



**UNITED STATES
STRATEGIC PLAN
FOR
INTERNATIONAL AFFAIRS**

First Revision - February 1999



**THE SECRETARY OF STATE
WASHINGTON**

FOREWORD

I am pleased to present this first revision of the International Affairs Strategic Plan. It is a product of the State Department Strategic Planning Team and reflects the contributions of over 20 government agencies, as well as many non-governmental organizations, the private sector, and issues experts.

The Plan is intended to help build a shared vision of what the U.S. wants to accomplish in the world today, and serves as a basis for understanding how what we are doing benefits the security, prosperity, and well-being of all Americans. In a world filled with short-term crises and multiple challenges to U.S. leadership, it helps us keep our eye on our fundamental national interests and goals.

As a framework document that sets out United States interests and goals in the broadest terms, this Plan is an integral part of the international affairs strategic planning process. We are using it to articulate and refine the international roles and missions of USG agencies. It is a tool to help Ambassadors and their Country Teams define and communicate the goals of their missions. It provides a structure for policy-makers and managers to align resources to priorities. Finally, it is intended to inform Congress and the American people about what we want to accomplish and to demonstrate the value of their investments in international affairs.

A handwritten signature in black ink that reads "Madeleine Albright".

Madeleine K. Albright

EXECUTIVE SUMMARY

The seven national interests and 16 strategic goals in the International Affairs Strategic Plan (IASP) provide a comprehensive framework for what the United States is trying to achieve in the world. These are summarized in the International Affairs Mission Statement on the following page.

This first revision incorporates several refinements, drawing on extensive reviews and comments provided over the past year by members of the foreign affairs community, both within and outside the U.S. Government. The principal intent of the IASP is to help USG agencies define their overseas roles and missions, to maintain a focus on fundamental long-term goals, and to inform Congress and the public.

Strategies for each of the strategic goals outline how the USG employs diplomatic, military, economic, and other assets to achieve results around the world. These strategies must adapt to trends such as globalization of the world economy and the information revolution, trends that also require the Department of State and other foreign affairs to evolve as institutions in the 21st Century. Performance indicators in the IASP provide guides to evaluating whether or not these strategies are succeeding, although measuring results in foreign affairs is extremely complex, requiring flexibility and judgment.

In application, the International Affairs Strategic provides the basis for Ambassadors and their country teams around the world to prepare Mission Performance Plans that set out agency programs and request the resources needed to achieve their goals. In Washington, the strategic planning process is a powerful tool for coordinating among USG agencies, setting priorities, making tradeoffs when necessary, measuring performance, and preparing the International Affairs (Function 150) budget. Although it is consistent with the intent of the Government Performance and Results Act (GPRA), the IASP is not intended for tracking individual agency performance.

Much remains to be done to improve the International Affairs Strategic Plan, but its primary value lies in its use as a tool for better government in carrying out the international affairs of the United States.

INTERNATIONAL AFFAIRS MISSION STATEMENT

The purpose of United States international leadership is to create a more secure, prosperous, and democratic world for the benefit of the American people. In an increasingly interdependent and rapidly changing world, international events affect every American. Successful U.S. leadership is essential to security at home, better jobs and a higher standard of living, a healthier environment, and safe travel and conduct of business abroad.

Under the direction of the President and the Secretary of State, the United States conducts relations with foreign governments, international organizations, and others to pursue U.S. national interests and promote American values. The international affairs goals of the United States are to:

- Protect vital interests, secure peace, deter aggression, prevent and defuse crises, halt the proliferation of weapons of mass destruction, and advance arms control and disarmament.
- Expand exports, open markets, maintain global growth and stability, and promote economic development.
- Protect American citizens abroad, manage the entry of visitors and immigrants, and safeguard the borders of the United States.
- Combat international terrorism, crime, and narcotics trafficking.
- Support the establishment and consolidation of democracies, and uphold human rights.
- Provide humanitarian assistance to victims of crisis and disaster.
- Improve the global environment, achieve a sustainable world population, and protect human health.

To advance the interests of the nation and the American people, the U.S. Government requires a strong international presence, highly qualified, motivated, and diverse people serving at home and abroad, extensive communication with publics both foreign and domestic, and the political, military, and economic means to carry out the nation's foreign policies.

INTERNATIONAL AFFAIRS STRATEGIC PLAN

INTRODUCTION

This first revision of the International Affairs Strategic Plan (IASP, or the Plan) incorporates several refinements, drawing on extensive reviews and comments provided over the past year by members of the foreign affairs community, both within and outside the U.S. Government (USG). Most importantly, in a roundtable series held at the National Foreign Affairs Training Center between November 1997 and February 1998, over 200 representatives of USG agencies, Congressional staff, NGOs, and academia offered their critiques and recommendations for improving the IASP. The Plan also benefits from assessments contained in two recent studies on changing the way the United States conducts its international relations by the Henry L. Stimson Center and the Center for Strategic & International Studies. An analysis prepared by the National Academy of Sciences helped guide the inclusion of science and technology issues. An interagency working group surveyed performance measures used throughout the USG and developed the consensus set of indicators presented here. While not adopting every proposed modification, we have done our best to incorporate new thinking, and believe that this is a better product as a result.

The basic structure of the Plan has stood up to examination fairly well. We are reasonably confident that the seven national interests and 16 strategic goals provide a comprehensive and sensible framework for defining what it is that the United States is trying to achieve in the world.

The National Security Strategy, Foreign Policy, and the IASP

We are frequently asked, "What is the difference between the International Affairs Strategic Plan and the President's National Security Strategy?" The answer is, both are entirely compatible statements of United States grand strategy that view foreign affairs from related but distinct perspectives.

The National Security Strategy articulates the priorities of the Administration in terms of the policies and tools employed to meet the principal international security threats to the United States. It serves as the touchstone from which the national security agencies - the Department of Defense and the Intelligence Community - derive their roles and missions under the direction of the National Command Authority, that is the President.

The International Affairs Strategic Plan sets out a comprehensive and systematic vision of United States national interests. In addition to including challenges and threats to national security articulated in the National Security Strategy, the IASP encompasses the range of U.S. international affairs goals and activities of all USG agencies overseas.

The IASP is the International Affairs Strategic Plan, not the Foreign Policy Strategic Plan. The distinction is significant. International affairs is a big tent that covers

the full range of U.S. national interests. These range from traditional high policy issues related to ensuring national security and maintaining international economic stability, to protecting American citizens abroad and responding to global challenges to health and the environment. In contrast, foreign policy as used here is the integral part of international affairs that focuses on the conduct of relations with other nation states and international organizations in pursuit of these national interests.

