

**OVERVIEW OF THE
DEPARTMENT OF STATE
PERFORMANCE
REPORT**



Overview of the Department of State Performance Report: National Interests, Strategic and Performance Goals

The following discussion presents the program accomplishments achieved in 2000 within the framework of the Department's Strategic Plan and Performance Plan. The seven National Interest Statements explain why the Department pursues the strategic and performance goals on behalf of the American people. Within each National Interest, the Strategic and Performance Goals present what the Department wants to accomplish. The Outcome Desired is what the Department wants the end result to be.

NATIONAL INTEREST

NATIONAL SECURITY

STRATEGIC GOAL: **Regional Security—**

Ensure that local and regional instabilities do not threaten the security and well-being of the United States or its allies.

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.

The strategy for achieving this goal is to maintain effective working relationships with leading regional countries using defensive cooperation through alliances, military assistance, and defense trade controls to help prevent, manage and diffuse regional conflicts. To decrease the potential of future conflicts, the United States may seek imposition of sanctions on violators of international norms of behavior. Building a consensus among the foreign community that the U.S. is an important participant in the international peacekeeping process is also essential for resolving regional conflicts.

PERFORMANCE GOAL: The Department of State will minimize factors inhibiting implementation of the Good Friday peace agreement.

OUTCOME DESIRED: Great Britain, Ireland and Northern Ireland implement the Good Friday 1998 Peace Agreement



Belfast, Ireland

Executive prepared the budget. Additional progress was made in May when the Irish Republican Army (IRA) stated it would put its arms “completely and verifiably” beyond use and an initial inspection of an IRA arms dump took place.

Supported NATO Efforts.

The Department supported U.S. interests in NATO by promoting new members, cooperating through Partnership for Peace and improving NATO-Russian relations. NATO has successfully integrated three new members—Poland, Hungary and the Czech Republic. This has the effect of erasing Cold War dividing lines and advancing the Department’s goal of a whole and free Europe.

For those states that have not attained or sought NATO membership, the Partnership for Peace and the Euro-Atlantic Partnership Council have provided multiple avenues for practical political-military cooperation and dialogue and have contributed enormously to Euro-Atlantic security. NATO has made significant strides in building a strong, stable and enduring partnership with Russia through the framework of the Permanent Joint Council. Although opposed to NATO involvement in Kosovo, Russia continued to cooperate with NATO in maintaining peace in Bosnia and Kosovo. In addition, the scope of consultations between Russia and NATO has expanded to include theater missile defense, environmental protection, scientific and defense policy issues.



Czech Guards

While the primary responsibility for implementation of the Good Friday Accord (GFA) lies with the British and Irish governments and the parties to the agreement, active U.S. involvement and support has been critical to the success of the GFA. The Department’s target was to promote the full and effective functioning of the Northern Ireland elected Assembly and (administrative) Executive, as well as North-South institutions and to continue progress on the decommissioning of arms.

This year, GFA institutions, including North-South bodies, were established and became functional. Power was devolved to the Northern Ireland Assembly and the

Continued Peacekeeping Efforts. Bosnia and Herzegovina continued to make progress under the Dayton Accords. The NATO-led Stabilization Force reduced its manpower by one-third without a decline in public security. The number of minority refugees returning increased by two-thirds over the previous year, advancing the aim of reversing ethnic cleansing.

Continued Peace Talks. Israeli and Palestinian representatives continued to meet to discuss a Framework Agreement for Permanent Status. During the Camp David Peace Summit in July, Prime Minister Barak and PLO Chairman Arafat directly confronted and discussed the most difficult issues between them, including the status of Jerusalem and the right of return of Palestinian refugees. Despite marathon sessions and the achievement of understanding on certain issues, the summit ended without an agreement. However, progress was made in southern Lebanon, when Israeli troops were withdrawn, ending a 22-year occupation.



View of a cemetery in Sarajevo that used to be a soccer field. The white headstones are for Muslims and the gray are for Orthodox Serbs.

**STRATEGIC GOAL: Weapons of Mass Destruction—
Eliminate the threat to the United States and its allies from
weapons of mass destruction.**

The most serious threat to U.S. security is the possible use of weapons of mass destruction and the missiles that deliver them to the U.S. population or U.S. forces. The Department of State shares the lead responsibility for nonproliferation policy with the Departments of Defense and Energy, has the lead responsibility for arms control and verification policy, and coordinates policy implementation.

The Department's activities, which have grown substantially since the 1999 integration of the former Arms Control and Disarmament Agency, include efforts to deny materials and technology to proliferators, reduce strategic offensive arms, tactical nuclear weapons, stockpiles and infrastructure, prevent and contain WMD and missile programs in key countries and regions through various means including negotiating and implementing multilateral agreements. The Department also develops effective treaty verification regimes and verifies compliance with agreements.

PERFORMANCE GOAL: The Department of State will negotiate and implement with Russia and other NIS countries the framework of treaties, agreements and controls that will enable them to prevent WMD proliferation.

OUTCOME DESIRED: Russia and other NIS countries do not contribute to the proliferation of WMD materials, weapons, expertise, technologies or delivery systems.

The Department was successful in expanding the installation of Internal Compliance Programs (ICPs) in entities of particular concern (e.g. aerospace and nuclear industries). Dozens of Russian and Ukrainian high-tech enterprises received first-stage ICP training and several enterprises participated in product classification training.



Uranium facility at Chkalovsk, precious metal upgrading facility and pumping station.

Provided Disarmament Assistance for Russia. The Department of State continued to support Russia's efforts to protect, store, and account for its nuclear materials. The International Science and Technology Centers, located in Moscow and Kiev, are intergovernmental organizations funded by the U.S., EU, Japan, Republic of Korea, Norway, and Canada. The Centers have funded civilian work by over 30,000 former Soviet WMD specialists to reduce their incentives to assist countries of concern. Some projects are now moving to commercialization and permanent transition out of weapons work. The Centers engage former scientists in Russia, Ukraine, Belarus, Kazakhstan, Uzbekistan, Kryghyzstan, Georgia, and Armenia.

On June 4, 2000, the U.S. and Russian Presidents announced agreement on the disposition of 68 metric tons of weapon-grade plutonium withdrawn from their respective nuclear weapons programs. This agreement assures that plutonium will be changed into forms unusable for

nuclear weapons and that it will never again be used for military purposes. On September 6, the two Presidents agreed to discuss missile and missile technology proliferation threat issues and the political and diplomatic measures to use to combat proliferation.

Provided Export Control Assistance. The Department of State assistance strengthened NIS countries' export control laws, regulations, and enforcement through training programs, technical exchanges, and provision of enforcement equipment. The Department's key focus with Russia was helping Russian nuclear, aerospace, and industrial entities establish internal control programs to ensure that they comply with Russian export controls and improve the enforcement of export control laws and regulations. The Department has continued to pressure Moscow to halt the transfer of sensitive nuclear and missile material and technology to Iran and other states of concern.

In South Asia, the Department began an export control assistance program with India to help prevent unauthorized transfers of proliferation concern and continued dialog with Pakistan on its export control program. As a result of consultations between senior Department officials and Indian and Pakistani counterparts, both countries pledged to maintain their moratoria on nuclear testing until the Comprehensive Nuclear Test-Ban Treaty enters into force, expressed a willingness to work toward signature, and agreed to support negotiations for a Fissile Material Cut-Off Treaty. They also took concrete steps to strengthen export controls. However, neither country made substantial progress toward meeting the other benchmarks outlined in UN Security Resolution (UNSCR) 1172, designed to prevent a nuclear arms race in the region.



Control center panels for the BN-350 Breeder Reactor at Akhtau, Kazakhstan.



DF-21 Surface to Surface Missile as seen at the Chinese Communist Party's 50th Anniversary Parade, Beijing, China

Constrained the Proliferation of Weapons.

In November 1999, the U.S. and China announced a new arrangement under which China committed not to assist, in any way, any country in the development of Missile Technology Control Regime-class ballistic missiles, and to enact at an early date, comprehensive missile-related export controls. Full implementation of these commitments would resolve the problem of Chinese missile-related exports and would substantially impede the Iranian and Pakistani missile programs.

In October 2000, North Korea reaffirmed its missile launch moratorium, first announced in September 1999. During Vice Marshall Jo's visit to Washington in October, the two sides agreed on "the desirability of greater transparency in carrying out their respective obligations under the Agreed Framework." The joint communiqué issued at the conclusion of the visit also noted that U.S. concerns about the underground site at Kumchang-ni, which U.S. experts visited in May 1999 and May 2000, had been removed.



