution. In recent years the majority of USAID's humanitarian work, ranging from assisting refugees to providing emergency food aid, has taken place in countries in the throes of crises wrought by the hands of men. U.S. efforts are particularly notable in a variety of post-conflict nations, such as Afghanistan. Maintaining high standards for the delivery of humanitarian assistance in post-conflict situations enables an early start to reconstruction efforts that are critical to sustaining large-scale repatriation and reintegration of refugees and displaced persons.

Yet, to prevent human suffering and protect our national security, we must devise bold, new approaches to arrest the slide of weak states toward failure. Such interventions will involve risk, and their success is certainly not assured. But the greater risks to U.S. national security associated with inaction in such nations can no longer be overlooked.

*Andrew S. Natsios*

**Andrew S. Natsios**, Administrator, USAID