What's New? National Interests and Strategic Goals

In this revised version of the IASP, we have recast the relationship between national interests and strategic goals, but have not fundamentally changed the Plan's structure. Whereas the original IASP viewed interests and goals hierarchically, the current version breaks this direct link between the two. The 16 strategic goals portray what we want to achieve through our strategies, programs, and activities, while the seven national interests portray why we do so on behalf of the security, prosperity, well-being, and values of the American people. To illustrate, the United States spends about \$900 million each year on programs that support democracy around the world. Although our democracy goals are similar across countries, the interests we pursue vary greatly. Our investment in Russia's democracy stems primarily from our national security interests, whereas in Haiti it is our concern over immigration, and in Sri Lanka our values lead us to support democracy for its own sake. This logic applies to all seven of the national interests and goals in the Plan.

We have also introduced the general principle in the IASP of linkages among multiple strategic goals and national interests. Thus, in Russia the democracy goal supports not only our interests in national security, but in human rights, democracy, and law enforcement as well. In the IASP, these general linkages are identified in the national interest statements.

A principal intent of the Plan is to help maintain focus on fundamental long-term goals in a constantly changing and complex foreign policy environment, filled with crises, contingencies, and short-term events. This is part of the reason why most of the strategic goals remain highly general. Neither does the Plan, at the global level, set targets for most of the goals, fix priorities, or set an arbitrary time frame. Goals become sharper and priorities clear when they are disaggregated into constituent objectives and programs as they apply to specific regions and countries, with related time frames. For example, it will take decades to achieve final outcomes for our population and environmental goals. The goal of protecting American citizens is an ongoing responsibility. Goals for increasing U.S. exports and halting the entry of illegal drugs, on the other hand, lend themselves to achieving targets within specific time frames.

Refining National Security

Post-Cold War parlance is often used to boost the apparent importance of an issue by labeling it a “national security” interest. While all U.S. goals potentially have a national security dimension, the IASP uses it in a more limited sense. National security in the Plan refers to vital U.S. interests related to territorial integrity, military defense, and economic survival (e.g., access to oil and freedom of navigation.)

This definition helps highlight the intersection of national defense and international affairs, and helps discriminate clearly which national interest is being served in specific regions and countries. This is particularly important for determining priorities in regions and countries where U.S. national security is not directly challenged, but the U.S. military is actively employed on humanitarian and other, frequently multilateral missions.

Economics and Global Issues

The four economic goals in the Plan are related, but their contributions to U.S. prosperity are distinct. Whereas the export goal refers to direct efforts to promote U.S. sales and support American business abroad, the opening markets goal concerns efforts to liberalize world trade, where benefits may flow to other nations as well as the U.S. The economic growth goal refers to strategies that promote global macroeconomics growth and stability. The economic development goal, on the other hand, relates to economic reform and development to create the conditions for sustainable, broad-based growth, and to alleviate poverty.

The revised IASP maintains the high priority given to the three goals of environment, population, and health that are placed together under the national interest of global issues. What distinguishes these three from other transnational issues, such as crime, narcotics, and terrorism, is their focus on the relationship between humankind and the global environment, and their concern with protecting and improving the quality of life on the planet for future generations, as well as in the present.

The Strategies

The strategy section for each of the Plan’s strategic goals combines statements of key sub-goals with an outline of how the USG employs its diplomatic, military, economic, and other national assets to achieve desired outcomes around the world. The strategies also take account of the impact of major global trends on the conduct of international relations. Globalization of the world economy, the information and communications revolutions, increased democratization and multilateral cooperation, and the rising importance of non-governmental organizations and other non-state actors all demand strategic changes in the foreign affairs institutions of the 21st Century.

These trends, combined with the recent expansion in goals beyond the national security focus of the Cold War, are having a major impact on how the foreign affairs agencies conduct international affairs. The role of the State Department must evolve, both through adopting new strategies in diplomacy and, for example, by making better use of information technology and giving higher priority to diplomatic readiness. This has become critically important as other USG agencies expand their own international roles and station their people at U.S. missions overseas. New legislation authorizing the integration of the Arms Control and Disarmament Agency and the U. S. Information Agency into the State Department, and mandating a closer working relationship with the Agency for International Development is part of this dynamic.

Because so many new dimensions of international affairs are no longer exclusive to government, but are in the public realm, public diplomacy is moving to the core of foreign policy. As a result, public diplomacy strategies are inherent components of all the goals in the IASP. In complementing other USG programs and activities, public diplomacy aims to influence foreign publics and leaders directly on specific U.S. objectives, or to exercise an indirect influence by increasing the free flow of information and building trust with foreign leaders and publics.

The role of U.S. foreign assistance has also evolved beyond the traditional focus on economic development, humanitarian relief, and security assistance. For example, USAID today directs its expertise and program resources to achieving democracy, rule of law, population, environment, and other goals. The U.S. military offers training in democracy building and environmental protection. There is a growing effort to focus humanitarian efforts on preventing conflict, not just aiding its victims. From a strategic planning perspective, foreign assistance strategies are critical investments, not in foreign aid, but in advancing American interests and values.

We have made an initial attempt in this IASP to include strategies related to science and technology. There are two inter-related dimensions to this issue: the contribution of science and technology as a tool to help achieve our international affairs goals, and the role of international affairs in furthering scientific and technological progress. To illustrate, our ability to implement and verify arms control treaties or to set targets for global climate change is acutely science driven. At the same time, global medical research, advances in agricultural sciences, and space collaboration benefit from international scientific exchange.

Measuring Performance

Given the complex factors that influence international affairs, the job of understanding how best to determine whether the United States is achieving its goals -- whether our policies and strategies are succeeding -- is exceedingly difficult. This will take time and effort, but it is clear that flexibility and qualitative judgments about the value of USG programs and activities are essential. Understanding in most instances does not result from a mechanistic approach that relies exclusively on quantitative measurement of performance. Because most of what the USG does in widely varying

countries around the world involves multiple programs and agencies, as well as the participation of other governments, multilateral organizations, and NGO's, attempts to isolate the contribution of any particular program or agency will have limited value for evaluating overall results.

In this revised IASP, the indicators that are presented with each of the strategic goals represent only those few that apply to overall strategic goal outcomes, where there is reasonable agreement among concerned agencies, and where data are at least in principle available to track them.