View from the United Nations Observation Post 56 of the "Area of Separation," Syria, Golan Heights



View of the Main Entrance to the "Area of Separation" (UNOP56) showing 3 UN Guards. Syria, Golan Heights

On December 17, 1999, U.S.-led negotiations resulted in a new UNSCR 1284 which established the United Nations Monitoring, Verification and Inspection Commission (UNMOVIC). But there has been little progress toward getting UNMOVIC on the ground in Iraq. Although Iraq has refused to allow UN inspectors to resume their work, the UNMOVIC Executive Chairman has made great progress, with U.S. support, in staffing and training his organization. The United States continued to pressure the other permanent members of the Security Council, allies and regional partners to force Iraq to live up to its UNSCR obligations, while countering Iraq's campaign to undermine UN sanctions.

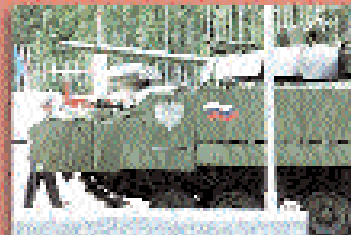
Promoted Nonproliferation Treaties. Arms control initiatives played a critical role in responding to the potential WMD threat emanating from Russia, the NIS, and other regions as well. The following summarizes the Department of State's work in key WMD treaties during 2000:

- Strategic Arms Reduction Treaties (START): The Parties continued to reduce their strategic nuclear offensive arms to meet the START I Treaty ceiling of 6,000 deployed warheads by the December 2001 deadline. Russia ratified the START II Treaty in May 2000. Russia and the U.S. conducted preliminary discussions on further reductions under a START III treaty.
- National Missile Defense (NMD): The USG initiated a regular pattern of consultation with Allies to build greater appreciation of the threat and the need to respond to it. The Department discussed with Russia the need to negotiate changes to the Anti-Ballistic

SA-12 Surface to Air Missile System deploying for the spectators as seen during the Ural Arms Exhibition. Nizhny, Russia



BMP-3 Infantry Fighting Vehicle (IFV) with KD3 "Box" Armor as seen during the Ural Arms Exhibition. Nizhny, Russia



Iskander-E Short Range Ballistic Missile (NATO name SS-26 Iskander) deploying for spectators at the Ural Arms Exhibition. Nizhny, Russia



Missile Treaty necessary to permit deployment of a limited national missile defense. Russia has not yet been willing to engage in such formal negotiations. On September 1, the President announced that the U.S. would not deploy a limited national missile defense system at this time, but that NMD development and testing would continue.

- Chemical Weapons Convention (CWC): In 2000, 14 additional states ratified or acceded to the CWC. The U.S. submitted its industry declarations and inspections of the U.S. chemical industry began.
- Comprehensive Nuclear Test-Ban Treaty: In October 1999, the Senate rejected the Treaty.

ECONOMIC PROSPERITY

STRATEGIC GOAL: Open Markets—Open foreign markets to free the flow of goods, services, and capital.

America prospers when other countries prosper. In promoting open markets, increased exports, global economic growth, and growth in developing and transition economies, we are promoting American prosperity. Since the end of the Cold War, economic issues have become increasingly important in international affairs. Political stability is linked to long-term economic growth and prosperity. America's economy has become increasingly integrated with the global economy with the United States the largest exporter in the world of farm products, manufactured goods and services. Globalization offers vast new opportunities – biotechnology promises scientific and medical advances to feed the hungry and save millions of lives. The information revolution can promote faster economic growth and encourage individual freedom.

PERFORMANCE GOAL: Expand the scope and coverage of regional, multilateral, and bilateral trade and investment arrangements involving the United States to include new countries and industry sectors, and continue to seek liberalization and market access in the telecommunications and aviation sectors.

OUTCOME DESIRED: Markets in every country are open to American goods, services, and investment, with a level playing field that allows the United States to compete effectively.

The Department of State's target was to expand World Trade Organization (WTO) membership, increase the number of Open Skies agreements, and increase U.S. telecommunications and information technology equipment sales.



View of a radio relay tower on the west side of the Suez Canal, Egypt.



Souk in Riyadh, Saudi Arabia.

During the first quarter of the year, the Department participated in intensified negotiations to launch a new WTO round of talks. A number of new countries have become WTO members: Georgia, Croatia, Lithuania, Albania, and Moldova. Talks to bring China into the WTO entered their final phase with the passage of Permanent Normal Trade Relations (PNTR) for China. Discussions continued with Russia, Saudi Arabia, and Ukraine on WTO entry and adoption of multilateral trade regime disciplines.

The Department's market-oriented Open Skies initiative yielded agreements with 12 new countries (performance target of five), bringing the total number of agreements to 47 in 2000. This model is now the template for civil air agreements worldwide. In addition, the Department negotiated a liberal civilian air agreement with Colombia, an "all cargo" Open Skies accord with Australia, and a circumpolar routes agreement with Russia.

The Department of State marshaled USG efforts to win major advances for U.S. telecommunications interests overseas. The Department led the U.S. delegation to the 2000 World Radio Conference that put government and civilian users of radio spectrum in a strong position to provide cutting-edge communications services. Americans will soon enjoy coast-to-coast compact disc-quality radio programming as a result of the Digital Audio Spectrum agreement with Mexico. American telecommunications and information technology equipment sales grew faster than projected, from \$123 billion in 1999 to \$135 billion in 2000. Foreign operations revenue of U.S. telecommunications service providers also grew from \$4.4 billion in 1999 to \$4.8 billion in 2000.

Expanded Trade Agreements. The Department of State played a critical role in successful trade initiatives during the year. The Department worked with other USG agencies and the Congress to secure passage of the African Growth and Opportunity Act and to implement its provisions, to negotiate a sound framework for PNTR, and to sign a bilateral trade agreement with Vietnam. In addition, we launched talks on a Free Trade Agreement of the Americas.

A major element of opening world markets involves negotiating anti-bribery and anti-corruption regimes. During the year, the Department led the successful effort to bring the Organization of Economic Cooperation and Development anti-bribery convention into force. The convention has been ratified by 25 countries.

Promoted Biotechnology. The Department marshaled scientific, economic, and public diplomacy resources to promote a science-based and rules-based approach to the use of food and medicines with genetically modified organisms. The biotechnology industry is potentially



Old Town section of Shanghai, China.

worth billions of dollars in U.S. exports – particularly corn, soybeans, and cotton. U.S. exports of biotech corn, soybeans, and cotton alone were over \$6 billion in 2000, and the potential for growth is substantial. The Department will continue to build an international coalition that recognizes how biotechnology can foster sustainable development and feed millions who otherwise would go hungry.

Promoted Energy Trade. The Department of State worked successfully with the Department of Energy and others to ensure a rational approach to the international supply of energy and to remove barriers to energy trade. The Department is working to aid in the development of new pipelines in the Caspian Basin, and helped open Venezuela's oil sector to over \$5 billion in direct U.S. investment.



Lagoven Facility located off the Auto Pista Caracas La Guaira, Venezuela.

In addition, the Department worked with its partners and major oil producers to maintain adequate supplies and sufficient reserves. Although the performance target had been for 23 of 24 oil-consuming countries to maintain 90-day stocks, only 19 achieved this level by the end of the year. Since oil prices have risen and world oil supplies have tightened during the year, some countries have chosen to defer replenishing their stocks and/or defer the expense of constructing new oil storage facilities.

STRATEGIC GOAL: U.S. Exports—Expand U.S. exports to \$1.2 trillion early in the 21st century.

As the world economy becomes more interdependent, trade will be increasingly important to the domestic economy and U.S. well-being, particularly in the high technology sectors of the U.S. economy. The 1997 National Export Strategy sets the goal of expanding U.S. exports of goods and services from \$800 billion in 1995 to \$1.2 trillion early in the 21st century. To accomplish this objective, the Department relies on a number of export promotion efforts such as advocacy, finance, and public diplomacy. This is especially effective in fast-growing, emerging markets such as Mexico, Brazil, China, Korea, and India. In addition, export promotion can be increased by reaching out to small- and medium-sized firms to provide in-country assistance and to encourage development of markets for their products overseas.

PERFORMANCE GOAL: Focus U.S. Government export promotion efforts on best international market prospects.

Outcome Desired: Expand United States exports to higher levels by 2001, thus generating more and better jobs at home for Americans.

U.S. goods exports rose from \$686 billion in 1999 to \$765 billion in 2000, an increase of 11.5%. This exceeded the Department's performance target of \$720 billion. Service exports continued to grow faster than merchandise exports, continuing a trend that began in the mid-1980s.