Serious problems in measuring international affairs performance remain, notably the problems of objectivity and attribution. For example, while it is possible to determine the impact of USG programs in lowering narcotics production in specific countries, it is much harder to know the impact of this reduction on the overall amount of illegal drugs entering the U.S. since that amount is unknown. Similarly, we assume that U.S. foreign policy increases regional stability. However, there is no direct, objective method of determining the value to U.S. security and leadership of full participation in the UN or the influence of diplomacy on conflicts which do not occur and are inevitably the product of many factors. Foreign and domestic opinion surveys offer one of the principal ways to evaluate how well the U.S. is doing on its international affairs goals, with the important caveat that what are being measured are perceptions of progress.

Another drawback of focusing exclusively on achieving specific goals is that much of the conduct of international affairs is derived from American values and has collateral benefits that accrue only indirectly over long periods of time. Many diplomatic activities, such as developing contacts and access to foreign governments or public diplomacy exchanges to build foreign understanding, falls into this category. In another example, as a unique voluntary agency, the Peace Corps is not a direct instrument of foreign policy, but it does serve national interests by building understanding and good will.

Whose Plan Is This?

The perspective of the IASP is what the United States wants to achieve in the world today. The Plan's central premise is that successful conduct of international affairs constitutes America's first line of defense. Because the demands of world events on U.S. interests are so complex and involve so many agencies of the USG, this cannot be the province of a single executive agency or institution. The Secretary of State is charged with coordinating the international activities of the USG and serving as the President's primary foreign policy advisor. To support these roles, the State Department Strategic Planning Team drafted this Plan. In providing a comprehensive framework for the international goals of the United States, the purpose of the IASP is first and foremost to advance a shared vision of our international affairs goals.

Strategic Planning Applications

In application, strategic planning for international affairs is a powerful tool for coordinating among USG agencies, setting priorities, aligning resources to policy, making tradeoffs when necessary, measuring performance, and informing Congress and the public.

Using the national interests and strategic goals in the IASP as its framework, Mission Performance Plans (MPPs) are comprehensive and authoritative USG strategy documents prepared by country teams representing all USG agencies and approved by Chiefs of Mission at over 160 Embassies and international missions around the world. The MPP helps set priorities, requests resources, and ensures consistency among agencies in-country and with Washington headquarters.

In Washington, the IASP provides the framework for Regional Performance Plans that are prepared in the State Department and coordinated interagency. Reviews of the MPPs and Regional Plans culminate in interagency reviews chaired by the Secretary of State prior to preparing the next year's International Affairs (Function 150) budget request. These performance plans are deliberative USG documents. However, versions of them are available to the public in the President's FY 2000 International Affairs budget request to Congress.

The IASP is consistent with the Government Performance and Results Act (GPRA), which requires all USG agencies to prepare strategic and performance plans linked to resources, and to report on performance. However, the Plan is not intended to serve as a GPRA compliance document or for tracking individual agency performance. USG international affairs results from the collective influence of many agencies, programs with multiple collateral benefits, and interaction with other nations, international organizations, and NGO's. Because of this, the IASP necessarily aims to measure the value of USG performance in broader terms.

Without a doubt, much can be done to improve the Plan. Its true import lies not in its existence as a finished document, but in its use as a tool for better government in carrying out our international affairs.

INTERNATIONAL AFFAIRS STRATEGIC PLAN

U.S. NATIONAL INTERESTS:

- NATIONAL SECURITY
- ECONOMIC PROSPERITY
- AMERICAN CITIZENS AND U.S. BORDERS
- LAW ENFORCEMENT
- DEMOCRACY AND HUMAN RIGHTS
- HUMANITARIAN RESPONSE
- GLOBAL ISSUES: ENVIRONMENT, POPULATION, HEALTH

STRATEGIC GOALS:

- REGIONAL STABILITY
- WEAPONS OF MASS DESTRUCTION

- OPEN MARKETS
- U.S. EXPORTS
- GLOBAL GROWTH AND STABILITY
- ECONOMIC DEVELOPMENT

- AMERICAN CITIZENS
- TRAVEL AND IMMIGRATION

- INTERNATIONAL CRIME
- ILLEGAL DRUGS
- COUNTERTERRORISM

- DEMOCRACY AND HUMAN RIGHTS
- HUMANITARIAN ASSISTANCE

- ENVIRONMENT
- POPULATION
- HEALTH

INTERNATIONAL AFFAIRS STRATEGIC GOALS

- **REGIONAL STABILITY:** Strengthen the security of the United States and prevent instabilities from threatening the vital and important interests of the United States and its allies.
- **WEAPONS OF MASS DESTRUCTION:** Reduce the threat to the United States and its allies from weapons of mass destruction (WMD).
- **OPEN MARKETS:** Open world markets to increase trade and free the flow of goods, services, and capital.
- **U.S. EXPORTS:** Expand U.S. exports to \$1.2 trillion early in the 21st Century.
- **GLOBAL GROWTH AND STABILITY:** Increase global economic growth and stability.
- **ECONOMIC DEVELOPMENT:** Promote broad-based growth in developing and transitional economies to raise standards of living and lessen disparities of wealth within and among countries.
- **AMERICAN CITIZENS:** Protect the safety and security of American citizens who travel and live abroad.
- **TRAVEL AND MIGRATION:** Manage fairly and effectively the entry of immigrants and foreign visitors into the United States.
- **INTERNATIONAL CRIME:** Minimize the impact of international crime on the United States and its citizens.
- **ILLEGAL DRUGS:** Reduce the entry of illegal drugs into the United States.
- **COUNTERTERRORISM:** Reduce the number and impact of international terrorist attacks, especially on the United States and its citizens.
- **DEMOCRACY AND HUMAN RIGHTS:** Open political systems and societies to democratic practices, the rule of law, good governance, and respect for human rights.
- **HUMANITARIAN ASSISTANCE:** Provide humanitarian assistance to victims of crisis and disaster.
- **ENVIRONMENT:** Secure a sustainable global environment, and protect the United States and its citizens from the effects of international environmental degradation.
- **POPULATION:** Achieve a sustainable world population.
- **HEALTH:** Protect human health and reduce the spread of infectious diseases.

STRATEGIC GOAL: REGIONAL STABILITY

Prevent instabilities from threatening the vital and important interests of the United States and its allies.

NATIONAL INTEREST:

Regional stability, achieved through diplomatic leadership, a strong military, and effective intelligence, is fundamental to U.S. national security. Strengthening national security is a prerequisite to all other U.S. goals.