Ad near metro (subway) station, Tashkent.

Promoted U.S. Interests. The Department of State advocated for dozens of U.S. companies, helping win billions of dollars in contracts that boost American jobs and prosperity. The Department provided over \$400,000 in annual grants to help develop U.S. export and investment opportunities in new markets. In addition, the Department of State led an intensified dialogue with the European Union that led to agreements on data privacy worth billions of dollars, Mutual Recognition Agreements in sectors worth over \$50 billion, and the enhancement of vibrant transatlantic dialogues with business, environmental, and consumer groups. In Morocco, Royal Air Maroc agreed to purchase 22 new Boeing aircraft valued at more than \$1.1 billion while the United Arab Emirates agreed to buy 80 F-16 fighters worth \$6.4 billion.

Negotiated Treaties. A key aspect of U.S. export promotion strategy is negotiating bilateral investment treaties that reduce foreign barriers to U.S. goods, services and capital investment. During the year, the Department of State placed greater emphasis on securing Senate ratification of treaties already negotiated in order to gain maximum benefit for U.S. companies. The Senate ratified ten new investment treaties during this year. The Department led bilateral investment consultations to reduce investment barriers with eight countries and engaged in preparatory discussions with approximately 12 countries.



Tile mural at a McDonald's in Macau, China.

STRATEGIC GOAL: Global Growth and Stability—
Increase global economic growth and stability.

To increase global economic growth and stabilize economic crises when they occur, the Department encourages countries that have a major impact on the global economy to adopt market-oriented investment, legal, and regulatory reforms. Countries are also encouraged to establish public-private partnerships to take advantage of private sector expertise and demonstrate private sector commitment to a country or region. Also, strengthening the International Monetary Fund and other international financial institutions to achieve regional financial stability, a key ingredient to global economic growth, can facilitate reform.

PERFORMANCE GOAL: Other countries and international financial institutions adopt policies designed to achieve global financial stability and restore economic growth.

OUTCOME DESIRED: Broadly based economic growth occurs in all countries.

The Department of State's leadership, in cooperation with Treasury, and international economic organizations has helped put good governance, environmental sustainability, poverty reduction,

and social safety nets at the heart of development strategies. Economic growth and political stability are mutually reinforcing. The Department played a critical role in efforts to promote economic integration and recovery in Southeast Europe, Africa, and the Caribbean Basin.

With Treasury and the Congress, the Department negotiated partial payment of arrears to International Financial Institutions. However, at the end of 2000, within the World Bank Group, U.S. arrears to the International Development Authority were \$32.1 million, and to Multilateral Investment Guarantee Agency were \$6 million. U.S. arrears to the Global Environment Facility were \$204.2 million.



View of a market in Nouakchott, Mauritania.

STRATEGIC GOAL: Economic Development—Promote broad-based growth in developing and transitional economies.

Strong economies contribute to regional stability and democracy, while paving the way for more open markets for U.S. exports. Working with International Financial Institutions and other USG agencies such as Treasury, the Export-Import Bank, and Department of Commerce, the Department of State promotes policy reforms that lead to open markets and pluralistic societies in developing and transition economies. Particular emphasis was placed this year on four priority democracies – Nigeria, Indonesia, Ukraine, and Colombia.

PERFORMANCE GOAL: Developing and transitional economies make the necessary policy changes to create policy environments capable of supporting sustained economic growth.

OUTCOME DESIRED: Developing and transitional economies achieve sustainable economic growth, establish or strengthen market-based economic structures, become full members of the world economy, and eventually provide markets for United States exports.



“Little India” Flower Merchants. Kuala Lumpur, Malaysia.



View of a souvenir booth on St. Andrew's Street, Kiev, Ukraine.

The Support for Eastern European Democracy (SEED) program assists countries in the region to continue their successful transition from communism to market democracies. SEED efforts have focused on democratization, building a free and independent media, anti-corruption and private sector development. This year, the Department had a target to have Bulgaria, Romania, and Croatia complete the SEED program. However, no countries completed the SEED program and none are expected to in the immediate future. The United

States is extensively engaged in urging the seven remaining SEED countries (of the initial 15) to undertake the reforms necessary to complete the program.

Supported Development Banks. The Department works closely with multilateral and regional development banks to promote growth in developing economies. Adequate funding for these institutions is crucial to U.S. international economic and political interests. Unfortunately, congressional funding for Multilateral Development Banks did not materialize and USG arrears grew from \$310 to \$451 million by the end of the year. U.S. arrears to regional development banks at the end of 2000 was as follows: \$98.8 million for the Inter-American Development Bank, \$100 million for the Asian Development Bank, \$131 million for the African Development Bank. U.S. arrears for the Global Environmental Facility were \$204 million.

AMERICAN CITIZENS AND U.S. BORDERS

Americans will continue to travel and reside abroad in large numbers. When they encounter emergencies they cannot handle on their own (political unrest, natural disasters, accidents, terrorist attacks, crime, illness, or legal problems), they turn to the network of U.S. diplomatic and consular posts for help and protection.

The Department of State assists Americans who travel and reside abroad by providing a wide variety of consular services as well as citizenship and identity documents such as passports and reports of birth abroad. When U.S. citizens encounter emergencies, the Department of State officers help ensure that they receive assistance and protection. Following are some key accomplishments realized in 2000 towards the achievement of this goal.

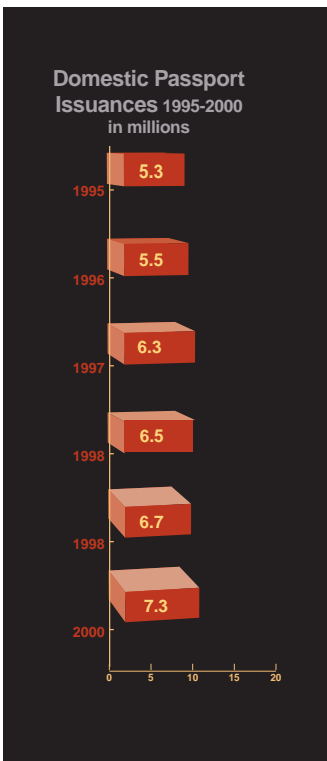
STRATEGIC GOAL: **American Citizens**—Enhance the ability of American citizens to travel and live abroad securely.

The protection and welfare of Americans overseas is a top priority of the Department of State. Approximately 3.2 million Americans reside abroad, and Americans make more than 54 million trips outside the U.S. each year.

PERFORMANCE GOAL: **The Department of State will provide American citizens services knowledgeable, efficiently, and courteously.**

OUTCOME DESIRED: **U.S. citizens will have the information and services they need to travel and reside abroad.**

Disseminating Information Using the Internet. The Department has been successful in disseminating information on consular services and travel safety using the Internet. The Department of State's goal is to have the web site average 150,000 "hits" per day and 95% of users finding the information helpful.



The consular portion of the Department's web site averaged approximately 240,000 "hits" per day which is over 87 million "hits" during the year. This is 31 million more than in 1999. Ninety percent of users found information helpful. Those who did not find the information helpful indicated that their dissatisfaction stemmed from an inability to get their questions answered by telephone, an unwillingness or inability to call the passport information 900 number, and the absence of a listing of the winners of the Diversity Visa (DV) lottery. The Department strives for continual improvement in the web site and has planned enhancements, such as on-line status checks, to reduce such complaints. More features were added including a new section on traffic safety and road conditions abroad, a visa reciprocity table, an interactive non-immigrant visa form as well as an updated passport services section. The consular portion of the Department's web site earned a place on Government Executive magazine's list of the 16 "Best Feds on the Web," honors from Forbes.com ("The most concise and authoritative resource online for information on international adoption.") and Galaxy.com ("Top 10 Travel Web Sites").



Registan—one of the Madrasahs. Samarkand, Uzbekistan

Reduced Child Abduction Caseloads. The Department has made substantial progress in reducing the workload per officer to left-behind parents in child abduction cases. In 1994, the Department created the Office of Children's Issues as the focal point of federal efforts on international parental child abduction and international adoption issues. During 2000, the Department increased staffing from 11 to 26, improving the ability to help these children and better serve parents. New liaison positions with the National Center for Missing and Exploited Children and outreach and customer services have relieved abduction case officers to focus on working cases.

Improved Passport Service. In the first government-wide customer satisfaction survey, the Department's services to passport applicants scored high in all of the areas measured: information accessibility and usefulness, professional behavior of employees, convenience and timeliness of the application process, and the value of the passport. The survey showed the service passport customers received exceeded their expectations and the majority of customers with previous passport experience were more satisfied than they were two years ago. The Department's American Customer Satisfaction Index score of 73 on a scale of 1-100 was two points higher than the norm for private-sector service industries and more



Women in Market Urgenj, Uzbekistan.