STRATEGIES:

- Prevent the emergence of hostile nations or coalitions, while maintaining the prevailing state of non-belligerence among major powers. Strengthen and expand alliances. Emphasize opportunities for multilateral security cooperation that advance U.S. interests. Remain prepared to act unilaterally.
- Give priority to defending vital security interests in Eastern and Western Europe, East Asia, Southwest Asia, and the Persian Gulf. Protect vital interests, including access to oil supplies, freedom of navigation and commerce, and unimpeded access to outer space.
- Maintain effective relationships with key regional states through vigorous diplomacy backed by strong U.S. and allied military capability to react to contingencies. Employ public diplomacy to build understanding and support for U.S. policies among foreign publics.
- Use multilateral and bilateral defense cooperation, including alliances, military assistance, military-to-military cooperation, defense trade controls, and arms sales, to develop stable security relations and respond to problems.
- Use preventive diplomacy and conflict resolution to prevent, manage, and resolve crises. Impose sanctions against violators of international norms when they are likely to prove effective. Decrease the potential for conflict with a range of resources, from diplomacy to military intervention, gauged to U.S. interests. Address the root causes of conflict both multilaterally and bilaterally, using development assistance and support to democracy.
- Enlist multilateral organizations and mechanisms as alternatives to direct applications of U.S. power and influence. Improve the effectiveness of international peacekeeping to include establishing the means for flexible, graduated crisis response by regional and multilateral organizations. Pay U.S. arrears to the UN.
- Forestall conventional arms races. Promote regional arms control measures to enhance transparency and confidence, limit or reduce excessive or destabilizing conventional forces,

and verify compliance with conventional force agreements. Improve and apply U.S. export controls and international agreements to control trade in conventional arms and military technology.

- Build a national consensus on the global security role of the U.S., while developing more systematic and structured coordination among U.S. Government agencies.
- **EXTERNAL FACTORS AND ASSUMPTIONS:**
- Multiple threats of a generally localized nature will continue to challenge U.S. interests, and will at times have military significance.
- A growing set of security challenges to the U.S. will come from non-state entities, involving ethnic, religious, and other forms of sub-state conflict.
- Critical flash points include, but are not limited to, the Korean Peninsula and the Persian Gulf. Russia and China present potential long-term security challenges. However, the likelihood of a direct military threat to United States vital interests is limited.

INDICATORS:

- Crises prevented, defused or solved.
- Assessments of threats to the United States.
- Status of alliances and key relations.
- Assessments of regional stability and countries in crisis.

STRATEGIC GOAL: WEAPONS OF MASS DESTRUCTION

Reduce the threat to the United States and its allies from weapons of mass destruction (WMD).

NATIONAL INTEREST:

The most direct and serious threat to U.S. security is the possibility of conflict involving weapons of mass destruction. Of greatest concern are the threshold states and terrorist organizations that seek to acquire WMD and their delivery systems.

STRATEGIES:

- Prevent the proliferation of all WMD and their delivery systems to nations and groups that do not possess them. Reduce incentives to develop WMD. Support and strengthen nonproliferation norms and regimes, and take action against violators. Control trade in related technologies. Secure fissile material from diversion.
- Advance arms control and disarmament to constrain nuclear weapons development, and to reduce nuclear weapons and delivery systems among nations that possess them. Eliminate biological and chemical weapon threats. Cap production and dispose of weapons-usable fissile material. Promote defense industry conversion to non-military use. Increase the security of command and control over WMD to reduce the potential for accidental use, use in a crisis, or loss by theft or corruption.
- Protect U.S. critical infrastructure against weapons of mass effect. Reduce the likelihood of and vulnerability to attacks on critical infrastructure, including information systems, by developing global solutions, norms, and agreements. Promote an international framework for tracking and managing cyber attacks.
- Maintain an active defense posture and use diplomacy to deter the acquisition or use of WMD. Promote confidence-building measures to reduce tensions among nations that already possess or are trying to acquire WMD. Use public diplomacy to bolster international support for nonproliferation and arms control.
- Implement existing agreements and verify compliance with treaties on WMD programs and delivery systems.
- Promote peaceful science and technology cooperation and use of technologies that are less susceptible to production of WMD. Restrict the flow of scientists and intellectuals to states seeking to acquire these weapons.

EXTERNAL FACTORS AND ASSUMPTIONS:

- When the United States and its allies cannot fully deny hostile states WMD technologies, it can deter their use and retard the rate at which advanced technologies become operational.
- U.S. arms control partners will implement existing agreements.
- In the absence of concerted nonproliferation efforts as many as 20 nations will acquire WMD by 2015.
- Vulnerability to cyber attack will grow as worldwide reliance on unclassified, interconnected computer systems will increase. However, there will be some international resistance to defending against this new problem.

INDICATORS:

- Status and number of countries possessing or developing WMD.
- Assessment of WMD threats to the U.S. and its allies.

STRATEGIC GOAL: OPEN MARKETS

Open world markets to increase trade and free the flow of goods, services, and capital.

NATIONAL INTEREST:

The world economy continues to globalize, and U.S. economic prosperity is increasingly linked to international trade, investment, and capital flows.

STRATEGIES:

- Expand the scope of regional and multilateral trade and investment arrangements. Extend international rules, agreements, and standards in areas such as financial and other services, investment, information, intellectual property, electronic commerce, the environment, and labor.
- Integrate emerging economic powers into the world trading system through expanded World Trade Organization membership on a commercially meaningful basis. Promote more open markets for all goods and services in developing and transition economies. Help developing nations lessen the dislocations that may result from market openings.
- Enforce rules and agreements to reduce and eliminate foreign trade barriers, increase transparency, and strengthen the rule of law. Combat competitive practices that impede access to third country markets in areas such as standards, barriers related to animal or plant health, tied foreign aid, and corruption. Strengthen the capacities of national and multilateral organizations to support open market regimes.
- Unless required by statute, limit economic sanctions to those instances where the expected benefits clearly outweighs the costs to trade, investment, and capital flows, as well as other aspects of foreign relations.
- Undertake science and technology agreements, sponsor commissions, and develop international public and private sector cooperation. Mobilize public and private sector resources and build partnerships with the scientific and academic communities to devise productive applications of research.
- Inform the U.S. public of the benefits of free and fair trade. Obtain Congressional renewal of trade agreement authority, including Fast Track. Encourage partnerships between government, business, labor, and NGOs to support open market measures. Mitigate negative domestic impacts of international liberalization efforts. Build international support for free trade through public diplomacy.