Pakistani border security troops at Wagah border crossing during a flag ceremony on Pakistan Defense Day.

than six points higher than the aggregate score for the federal government. The consortium that produced the Index (the University of Michigan Business School, Arthur Andersen, and the Federal Quality Consulting Group) considered the results excellent.



View of the entrance to “The Treasury” in the ancient city of Petra, Jordan.

Continued Support of Americans Abroad. The Department takes its responsibility very seriously to inform those U.S. citizens traveling or residing abroad of potential risks to their safety. The Consular Information Program alerts the public to problems they may encounter abroad. A Consular Information Sheet is issued for every country, providing travelers with basic information. Travel Warnings and Public Announcements are issued when Americans should avoid travel to or use caution in certain countries and to alert them to dangerous situations. During the year, the Department of State issued 40 Travel Warnings and 138 Public Announcements. Consular officers abroad assisted U.S. citizens when they most needed help.

During the year, the Department worked on 6,500 death cases, and 2,500 arrest cases, made 5,000 prison visits, and responded to 187,000 welfare/whereabouts inquiries. The Department also helped in 3,300 illness or injury cases and 495 medical evacuations, granted \$539,889 in repatriation loans to 654 people, provided \$55,981 in Emergency Medical and Dietary Assistance Loans and transferred \$1,379,417 from family, friends, and other non-governmental sources to 692 destitute citizens abroad.

In addition, the Department assisted in 18,541 international adoptions, registered the presence of 2,029,450 American citizens overseas, protected property and estates 42,000 times, answered 2,173 Congressional inquiries, issued 44,222 Reports of Birth and 277,535 passports overseas, processed 292,241 notarial and judicial cases and assisted in the payment of over \$2.8 billion in federal benefits to more than 4.3 million overseas beneficiaries.

STRATEGIC GOAL: Travel and Immigration—Control how immigrants and non-immigrants enter and remain in the United States.

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 Department of State shares responsibility with the Department of Justice’s Immigration and Naturalization Service (INS) for administering U.S. immigration laws fairly and effectively. U.S. consular officers provide for the lawful entry of persons who seek to enter the U.S. either temporarily or as immigrants. Consular screening helps to prevent terrorists, narcotics traffickers, and other criminals from entering the United States. Consular officers employ special techniques and technologies, such as machine-readable documents, biometric indicators, and sophisticated namechecks, to expedite lawful entry, identify criminals and terrorists, and inhibit illegal immigration.

PERFORMANCE GOAL: Replace approximately 5.5 million Border Crossing Cards by October 1, 2001 without disrupting cross-border travel.

OUTCOME DESIRED: All persons using Border Crossing Cards to enter the United States after October 1, 2001 will use a card issued after April 1, 1998.

The Border Biometrics Program is the Department's effort to comply with Section 104 of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 which requires that every Border Crossing Card (BCC) issued as of April 1, 1998, contain a biometric (a fingerprint) and be machine-readable. The goal is for all existing cards, estimated at 5.5 million, to be replaced.

The Department began accepting applications for biometric cards on April 1, 1998, in Ciudad Juarez, Mexico with 11 additional posts being brought online over the next two years. By June 2000, all 12 posts countrywide were processing BCC applications. In addition, consular officers process applications at four locations along the border using a portable BCC enrollment system. Visa officers in Mexico adjudicate the applications, then electronically forward the data to INS. Three INS card production facilities produce the cards in the U.S. and return them to Mexico for delivery to the applicants.

Results of the Border Biometric Program have been largely successful. Since the inception of the program, replacement of the existing cards has been accomplished without negatively affecting cross-border trade and travel.

However, it is not likely that all 5.5 million cards will be replaced by October 1, 2001. Replacing the existing BCCs has been difficult due to an unanticipated initial surge in first-time applications, a reluctance to apply too far in advance of the deadline, an initial suspicion that if the application were refused that the old card would be confiscated, and a reluctance of distant applicants to visit the consular offices.

To improve the process, the Department is developing a pilot program to produce cards at posts in Mexico. Local production would shorten the time required to get cards to applicants, eliminating the need to issue temporary visas to first-time applicants, and reduce transit time and risk of loss. The operational prototype is planned to be ready in spring 2001.

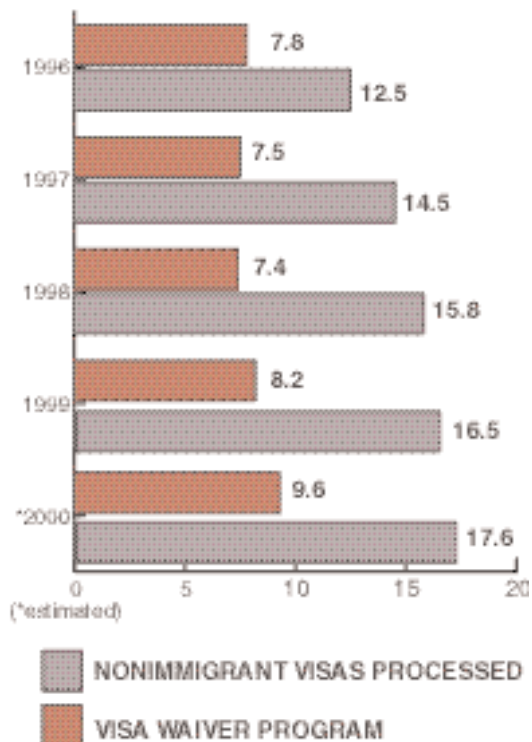
Expanded Visa Waiver Program. Legislation to make the Visa Waiver Program (VWP) permanent was signed by the President on October 30, 2000. The VWP allows visitors from 29 countries to enter the U.S. for business or pleasure up to 90 days without a visa. This program allows the Department to concentrate precious resources in those countries where cases are more complicated or difficult due to fraudulent or terrorist activities.

The U.S. continues to be an attractive destination for foreign tourists, and 9.6 million nonimmigrant visas were processed during the year. Immigrant visa workload totaled over 669,000 applicants. Posts electronically provided 55% of the issued immigrant visa data to immigration inspectors at 16 major ports of entry.

Streamlined Visa Processing. A number of steps have been undertaken to improve and streamline immigrant and nonimmigrant visa processing:

National Visa Center Review Program. An applicant's failure to present a properly completed Affidavit of Support was one of the primary causes of delays in immigrant visa processing. For applicants at certain high-volume immigrant visa-processing posts, the National Visa Center (NVC) at Portsmouth, NH, reviews the form and the supporting documents and advises the

Nonimmigrant Visa Program (In Millions)



petitioner of any missing documentation or errors. In 2000, the Department added four posts (Bogota, Port au Prince, Tirana, and Guangzhou) to the NVC review program. With 10 posts now participating, 44% of all immigrant visa applications go through the review process.

Immediate Relative and Fiancé(e) Visas. Section 237 of the 2000-2001 Foreign Relations Authorization Act directed the Department of State to establish a policy under which immediate relative and fiancé(e) visas are processed within 30 days of receipt of the necessary information from the applicant and the INS. Congress also required that the Department establish policies to process family preference immigrant visa cases within 60 days of the receipt of all necessary documents. The Department produced the first annual report to Congress on the 30/60-day processing guidelines in May 2000.

Expanded Diversity Visa Program. The annual DV lottery is conducted under the terms of Section 203(c) of the Immigration and Nationality Act and allows up to 55,000 persons from nations that are under-represented in terms of migration to the United States, to qualify each year for immigrant visas. From October 4 through November 3, 1999, the National Visa Center (NVC) at Portsmouth, NH, registered approximately 11 million qualified entries for the 50,000 immigrant visas available in 2001 under the diversity visa program. To handle the DV lotteries for 2002 and beyond, the Department developed the new Kentucky Consular Center. The site was identified, purchased, renovated and opened within a 10-month period while creating some 50 jobs in a region of Kentucky with historically high unemployment rates.



National Visa Center,
Portsmouth, NH

LAW ENFORCEMENT

STRATEGIC GOAL: Law Enforcement—Minimize the impact of international crime on the United States and its citizens

Transnational crime represents a growing threat to the prosperity and well-being of Americans. International criminal organizations have become increasingly global and sophisticated. Their prevalence and resilience affects U.S. interests in stability, immigration and democracy.

The Department works with foreign governments to prevent international crime and to enhance their ability to provide the U.S. with improved assistance to identify, investigate, arrest and prosecute international criminals.