EXTERNAL FACTORS AND ASSUMPTIONS:

- Major U.S. trading partners will generally share the goal of strengthening multilateral and regional trade initiatives. However, this will not always be the case when specific interests are threatened or when attempts are made to include non-trade issues.
- International economic liberalization can carry serious liabilities, creating temporary economic dislocations, and having collateral impacts on the environment.

INDICATORS:

- Country index of tariff and non-tariff barriers.
- Change in trade as a share of global GDP.
- Economic value of tariff and non-tariff barriers to U.S. exports.

STRATEGIC GOAL: U. S. EXPORTS

Expand U.S. exports from \$930 billion in 1998 to \$1.2 trillion early in the 21st Century.

NATIONAL INTEREST:

Globalization of the world economy makes trade increasingly important to U.S. prosperity and well being, particularly in the high technology sectors of the U.S. economy. In 1998, U.S. exports totaled \$930 billion, accounting for 12 % of our Gross Domestic Product one in every seven American jobs.

STRATEGIES:

- Focus U.S. advocacy, finance, public diplomacy, and other promotion efforts on sustaining, and where possible increasing, exports to key emerging market countries, in particular Argentina, Mexico, Brazil, Poland, Turkey, South Africa, India, China, Taiwan, Korea, Indonesia, Thailand, Malaysia, and the other ASEAN nations.
- Strengthen export promotion in other markets and non-traditional sectors worldwide as opportunities arise. Integrate export and development strategies.
- Develop regional approaches and programs where intra-regional integration presents new opportunities, such as introduction of the Euro in Europe and Mercosur in South America.
- Promote and market USG financial programs that directly support U.S. exports. Increase domestic awareness of trade opportunities by reaching out to small and medium-sized firms, and through coordinated public outreach strategies.
- Support American firms doing business abroad. Provide services such as advocacy, export finance, investment insurance, advice on standards and practices, and dispute settlement.

EXTERNAL FACTORS AND ASSUMPTIONS:

- Due to the downturn in the economies of many emerging markets, annual world economic growth will be on the order of 1.5 %. However, trade growth will continue to outpace overall economic growth.
- The information revolution and other technology advances that hold out the promise of productivity increase will present the best opportunities for expansion of U.S. exports.
- The dollar will remain relatively strong, having a dampening effect on U.S. export levels.

INDICATORS:

- Overall value of U.S. exports of goods and services, and as a percentage of U.S. GDP.
- Levels of exports to the fastest growing economies.
- Number of U.S. companies exporting for the first time.

STRATEGIC GOAL: GLOBAL GROWTH AND STABILITY

Increase global economic growth and stability.

NATIONAL INTEREST:

Global macroeconomic conditions have an increasing impact on the ability of the United States to export and to sustain economic growth, while maintaining low domestic inflation and unemployment. Economic health is also a critical determinant of stability worldwide.

STRATEGIES:

- Through bilateral and multilateral efforts, encourage countries with significant impact on the global economy to pursue sound macroeconomic policies, and to adopt market-oriented investment, legal, and regulatory reforms that lead to economic growth and stability. Strengthen institutional capacity to support reforms. Advocate sound economic policies through public diplomacy.
- Reinforce public-private cooperation, including with the private banking sector, to take advantage of private sector expertise and to demonstrate private sector commitment to a country or region.
- Reform and strengthen the International Monetary Fund and other international financial institutions and secure arrangements to maintain global and regional financial stability.
- Increase cooperation among the G-7 countries and other major financial centers to reduce risk and ensure the resilience of the international financial system. Develop better mechanisms to avoid financial crises in emerging markets.

EXTERNAL FACTORS AND ASSUMPTIONS:

- The recent economic setbacks in emerging market countries and elsewhere will slow global economic growth to somewhere between 2 % and 3 % between 1999 and 2002.
- Globalization and economic interdependence will continue to increase and to outstrip the capacities of existing national economic structures.

INDICATORS:

- Global GDP growth rate.
- Measures of stability for world financial systems, for example, interruptions in external payment obligations, number and size of IMF programs in effect, and number of new exchange rate regimes.

STRATEGIC GOAL: ECONOMIC DEVELOPMENT

Promote broad-based growth in developing and transitional economies to raise standards of living, reduce poverty and lessen disparities of wealth within and among countries.

NATIONAL INTEREST:

Over the long term, the prosperity of America benefits as transitional and developing nations expand their economies and open their markets. Economic growth that reduces poverty and provides opportunity can further regional stability and complements the advance of democracy and rule of law. Sustainable development also ameliorates global problems such as high population growth, the spread of infectious diseases, and environmental degradation.

STRATEGIES:

- Promote transitions from centrally controlled to market-based economies, and help make free markets work in developing nations. Support sound macroeconomic and sectoral policies. Promote private sector trade and investment, and institutional and financial market reforms in developing and transitional countries.
- Maximize the impact of bilateral and multilateral assistance in developing and transition countries through coordination with other donor nations, multilateral organizations, and International Financial Institutions (IFIs). Restructure official debt of qualifying countries through bilateral and multilateral programs (Paris Club and Heavily Indebted Poorest Countries) tied to economic reforms.
- Promote agricultural development and rural incomes. Improve agricultural production and market mechanisms. Reduce the impact agricultural pests and diseases.
- Establish development partnerships with non-governmental organizations, business and professional associations, universities, think tanks, and private voluntary organizations in the U.S., internationally, and in assisted countries.
- Build human capacity through training and education, especially providing increased opportunities for women. Expand professional capacities in developing nations through education and exchange programs.
- Alleviate poverty and increase economic opportunities for the poor, including programs that support micro- and small-enterprises.

EXTERNAL FACTORS AND ASSUMPTIONS:

- The degree to which governments in developing and transition countries create the policy, institutional, and regulatory conditions for broad-based growth will remain the key determinant of success.
- Annual world economic growth will remain in the 2-3 % range between 1999 and 2002.
- Prospects for economic growth and improved well-being of large populations in the least developed countries remain largely in the agricultural sector.

INDICATORS:

- Annual GDP growth rates of developing and transitional nations.
- Per capita GDP.
- Ratio of external debt to GDP.
- Percentage of population living in poverty.
- Literacy rates.
- Life expectancy.

STRATEGIC GOAL: AMERICAN CITIZENS

Protect the safety and security of American citizens who travel and live abroad.

NATIONAL INTEREST:

The millions of Americans who travel and reside abroad expect to do so with freedom and in reasonable safety. The United States cannot prevent the difficult and often tragic situations that arise. The U.S. can, however, help ensure that its citizens receive information, assistance, and protection.

STRATEGIES:

- Provide high quality services to American citizens. Meet rising passport demand, and facilitate public access to information on passports, citizen services, consular information sheets, and announcements and warnings concerning foreign travel.
- When a crisis occurs, take all possible measures to protect American citizens, including military action and evacuation. In the aftermath of emergencies and disasters, assist American victims and their family members. Enhance the USG's crisis management capability, including emergency citizen services for the public in the United States, and at diplomatic and consular posts abroad.
- Ensure consular protection for U.S. citizens abroad, including respect for their rights under local laws and due process. Work closely with Americans living abroad to develop effective communications, especially in locations where diplomatic or consular posts have closed.
- Maintain aggressive aviation and maritime safety programs, and enforce high standards for travel safety and security. Take extensive measures to thwart terrorist actions against Americans abroad.

EXTERNAL FACTORS AND ASSUMPTIONS:

- Passport demand, at a record 6.8 million in 1998, will grow by 3-5% annually between 1999 and 2002.
- International crises and incidents will often involve Americans overseas, and Americans occasionally will be singled out as targets because of their nationality.

INDICATORS:

- Level of American citizen satisfaction with services provided to them.
- Number of fatal international aviation and maritime accidents per 100,000 landings.
- Assessments of USG protection of Americans during crises, disasters, and emergencies.

STRATEGIC GOAL: TRAVEL AND IMMIGRATION

Manage fairly and effectively the entry of foreign visitors, immigrants, and refugees into the United States.

NATIONAL INTEREST:

The United States has been a beacon of freedom and opportunity throughout its history. Immigrants make important contributions to the nation, and visitors contribute directly to U.S. prosperity. The large numbers of people seeking to enter the U.S. illegally present major law enforcement, border security, and socio-economic problems.

STRATEGIES:

- Administer immigration laws, the visa process, and inspection at ports of entry fairly and effectively to facilitate travel of eligible foreign nationals and impede travel of ineligible foreign nationals to the United States.
- Inform foreign publics of U.S. entry regulations and the dangers of trying to enter the country illegally, while building understanding of U.S. immigration policy.
- Coordinate among federal agencies to increase border security and improve customer service. Employ techniques and technologies, such as machine-readable documents, biometric indicators, and sophisticated name checks to expedite lawful entry, identify criminals and terrorists, and inhibit illegal immigration. Establish database links among posts abroad, U.S. ports-of-entry, INS offices, and other law enforcement agencies.
- Combat fraud by increasing the security features of U.S. passports and visas, and investigating aggressively cases of passport and visa fraud. Secure a permanent Visa Waiver Program and concentrate resources where workload is growing the most and border security threats are the highest.
- Address the underlying causes of large-scale illegal immigration by promoting regional stability, democracy, and broad-based growth, particularly in Central America and the Caribbean.
- Administer U.S. asylum policies and refugee admission programs fairly, humanely, and equitably in accordance with U.S. and related international law.

EXTERNAL FACTORS AND ASSUMPTIONS:

- The United States will remain a desirable destination for visitors and immigrants from throughout the world.
- Regions of political, social, and economic unrest frequently generate migratory pressure.
- Applications for non-immigrant visas will continue to increase by 3-5% per year.
- Many would-be immigrants unable to qualify under U.S. immigration laws will resort to illegal methods to enter the country.

INDICATORS:

- Estimated number of illegal immigrants in the U.S.
- Waiting times for visa, immigration, and customs services.
- Efficiency and effectiveness of immigration enforcement efforts.

STRATEGIC GOAL: INTERNATIONAL CRIME

Minimize the impact of international crime on the United States and its citizens.

NATIONAL INTEREST:

Transnational crime represents a growing threat to the prosperity and well-being of American citizens. International criminal organizations have become increasingly global and sophisticated, particularly after the collapse of the Soviet Union and the advent of the information revolution. Their prevalence and resilience also affects other U.S. interests in stability, immigration, and democracy.

STRATEGIES:

- Focus law enforcement efforts on international criminal organizations principally from the former Soviet Union, Nigeria, and East Asia. Give priority to combating money laundering and other financial crimes, information crime, arms trafficking, alien smuggling, trafficking in women, trafficking in stolen vehicles, and corruption.
- Increase bilateral and multilateral cooperation to combat international crime. Negotiate mutual legal assistance and other agreements, update extradition treaties, establish task forces, and make international agencies, including INTERPOL, more effective.
- Deploy U.S. law enforcement abroad to collaborate with foreign law enforcement and judicial authorities in identifying and dismantling transnational criminal organizations, seizing assets, disrupting safe havens, and prosecuting, convicting and incarcerating offenders.
- Provide assistance and training, and encourage support by other donors to improve law enforcement and criminal justice institutions in emerging democracies and developing countries.
- Collect, analyze and disseminate information worldwide regarding money laundering, other financial crimes, alien smuggling, trafficking in stolen vehicles and other contraband, illegal firearms trafficking, and other forms of transnational crime.
- Enlist the private sector and NGOs to control contraband, financial and information crime, and corruption. Build international understanding of U.S. policies on crime.

EXTERNAL FACTORS AND ASSUMPTIONS:

- Criminal organizations will continue to expand and globalize, and the United States will remain a principal target of their activities.
- Criminal organizations will strive to maintain a technological edge and use corruption to obtain advantages over law enforcement agencies and governments.

INDICATORS:

- Crime statistics and intelligence estimates indicating extent of domestic criminal activity linked to international criminal groups.

STRATEGIC GOAL: ILLEGAL DRUGS

Reduce the entry of illegal drugs into the United States.

NATIONAL INTEREST:

Most illegal drugs consumed in the United States come from abroad. Reduction of this foreign supply must complement efforts to reduce drug use and its harmful consequences in the United States and elsewhere. As with other forms of crime, narcotics trafficking can affect other U.S. interests through the impact of corruption on political stability and security in some countries, or providing finance for terrorism.