PERFORMANCE GOAL: The Department of State will train foreign governments in the methods and techniques of combating international crime.

OUTCOME DESIRED: Foreign governments have the political will and institutional capabilities to conduct more effective programs to combat international organized crime.

Increased Training in International Law Enforcement. The International Law Enforcement Academies (ILEA) established in Bangkok, Thailand and Budapest, Hungary helped build relationships for U.S. law enforcement agencies and combat international crime. The Department's training programs at these and other overseas locations, encompass intellectual property rights, white collar crime, stolen cars, anti-smuggling, and anti-money laundering, protect U.S. interests and commerce.

Number of Training Course Participants

	<u>1998</u>	<u>1999</u>	<u>2000</u>	
			Target	Actual
ILEA Participants	1,112	1,629	2,000	2,031
Non-ILEA Participants	3,568	8,278	8,500	8,686

This year, the Department began a partnership with the Government of Botswana to create an International Law Enforcement Academy in Gaborone that would initially serve southern Africa and eventually all of Africa. Scheduled to open late 2001, ILEA Gaborone will train police and judicial officers in basic police science and prosecutorial procedures and also provide specialized and advanced training courses to the untrained and deficient law enforcement agencies in an Africa faced with rampantly growing violent crime and transnational organized crime.

In addition, the Department funded 31 training courses through the Office of Overseas Prosecutorial Development, Assistance and Training for prosecutors and judges. Typical training courses included: Investigating and Prosecuting Public Corruption, International Asset Forfeiture and Asset Sharing, and Investigating and Prosecuting Transnational Organized Crime.

Supported International Crime Control. Since 1998, the Department began providing assistance to Hungarian authorities on developing a Task Force Against Organized Crime. This initiative has provided extensive training to Hungarian police and prosecutors. This year, the Department provided funding to support the continued training and procurement of equipment for the newly established Joint U.S.-Hungarian Task Force Against Organized Crime. The training will continue to emphasize interagency cooperation, case management and investigating/prosecuting organized crime.

Through the Organization of American States drug commission, the Department sponsored two conferences on youth gangs. The first explored the increasingly transnational nature of these gangs (e.g., the Salvadoran “Maras” which operate in both El Salvador and the U.S.) and identified recommendations on how governments can address this problem. The second conference provided training for government officials, police and non-government organizations that work with youth gang members, which included techniques for assisting youths at risk of being lured into gangs. A parallel youth crime prevention project was initiated in four secondary schools in Tijuana, Mexico and San Diego, California, based on a model curriculum piloted in Palermo, Italy and Hong Kong.



View of new truck tires recently smuggled in from Afghanistan to Pakistan. The new tires are being replaced with the old tires so that the new ones can be sold. Pakistan, Khyber Pass

The Department also spearheaded successful efforts to persuade our G-8 partners, through the Senior Expert Group on Transnational Organized Crime (Lyon Group), to establish a database within INTERPOL of some 5,000 East European Organized Crime figures and companies. The database has thus far promoted 15 investigations in various countries.

Treaties requiring the timely repatriation of stolen vehicles and aircraft were successfully negotiated with Guatemala, Costa Rica, and Panama. In addition, stolen vehicle treaties were completed with the Dominican Republic and Belize, both of which were ratified by the Senate. Similar negotiations continue with El Salvador, Honduras and Venezuela. Mexico has returned some 3,000 stolen vehicles a year to the U.S. Central American countries are also beginning to return increasing numbers of vehicles (including a stolen armored car from Nicaragua).



Ukrainian soldier in camouflage uniform. Ukraine

The Department funded assessments of three major border crossing points involving South Africa, Mozambique, Swaziland, and Tanzania to enhance the ability of southern African governments in the Southern African Development Community countries to improve border control capabilities against trafficking in narcotics, persons and small arms. These assessments will be followed in 2002 with training and technical/material assistance to improve border controls on both sides of these ports of entry.

Improved Human Rights. In June 2000, the Department funded the U.S.-Ukraine Regional Law Enforcement Workshop Against Trafficking in Women and Children to facilitate cooperation in investigating cases of trafficking and in safely repatriating Ukrainian victims

of trafficking. The workshop resulted in cooperation between Israel and Ukraine on an investigation of a trafficking case.

Department-funded programs, administered through the UN Center for International Crime Prevention, assisted the Philippines and Poland develop coordinated and comprehensive projects addressing the trafficking in persons. Both of these projects are components of the Crime Center's Global program against trafficking and will serve as pilot projects for implementation work on the trafficking protocol.

Promoted Anti-Money Laundering Programs. The Department of State funded and coordinated more than 80 bilateral anti-money laundering training programs in forty-plus countries during the year. The Department also funded a joint U.S.- Canadian anti-money laundering conference that attracted more than 100 participants from Pacific Rim countries. The Freedom Support Act designated countries of Russia, Kazakhstan, Kyrgyzstan, Tajikistan, and Turkmenistan received bilateral anti-money laundering technical assistance and training from the Department. The Department's Crime and Support for Eastern European Democracy (SEED) monies delivered anti-money laundering training to the Central European countries of the Czech Republic, Lithuania, Macedonia, and Romania.

STRATEGIC GOAL: Illegal Drugs—Reduce significantly from 1997 levels the entry of illegal drugs into the United States.

Most illegal narcotics consumed in the U.S. come from abroad. Control of this foreign supply must complement efforts to reduce drug use and its harmful consequences in the U.S.. The Department of State coordinates implementation of those elements of the National Drug Control Strategy that entail relations with or actions by foreign governments, or activities outside the U.S..

PERFORMANCE GOAL: The Department of State will train foreign governments in the methods and techniques of combating drug trafficking.

OUTCOME DESIRED: Foreign governments have the political will and institutional capabilities to conduct more effective programs to reduce the production of illicit drugs and their flow to the United States.

The strategy to reduce the availability of illegal drugs in the United States focuses on programs to eliminate their production at their source and to interdict drug shipments before they reach our borders. The Department applies the diplomatic measures required by the congressionally mandated annual Narcotics Certification process to identify the major drug-producing and transit countries and to encourage these countries to cooperate fully with the United States. Listed below by country is the progress being made by the Department in this effort.

South and Central America and the Caribbean

Colombia. The Department of State's Air Wing and the Colombia National Police (CNP) sprayed almost 42,000 hectares of raw coca and 9,000 hectares of opium poppy. This included a series of CNP campaign-style deployments (under the Department's supervision) to areas never before sprayed, including Norte de Santander and Tumaco, as well as eradication in the known heavy cultivation areas of Caqueta and the Guaviare. In addition, with government of Colombia's permission, the initial spray flights into the southeastern portion of the Putumayo area were conducted, using resources provided through the Plan Colombia Emergency Supplemental. The Department-funded UH-1N Helicopter Battalion continued to prepare for operational counterdrug missions due to additional funding through the Plan Colombia Emergency Supplemental Appropriation. The helicopter battalion provides air support to the two ground counterdrug battalions.



Helicopter support for counterdrug missions.

Peru. The Peruvian government responded favorably to all outstanding diplomatic notes on narcotics issues; committed additional police resources to eradication and interdiction operations; improved airport anti-drug programs; destroyed a second morphine production lab; and initiated unprecedented coordination and planning meetings to improve short-term operations and long-range strategy. Coca eradication, focused in the less secure valley production zones, has surpassed 6,100 hectares for the year, a 12% reduction. However, resistance to coca eradication by hard-core coca-growing communities and economically depressed areas slowed the scope of the total coca reduction this year.

Bolivia. Bolivia reached its target of eliminating the last of 7,500 hectares of remaining coca in the Chapare, and plans are under way to eliminate the illegal coca in Yungas, and reduce the amount under cultivation there for indigenous use to half the 12,000 hectares currently allowed by Bolivian law.



Coca field extension. Old growth coca. Arapata, Bolivia

Guatemala. During 2000, the Department's Air Wing ran a very successful interdiction deployment to Guatemala. At the request of the Guatemala Narcotics Affairs Section, a package of three UH-1N helicopters and one OV-10 Bronco fixed-wing aircraft executed a

120-day deployment and conducted illicit crop reconnaissance and aerial interdiction. The helicopter package was key in several successful cocaine busts.

Brazil. This past year Brazil implemented Operation Cobra, a government of Brazil plan to reinforce its presence in the border area with Colombia designed to prevent detrimental effects from possible spillover following implementation of Plan Colombia. Because control of transportation routes is essential to the plan, and due to a lack of overland transportation routes in the border area, it will focus on riverine and airborne transportation.