STRATEGIES:

- By 2002, reduce outflow of illegal drugs from source countries by 15 % compared to 1996. Use crop eradication, information programs, and other methods to significantly reduce cultivation of coca, opium, and marijuana, particularly when destined for the United States. Limit illegal production of methamphetamine and other drugs and pharmaceuticals. Set specific targets for reducing or eliminating worldwide the cultivation, production, and commercial-scale trafficking of illicit drugs.
- By 2002, reduce entry of illegal drugs into the U.S. by 10 % compared to 1996. Increase efforts to protect U.S. air, sea, and land borders from importation of illegal narcotics.
- Improve coordination of USG counternarcotics operations and build internal USG agreement on counternarcotics goals.
- Increase foreign political will, promote the adoption of policies and laws, and build the institutional capabilities of governments and multilateral organizations to combat all aspects of illicit drug production and trafficking, as well as the associated problems of corruption and money laundering. Use the certification process and other means to increase pressure on foreign governments to take effective action and comply with their own laws.
- Increase the attention foreign governments and institutions give to the negative effects of drug abuse on their societies, and strengthen their abilities to conduct demand reduction efforts.
- Collaborate with foreign governments and international organizations, mounting flexible law enforcement operations to disrupt and dismantle drug trafficking organizations, and investigate, arrest, prosecute, and incarcerate their leaders.

- Collect, analyze, and disseminate information worldwide regarding drug production, trafficking organizations, and the availability and abuse of illegal drugs. Stigmatize illegal drugs and build understanding of U.S. counternarcotics policies through public diplomacy.

EXTERNAL FACTORS AND ASSUMPTIONS:

- Reducing foreign production is a cost-effective means of reducing the entry of illegal drugs into the United States.
- The supply of illegal narcotics from abroad responds to demand from the United States.
- Although foreign governments have an interest in counternarcotics cooperation with the United States, limited institutional capacity, along with social, political, and economic factors, including corruption, will remain major constraints.
- The Western Hemisphere will remain the major foreign source of illegal drugs for the U.S. market, with the Mexican-U.S. border the major entry point.

INDICATORS:

- Quantity of illicit drugs available in the U.S.
- Rate at which illegal drugs enter the U.S. from transit and arrival zones.
- Outflow rate of illicit drugs that leave source zones.

STRATEGIC GOAL: COUNTERTERRORISM

Reduce the number and impact of international terrorist attacks, especially on the United States and its citizens.

NATIONAL INTEREST:

International terrorism has entered more directly into the lives of all Americans, and continues to threaten U.S. interests around the world. Threats to American citizens, facilities, and interests, as well as the potential for use of weapons of mass destruction, makes terrorism a national security as well as a law enforcement challenge.

STRATEGIES:

- Make significant and well-coordinated use of diplomatic, intelligence, law enforcement, and military assets to deter, warn against, respond promptly to, and defeat all terrorist threats or attacks on U.S. interests at home and abroad. Emphasize disruption of terrorist mobility, access to weapons, and financing.
- Defend against threats or the use of weapons of mass destruction and cyber-warfare by terrorists. Protect critical U.S. infrastructure.
- Continue the USG policy of making no concessions to terrorists.
- Maintain pressure on and isolate state and non-state sponsors of terrorism. Advocate universal adherence to anti-terrorism conventions and encourage governments to adopt anti-terrorism legislation.
- Investigate and prosecute terrorist suspects. Work with friendly foreign governments to share intelligence, facilitate investigations, and extradite terrorists. Strengthen domestic and international law; and combat terrorist funding.
- Intensify intelligence collection and analysis. Provide training to foreign governments in counterterrorism, including communications, aviation, and maritime security. Maintain the readiness of U.S. counterterrorism personnel, and increase R&D in counterterrorism technology.

EXTERNAL FACTORS AND ASSUMPTIONS:

- U.S. officials, facilities, and citizens will remain high-priority targets of terrorists.

- State support for terrorism will continue to decline, but the number of unaffiliated and ad hoc terrorists will increase. Religiously motivated and sectarian terror will grow.
- The number of international terrorist incidents will continue to decline, but terrorists will seek to increase casualties and damage by using more lethal weapons.
- The danger that terrorists will employ chemical, biological, or nuclear materiel will grow.
- Terrorists will attack less-protected targets, including vulnerable communications systems and infrastructure.

INDICATORS:

- Trends in international terrorism worldwide, including attacks against American targets, extent of damage, and the number of casualties.

STRATEGIC GOAL: DEMOCRACY AND HUMAN RIGHTS

Open political systems and societies to democratic practices, the rule of law, good governance, and respect for human rights.

NATIONAL INTEREST:

Democracy is the best guarantor of universal human rights and the fundamental right of all people to have a say in their government. Democracies produce long-term economic growth, as well as social and political stability. In supporting the spread of democracy, the United States is simultaneously promoting American values while helping create a more stable, secure, and cooperative global arena in which to advance all U.S. interests.

STRATEGIES:

- Support democratic transitions and help consolidate new democracies, especially in regions and countries of importance to the United States.
- Advocate respect for human rights globally, deter human rights abuses, spotlight gross violators, and intervene in selected human rights cases. Support freedom of religion.
- Advance core labor standards, strengthen independent trade union movements, and promote labor human rights.
- Build, strengthen, coordinate with, and employ international organizations, NGOs, the academic community, and national institutions to secure democratic transitions, prevent conflict, and promote human rights.
- Support transitions and consolidation of democracy through bilateral and multilateral assistance, exchanges, and information programs. Establish and consolidate competitive political processes, including free and fair elections. Help build politically active civil societies, including enhanced women's participation, freedom of the press, representative labor movements, and other pluralistic organizations.
- Support good governance and the rule of law through programs to establish and consolidate transparent and accountable institutions at all levels of government, including neutral and professional law enforcement, an independent judiciary, and a professional military under civilian direction.

EXTERNAL FACTORS AND ASSUMPTIONS:

- The international environment will increasingly favor democracy, but democratic practices will vary from country to country, depending in particular on the will and intentions of leaders and the nature of the regime in power.
- U.S. pursuit of democratic transitions in certain countries and circumstances will be subject to countervailing influences and interests.

INDICATORS:

- The number of countries classified as free, partly free, and not free as defined by Freedom House.
- Country status of human rights.

STRATEGIC GOAL: HUMANITARIAN ASSISTANCE

Prevent or minimize the human costs of conflict and natural disasters.

NATIONAL INTEREST:

American values mandate offering assistance and international leadership to help alleviate human suffering from crises, whether man-made or natural, even where no other U.S. interests may be involved.

STRATEGIES:

- Respond quickly on a bilateral and multilateral basis to crises. Maintain an emergency response capability, coordinated and managed across the USG, particularly for complex humanitarian emergencies.
- Ensure that international organizations have adequate early warning, information sharing, and emergency response capabilities. Strengthen partnerships with NGOs and international organizations to build their capacities to address humanitarian crises.
- Reduce world hunger. Develop food security by prepositioning food stocks and taking other measures in areas of chronic shortage, particularly Africa.
- Ensure international protection and relief for refugees. In post-conflict situations, promote durable solutions to refugee crises and provide transition assistance. Help repatriate and reintegrate refugees and displaced persons. Address the underlying causes of large-scale illegal international migration.
- Reduce the impact of natural disasters through international emergency prevention and by deploying emergency response resources.
- Eliminate uncleared landmines that threaten civilian populations by the year 2010. Achieve a ban on antipersonnel landmines consistent with U.S. national security interests. Support demining programs.