Seized poppy field. Guatemala

Nicaragua. Responding to an alarming increase in drug consumption, the Department assisted the government of Nicaragua in launching a demand reduction project this past year. The Department's future assistance will focus on supporting the national drug coordinator's office and various NGOs, including the Moravian Church.

Caribbean. The Caribbean Support Tender (CST), funded in part by the USG, was commissioned in September 1999 as a platform with a multinational crew to support Caribbean coast guards/navies. On its port calls throughout the region in 2000, the CST provided on-the-job training and technical assistance via ship repair and maintenance to strengthen Caribbean maritime interdiction efforts and in support of the 82-foot cutters donated to the Dominican Republic, Jamaica, and Trinidad & Tobago. The CST also provided hands-on training for the multinational crew provided by the Dominican Republic, the Bahamas, Guyana, and Trinidad & Tobago.

East Asia

Thailand. Thailand has continued a successful opium eradication project that in 2000 led to the second lowest cultivation and production since the U.S. began crop estimates in the mid-1980s. The eradication forces successfully destroyed 758 hectares cultivated in 2000, resulting in a net opium production of six metric tons for the second year in a row, which is less than one percent of Southeast Asian production.

Vietnam. The Department supported an advisory program that involved sending a Department of Justice attorney to Vietnam to assist the Vietnamese in drafting effective counternarcotics legislation. The draft legislation contains provisions allowing counternarcotics agents to use a broader range of law-enforcement tools and techniques, such as controlled deliveries, and enables Vietnamese and U.S. counternarcotics agents to work together effectively to apprehend, prosecute, and convict drug traffickers. The draft legislation was presented to the Vietnamese legislature in November 2000 for consideration.

South Asia

Pakistan. In 2000, the government of Pakistan reduced opium poppy cultivation from 1,570 to 515 hectares, and opium production declined from 37 metric tons to 11. Eight years ago, Pakistan was the world's third largest supplier of illicit opium, and now it has virtually eliminated poppy cultivation. Pakistan has shown remarkable purpose and political determination in this effort. The Department has supplied commodities and equipment and funded infrastructure developments such as road building, rural electrification, and water supply to encourage farmers to abandon poppy cultivation.

India. After a greatly expanded 1999 opium crop in India, the Department worked with Indian narcotics officials by providing vehicles and equipment to facilitate new initiatives for more comprehensive law enforcement. The Department of State also held discussions with senior Indian officials to ensure political support for these initiatives. India responded by dedicating additional personnel and equipment and significantly hampered the diversion of licit opium in the 2000 crop. India obtained an additional 300 metric tons of licit opium from farmers under similar weather conditions and nearly identical areas of cultivation.

Europe

The Department of State has engaged Europe in ongoing dialogue on countering trafficking and demand of illicit narcotics. The Department participated in the European Unions' Drug Strategy Conference in Belgium in February 2000 and the Council of Europe's Pompidou Group in Portugal in October 2000.

International Organizations

The Organization of American States antidrug commission carried out its Santiago Summit mandate this past year to design a hemispheric peer review system to evaluate anti-drug performance around the region. The resulting Multilateral Evaluation Mechanism provides a systematic and transparent approach to judging national performance in meeting the internationally-established standards and objectives of the UN Convention. The USG continued to use the United Nations Drug Control Program as a principal programming agency for illicit crop elimination and alternative development in countries such as Burma and Afghanistan where the U.S. is constrained for political reasons.

STRATEGIC GOAL: Counterterrorism—Reduce international terrorist attacks, especially on the United States and its citizens.

International terrorism continues to threaten U.S. interests around the world, and developing good working relationships with other countries is important in fighting the threat. The dangers to American citizens, civilian and military facilities and foreign policy interests, as well as the threat of the weapons of mass destruction continue to make terrorism a national security issue and law enforcement challenge. The Department of State works aggressively to thwart terrorists before they can get into striking distance, by curbing their funding, munitions, sanctuaries, and freedom of movement to target areas.

PERFORMANCE GOAL: The Department of State will train foreign governments in methods and techniques of combating terrorism.

OUTCOME DESIRED: Foreign countries will become full partners with the United States in countering terrorism.



Expanded International Cooperation and Training. The Department of State continued to strengthen the political will, international cooperation, and operational capability of friendly countries willing to participate in counterterrorism efforts. The Department's ATA program, which trains foreign officials, continued to expand as shown in the illustrative chart. Working groups were established with

Soldiers holding AK-74 5, #45mm Assault Rifles at the 8th Guards Army Corps Training Center in Minsk, Belarus.

Russia and India, while intensive bilateral exchanges continued with such key countries as Canada, Great Britain and Israel, and also with Australia in preparation for the Olympic games. During the year, the Department hosted 25 regional and multilateral conferences and two major interagency counterterrorism exercises.

Antiterrorist Training (ATA)

(Number of Foreign Officials)

<u>1998</u>	<u>1999</u>	<u>2000 Target</u>	<u>2000 Actual</u>
1,600	2,100	2,300	2,400

Deterred Terrorist Attacks. The U.S. Government led a major and successful effort to deter terrorist attacks by groups linked to Bin Laden and planned for the Millennium period. The effort involved intense intelligence collection and contacts with a number of countries. Jordanian security forces, which the Department has been aiding in their antiterrorist capabilities, prevented a major attack against Americans at hotels and tourist sites in Jordan. A terrorist plot involving efforts by middle easterners to cross the border from Canada into the State of Washington was deterred by an alert U.S. border guard. The United Nations approved new international conventions against terrorist bombings and fund raising, and the United States worked with other countries to encourage other bilateral and unilateral measures against terrorist funding.



Jordanian Jeep-Mounted 106mm Recoilless Rifle with crew. Al Qatranah, Jordan

The Department maintains a computerized, all-source database – TIPOFF – which provides biographic elements and law enforcement reports to American, Canadian, and Australian consular, immigration, and customs officials. This year, the Department expanded the program into a network linking the FBI and other intelligence agencies directly into the database. The TIPOFF program blocked the entry of 91 terrorists and 15 organized crime figures during the year.

Improved Security Measures. The Department of State continued efforts to improve the physical security of its buildings overseas by strengthening perimeter security and taking other steps to protect personnel. The Department continued to provide leadership to the interagency counterterrorism research and development program which funds a variety of projects to detect explosives, weapons of mass destruction, and mitigate blasts.

DEMOCRACY

STRATEGIC GOAL: **Democracy**—Increase foreign government adherence to democratic practices and respect for human rights.

Democracy and respect for human rights are central components of U.S. foreign policy. Supporting democracy not only promotes such fundamental American values as religious freedom and worker rights, but also helps create a secure, stable and prosperous global arena in which the United States can advance its national interests.



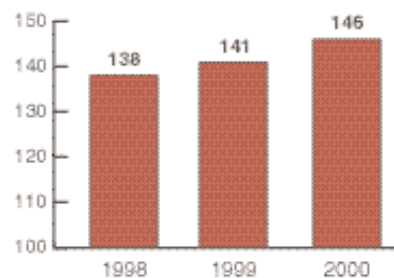
Democratic Party Booth set up on the street.
Hong Kong

PERFORMANCE GOAL: **The Department of State will provide support for governments and non-governmental organizations to hold free and fair elections.**

OUTCOME DESIRED: **New democracies hold free and fair elections.**

The Department recognizes that democracy is much more than just elections. The slow development of democracy in some countries demonstrates that elections should be regarded not as an end in themselves, but the means to establish a political system that fosters growth and self-fulfillment of its citizens by promoting and protecting their political and civil rights.

Number of Countries Rated Free and Partly Free*



*The Freedom House, published authoritative annual survey



Cemetery showing that some dead were moved from Serb-held areas.
Hadzici, Bosnia-Herzegovina

Promoted Democratic Governance. In June 2000, over 100 governments gathered in Warsaw for the first-ever meeting of the Community of Democracies. Participants at the meeting endorsed the Warsaw Declaration which outlined the basic elements of democracy and democracy promotion. The Warsaw Declaration is a major manifestation of U.S. leadership and offers clear evidence of this country's commitment toward promoting solutions.

Supported Human Rights. The Department of State continued to press for political liberalization and basic human rights worldwide through extensive reporting of conditions, promotion of accountability and maintenance of partnerships with organizations, governments, and multilateral institutions committed to human rights. Moreover, the Department publishes *Country Reports on Human Rights Practices*, a 6,000-page report on human rights conditions in 195 countries that is respected globally for its objectivity and accuracy. The U.S., for example, continued to take the lead in documenting war crimes and pushing for justice in Bosnia, Kosovo, and Rwanda, providing significant financial and technical support to the International Criminal Tribunals for the former Yugoslavia and Rwanda.



Cemetery at the Nyanza Genocide.
Kigali, Rwanda

Promoted Worker Rights. The Department of State, in conjunction with the Departments of Labor and Commerce, developed and implemented strategies to promote international respect for workers rights to include freedom of association, the right to organize and bargain collectively, an end to forced labor, the elimination of abusive child labor and non-discrimination in employment.



Weavers in a rug factory.
Samarkand, Uzbekistan

Promoted Religious Freedom. In September 2000, the Department published the second *Annual Report on International Religious Freedom*, documenting violations in 194 countries around the world.

HUMANITARIAN RESPONSE

STRATEGIC GOAL: **Humanitarian Response**—Prevent or minimize the human costs of conflict and natural disasters.

The Department of State is the hub for coordinating the U.S. Government response to humanitarian crises. In the event of a crisis, the Department initiates decision-making in Washington, communicates with other donors in capitals and international forums, and coordinates implementation in the field on all issues ranging from preventive diplomacy to peacekeeping.

PERFORMANCE GOAL: **The Department of State will improve humanitarian response mechanisms.**

OUTCOME DESIRED: **The impact on refugees of conflict and natural disasters will be lessened.**

In 2000, the Department of State achieved its goal of preventing and minimizing the human costs of conflict and natural disasters. Success was measured by two standards—that minimum food, water, and shelter needs were met for the vast majority of a displaced population within 15 days of a mass population movement and that information related to natural disasters and



Inside a stadium being utilized as a refugee camp. Kupang, West Timor, Indonesia

complex humanitarian emergencies at the UN and other international organizations was shared. The two most notable sudden mass migrations in 2000 took place when 270,000 people fled East Timor and when 900,000 refugees returned to Kosovo. No reports of extraordinary suffering as a result of unmet basic needs were reported among the returning Kosovars. Among the East Timorese population who fled to West Timor, conditions were difficult to measure due to the pervasive insecurity and insufficient access by international aid workers.

agreeing upon standards and sharing best practices in the sectors of health, water and sanitation, food nutrition and shelter and site planning. The resulting “SPHERE” standards have been completed and are available on the internet at www.sphereproject.org in five languages. In 2000, nine workshops were conducted around the world to train international and local humanitarian organizations in the use of the standards.

Established Standards. The Department of State led a diverse group of International Organizations and NGOs in

The SPHERE standards were endorsed by the United Nation’s office for Coordination of Humanitarian Affairs and the UN Interagency Standing Committee as guidelines for emergency planning and programming. Twenty organizations have committed to piloting the standards. The Department’s tracking of SPHERE standard data will become routine in future years.



Chemical toilets and basins in Kosovar refugee camp set up by German unit in Macedonia.

Shared Information. The Department, in partnership with other government and non-government organizations, provided funding and a network of information culminating in the following accomplishments:

- ReliefWeb, which was developed to share relief information, improved the quality of its data, and expanded the coverage of natural disasters and complex humanitarian emergencies. It was accessed about one million times per week during the summer.
- The Early Warning Unit of the UN Office of Coordination of Humanitarian Affairs put in place a comprehensive information sharing mechanism linking humanitarian and political data and analysis. Results were posted on ReliefWeb.
- ReliefWeb and the Global Disaster Information Network (GDIN) are partnering on developing contact databases that are planned to be operational in 2001 (www.GDIN-international.org). This will provide a network of organizations in the field the capability to make their needs known and to upload their data to a central organization.
- 48 countries signed and 6 ratified the Tampere Convention on the Provision of Emergency Telecommunications which will reduce the regulatory barriers for telecommunications in disasters.

Removed Landmines. The Department’s Humanitarian Demining Program has assisted 37 countries on five continents in confronting the direct and indirect effects of landmines. U.S. humanitarian demining assistance has reduced landmine casualties, restored agricultural land to productive use, returned refugees to their homes, and provided health care for mine victims and their families.

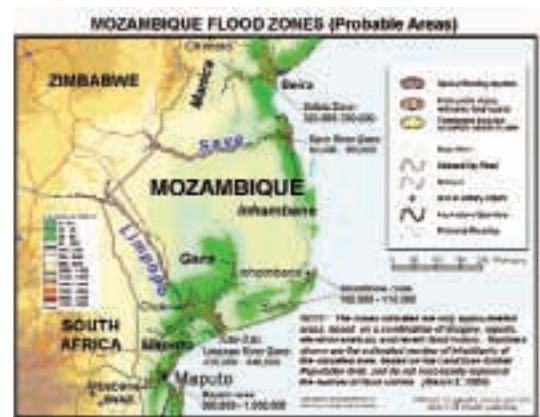
Provided Humanitarian Aid. The Department of State also managed, within 24 hours, interagency approval of Department of Defense (DOD) drawdowns for flood victims in Venezuela and southern Africa. In addition, the Department worked with NGOs and DOD for the delivery of humanitarian assistance to the victims of natural and man-made disasters

The Department provided assistance during the Mozambique flooding in the spring of 2000. The floods were devastating and generated a multilateral response that included U.S. forces. The Department assisted by using Geographic Information System tools and declassified intelligence data to match up radar-based calculations of flood zones with population distribution, to highlight areas where there would be concentrations of vulnerable groups. These maps were provided to U.S. diplomats and posted on the United Nation’s ReliefWeb site.

Prevented Atrocities. During the year, the Department of State completed its first year of helping to implement the President’s initiative to improve genocide early warning. A new monthly report was initiated by the Department that focuses on atrocity trends and analyses.



Closeup of Flail on Locust 150 mini-Flail Mine Clearing System. Slovakia



GLOBAL ISSUES: ENVIRONMENT, POPULATION AND HEALTH

STRATEGIC GOAL: **Environment**—Secure a sustainable global environment in order to protect the United States and its citizens from the effects of international environmental degradation.

Whether from overfishing in the oceans, greenhouse gases in the atmosphere, releases of chemical pollutants, destruction of forests or degradation of water supplies, damage to the global environment threatens the health and security of all Americans and the future of our increasingly global economy. As the international community concludes and implements agreements that will constitute the global environment framework for the next several decades, it is critical that the U.S. provide strong leadership to shape outcomes that advance our environmental objectives, protect our economic interests, and promote standards abroad that approach those Americans enforce at home.



Merima Chemical Plant. Krusevac, Serbia

PERFORMANCE GOAL: Negotiate and implement bilateral, regional, and global agreements that manage the production, use, and commerce in certain classes of industrial chemicals, pesticides, and pollutants.

OUTCOME DESIRED: The health and environmental dangers to Americans stemming from the worldwide use of acutely hazardous chemicals are reduced in a manner that is cost-effective and promotes American trade interests.

In 2000, the Department of State was moderately successful in reaching agreement on common labeling standards with final agreement expected in the spring of 2001. The global agreement to minimize transboundary pollution from the use and production of persistent organic pollutants was finalized in December 2000, making the Department fully successful in its efforts to combat this threat. Finally, the Department was successful in its efforts on both the Rotterdam Convention on Prior Informed Consent for Certain Hazardous Chemicals, where implementing legislation was developed, and in finalizing a European-North American transboundary air pollution agreement on heavy metals, which the U.S. ratified in December 2000.

Enhanced Forest Conservation. The U.S. succeeded in getting G-8 Foreign Ministers to agree to extend the G-8 Action Program of Forests for two more years, with particular emphasis on combating illegal logging. After five years of UN negotiations, the Department of State won agreement to create a new UN Forum on Forests to facilitate coordinated international action as an alternative to negotiating a new global forest treaty.

Strengthened Science at the Department of State. The Secretary issued a landmark science policy statement and report, established a Science Directorate, and appointed a Science and Technology Adviser. The Department also conducted a comprehensive review of overseas science positions, began an outreach program to the science community, and hosted science roundtables designed to bring scientists and other experts together with policy makers.

Negotiated Agreements on Greenhouse Gases. The Department continued to work with other nations to elaborate the Kyoto Protocol of the UN Framework Convention on Climate Change. The Department brokered EU and Umbrella Group agreement on the rules for participation in the Kyoto Mechanisms, and achieved broad support for the U.S. position regarding the operations of the Clean Development Mechanism. Although differences remain on the extent to which a country can use carbon ‘sinks’ to meet its Kyoto target, the U.S. proposed ‘phase-in’ approach for accounting for carbon sinks was viewed by many countries as a positive step forward.