EXTERNAL FACTORS AND ASSUMPTIONS:

- Intense and intractable conflicts, most of them internal, will continue to erupt around the world for the foreseeable future.
- The extent of conflict, and the degree to which the environment is permissive or conflictive, will determine the nature of international response to a crisis.

INDICATORS:

- Number of casualties and degree of damage resulting from humanitarian crises.
- Number of people in refugee status.

STRATEGIC GOAL: ENVIRONMENT

Secure a sustainable global environment, and protect the United States and its citizens from the effects of international environmental degradation.

NATIONAL INTEREST:

The global environment has a profound and increasing impact on the United States. Pollution crosses borders and oceans, affecting the health and prosperity of Americans. Competition for natural resources can lead to instability and conflict, threatening security, economic, and other U.S. interests. In addition, value protection of the environment both at home and globally for its own sake.

STRATEGIES:

- Stabilize greenhouse gases in accordance with the Kyoto Protocol. Regulate the production, use, and trade of hazardous chemicals. Rebuild depleted fish stocks and reduce land-based sources of ocean pollution by 2010. Maintain biodiversity by halting the destruction of forests and protecting critical ecosystems.
- Develop specific objectives and a USG-wide strategy for managing international environmental issues. Take the environment into account when negotiating trade and other agreements. Use public diplomacy to build international understanding and support for protecting the environment.
- Conclude key multilateral negotiations, giving priority to climate change, toxic chemicals, forestry, and biodiversity. Improve the implementation of international oceans and environmental commitments.
- Strengthen bilateral dialogues with key countries, focusing on China, Russia, Brazil, India, Japan, Korea, Canada, Mexico, the United Kingdom, Germany, and the European Union. Promote regional cooperation on transboundary environmental issues.
- Use development assistance to improve the capabilities of developing countries to reduce environmental degradation. Improve coordination on the environment with countries and international financial institutions that provide development assistance. Reform and reinvigorate UN and other multilateral institutions, as well as mechanisms to more effectively address international environmental problems.
- Work on environmental issues with and through the scientific community, private sector, and NGOs. Utilize science and technology mechanisms, such as cooperative agreements and programs, and participate in international commissions to further scientific cooperation on environmental issues.

EXTERNAL FACTORS AND ASSUMPTIONS:

- Left unaddressed, global environmental degradation will have an increasingly negative impact on security, prosperity, and health.
- Actions in the United States and several other key countries have a disproportionate global impact on the global environment.

INDICATORS:

- Levels of world fish stocks and ocean pollution.
- Alterations in land use, including desertification, deforestation, loss of wetlands, and silting of waterways.
- Number of bird species.
- Carbon dioxide emissions.
- Atmospheric nitrogen levels.
- Availability and purity of fresh water.

STRATEGIC GOAL: POPULATION

Stabilize world population.

NATIONAL INTEREST:

Stabilizing world population is vital to long-term U.S. interests. Rapid population growth undermines stability and economic and social progress, and can contribute to environmental degradation in many developing countries. Population stabilization that is grounded in human rights – especially for women – promotes democracy, reduces poverty, and leads to a healthier work force, all of which helps create a more stable global arena in which to advance U.S. interests.

STRATEGIES:

- Implement the Program of Action from the International Conference on Population and Development (the Cairo Conference or ICPD). Mobilize foreign government commitment and resources to achieve a comprehensive approach to family planning, reproductive rights, stabilizing population, and closely related health concerns.
- Work with governments to help them achieve their own population and development goals. Focus on those countries with large populations and high fertility rates, or smaller countries where other U.S. strategic or humanitarian interests are involved.
- Promote the rights of couples and individuals, especially women, to determine freely, responsibly, and without coercion the number and spacing of their children.
- Support programs, particularly in countries with unmet needs, to achieve universal access to family planning and other reproductive health services by 2015. Support programs in education for women and girls, maternal and child health, and status of women. Foster involvement of NGOs and civil society in population and related activities.

EXTERNAL FACTORS AND ASSUMPTIONS:

- World population will increase from 6 billion to at least 7.8 between 1999 and 2025.
- About 98 % of population growth will occur in developing countries where capacities to sustain high growth rates are the lowest.
- The ICDP Program of Action retains broad international support and other donors expand their investments.

INDICATORS:

- Total fertility rate.
- Female education rates.
- Contraceptive prevalence rates.
- Maternal and infant mortality and morbidity rates.

STRATEGIC GOAL: HEALTH

Protect human health and reduce the spread of infectious diseases.

NATIONAL INTEREST:

The United States has direct interests in safeguarding the health of Americans and in reducing the negative consequences of disease worldwide. Epidemics can directly threaten public health in the United States. Unhealthy conditions elsewhere in the world increase the incidence of disease, increase human suffering, and retard development. Humanitarian values lead Americans to support improvements to global health, even in the absence of other direct interests.

STRATEGIES:

- Control epidemic and mortal diseases. Strengthen international health surveillance, early warning, and response networks. Promote and sponsor medical training and scientific research for new medical treatments through bilateral and multilateral organizations. Further scientific cooperation on health issues.
- Increase international communication and cooperation to fight disease. Develop and coordinate a sustained effort to enlist support from other nations, international bodies, and the private sector to raise the level of priority accorded to HIV/AIDS and other infectious diseases. Launch diplomatic initiatives to increase foreign government commitment to combating HIV/AIDS and other infectious diseases.
- Encourage investment in basic health in developing nations. Expand environmental health programs and strengthen public health infrastructure to combat new and reemerging diseases. Support NGO and PVO capacity to improve health delivery systems.
- Emphasize maternal health and child survival in target countries, generally through programs closely linked to population and family planning.
- Reduce the spread of animal diseases and pests that are risks to human health.

EXTERNAL FACTORS AND ASSUMPTIONS:

- NGOs, PVOs and multilateral development institutions will play increasingly important roles in combating disease, but USG and other donor leadership will remain essential.
- New and emerging diseases will remain a critical global health challenge.

INDICATORS:

- Mortality rates.
- Rates of illness/death by disease.