View from the Communications Tower.
Hong Kong

Addressed Invasive Species. The Department conducted a survey on government awareness around the world of the potential threat of invasive species, a problem that is costing the U.S. some \$130 billion a year. The results revealed that a few countries share our concern, but the vast majority were unaware of this serious problem. The Department subsequently took several steps to address this emerging crisis, including: chairmanship of the International Working Group on the National Invasive Species Council, development of an international work and management plan for the Council, involving like-minded governments in efforts to form a voluntary intergovernmental initiative to address the issue, and development of regional workshops to educate government officials about this potential threat.

Protected Oceans and Fisheries. The Department of State led Federal efforts in the UN General Assembly to strengthen protection for the global marine environment. To help depleted fish stocks recover from overfishing and to protect marine mammals, the Department led international efforts to adopt and implement stronger conservation standards for ocean fisheries, reduce over-capacity in global fisheries, combat illegal fishing, and protect seabirds from fishing activity. The United States ratified the regional protection regime for endangered sea turtles in the Western Hemisphere and helped initiate a similar protection regime for the Indian Ocean. The Department chaired the eight-nation Arctic Council, an intergovernmental forum designed to address environmental protection and sustainable development issues. The Council adopted a Framework for the Sustainable Development of the Arctic and an Action Plan to reduce sources of pollution, approved U.S. proposals for an Arctic Climate Impact Assessment, a PCB project in the Russian Federation, and a Circumpolar Surveillance network for infectious diseases.



View of a “Long-Liner” Chinese fishing vessel with nets onboard. Pusan, South Korea

Negotiated Agreement on Global Positioning System (GPS). The Department led USG efforts to develop an agreement with the European Union on satellite navigation systems that protects U.S. industry and the American GPS user community.

STRATEGIC GOAL: **Population**—Stabilize world population growth.

Performance Goal: **None**

Though improved health programs have contributed to dramatic declines in infant mortality over the past 30 years, maternal deaths—tragically—have not seen similar declines. Worldwide, more than half a million women die each year of pregnancy-related complications. The Department of State, in observation of World Health Day (April 7, 2000), joined forces with hundreds of U.S. and foreign non-governmental organizations around the world to recognize the critical role that U.S. international population assistance plays in saving the lives and pro-

protecting the health of women around the world. The Department worked tirelessly with a bipartisan coalition in Congress to pass increased funding for the international family planning and related reproductive health programs. This year, funding was increased to \$372.5 million, without the restrictions of previous years.

In addition, the Department participated in the 33rd Session of the United Nations Commission on Population and Development and led efforts to improve the United Nations Secretariat's analysis and distribution of demographic, social and economic data. The Department of State led a coalition of countries in securing the commitment of all governments to make the reduction of maternal morbidity and mortality a health sector priority at the United Nations' five-year review of implementation efforts of the 1995 World Conference on Women Platform for Action ("Beijing+5").

During the year, U.S. technical and program assistance continued to assist approximately 60 countries with their family planning and related reproductive health programs. Assistance was provided to developing country governments to monitor and evaluate their national population policies in meeting the three quantitative goals adopted by nearly 180 countries at the 1994 International Conference on Population and Development. These three goals are the reduction of infant, child and maternal mortality, the provision of universal access to education, particularly for girls, and the provision of universal access to a full range of reproductive health care and family planning services.

STRATEGIC GOAL: **Health**—Protect human health and reduce the spread of infectious diseases

The Department of State is responsible for foreign policy issues surrounding international health, particularly for infectious diseases of epidemic or pandemic proportions, which pose a serious threat to American citizens and the international community. With increased globalization of economies, transport of goods and peoples, and technologies, the American people are ever more integrated with the world at large. The recent outbreak of the West Nile virus within the U.S. is an example of how a pathogen originating elsewhere can have major repercussions to American public health. Furthermore, diseases, especially those linked to poverty, can undermine economic growth and stability, and threaten the political security of nations and regions.

Performance Goal: **None**

During the year, the Department of State, engaged with a variety of diplomatic partners, heightened the awareness that HIV/AIDS in particular poses an unprecedented threat to economic development, social cohesion, and international security. The Department pursued the strengthening of U.S.-European Union cooperation on HIV/AIDS, malaria, and tuberculosis in Africa as a priority of the U.S.-EU summit. As a result, both sides are identifying potential steps to help African nations heavily impacted by these epidemics.



AIDS Clinic in Ukraine.

The U.S. appropriated \$255 million for HIV/AIDS assistance, the bulk of which is being provided to Africa. In addition, the U.S. introduced and successfully passed a UN Security Council resolution on HIV/AIDS and its implications for UN peacekeeping operations, the first UN Security Council resolution on a health issue. The Department's efforts also contributed to the establishment of a Presidential Envoy for AIDS Cooperation to heighten the role of diplomacy in confronting the epidemic.

DIPLOMATIC READINESS GOALS

The ability of the Department of State to advance the foreign policy interests of the United States, including supporting the overseas roles of the other Federal agencies represented abroad, depends upon the quality of Departmental personnel, technologies, and infrastructure. Diplomatic readiness, a core responsibility, is the strategic asset that enables the Department to carry out its mission.

The Department of State's Strategic Plan identifies three principal components of diplomatic readiness: human resources, information and infrastructure and operations.

DIPLOMATIC READINESS GOAL: Human Resources—Enable the U.S. Government to achieve foreign policy objectives and respond to international crises by cultivating a skilled, motivated, diverse, and flexible workforce.

People are the Department of State's most significant resource, — 25,200 highly qualified civil service, foreign service, and foreign service national employees, with many more contract employees, in over 300 locations in the U.S. and overseas. Sound workforce planning and management is a critical component of diplomatic readiness, and a challenging task., especially given the complexities of operating overseas. Since the Department represents the U.S. to the world, its workforce must be highly skilled and truly representative of the American people, while its employment practices must demonstrate the U.S. commitment to the principles of fairness and equal employment opportunity.

PERFORMANCE GOAL: The Department of State, the United States Information Agency, and the Arms Control and Disarmament Agency are integrated into a single institution.

On October 1, 1999, the United States Information Agency (USIA) was abolished. Functions other than the Broadcasting Board of Governors and the International Broadcasting Bureau were transferred and integrated into the Department. USIA's Bureau of Educational and Cultural Affairs remained a bureau in the Department, with responsibility for academic and professional exchanges and educational and cultural affairs. USIA's Bureau of Information became the Office of International Information Programs in the Department, with responsibility for producing information programs and services to advocate U.S. policy positions with foreign audiences. Also, USIA's Foreign Press Centers and Broadcast Services were incorporated

into the Department's Bureau of Public Affairs, area offices were combined with the Department's regional bureaus, and USIA's Research Office was combined with the Department's Bureau of Intelligence and Research.

The Arms Control and Disarmament Agency was integrated into the Department in 1999.

PERFORMANCE GOAL: All personnel on official duty abroad and under the authority of a Chief of Mission perform their duties in support of diplomatic operations in safety from serious injury due to political violence or crime.



Diplomatic Security training.

The Department of State continued its enhancement of posts abroad in response to the increased security threat due to terrorism. The implementation of a series of comprehensive security upgrades and countermeasures in response to the U.S. embassy bombings in August 1998 has reduced the vulnerability of embassies and consulates. The Department accomplished most of the objectives funded by the 1999 Emergency Security Amendment, including the following:

- The final 75 security officers (of 140) were deployed abroad.
- All Chief of Mission vehicles were ordered and were in the armoring phase with 51% delivered to post.
- All lightly armored vehicles ordered were in the armoring phase; 49% of the total vehicle requirement were delivered, with 76% of posts having received at least one lightly armored vehicle.
- All embassies and consulates were supplied with updated walk-through metal detectors.
- Ninety-six percent of embassies and consulates had bomb detection equipment in place and operational.

PERFORMANCE GOAL: A Department-wide, integrated Workforce Plan determines the size, distribution, composition, and recruitment needs of the Department of State's American workforce through 2010.

Before 1996, the Department of State did not have a professional workforce planning tool to justify its domestic or foreign resource base or a plan for its future needs. With the development of the Overseas Staffing Model (OSM) in 1996 and its application to staffing at diplomatic and consular posts abroad, the Department gained an ability to plan for future requirements. The Department is currently in the process of developing an integrated Department Workforce Plan, similar to a domestic OSM, to include both Foreign Service and Civil Service personnel.

Following the successful integration with USIA, the Department conducted classification reviews and developed standard field descriptions for Foreign Service Public Diplomacy Officers and Senior Information Management Officers. Public diplomacy positions were integrated into the Overseas Staffing Model.

PERFORMANCE GOAL: The Department of State is staffed with a fully skilled workforce and is ready to handle the surge in “baby boomer” retirements without a disruption in its work.

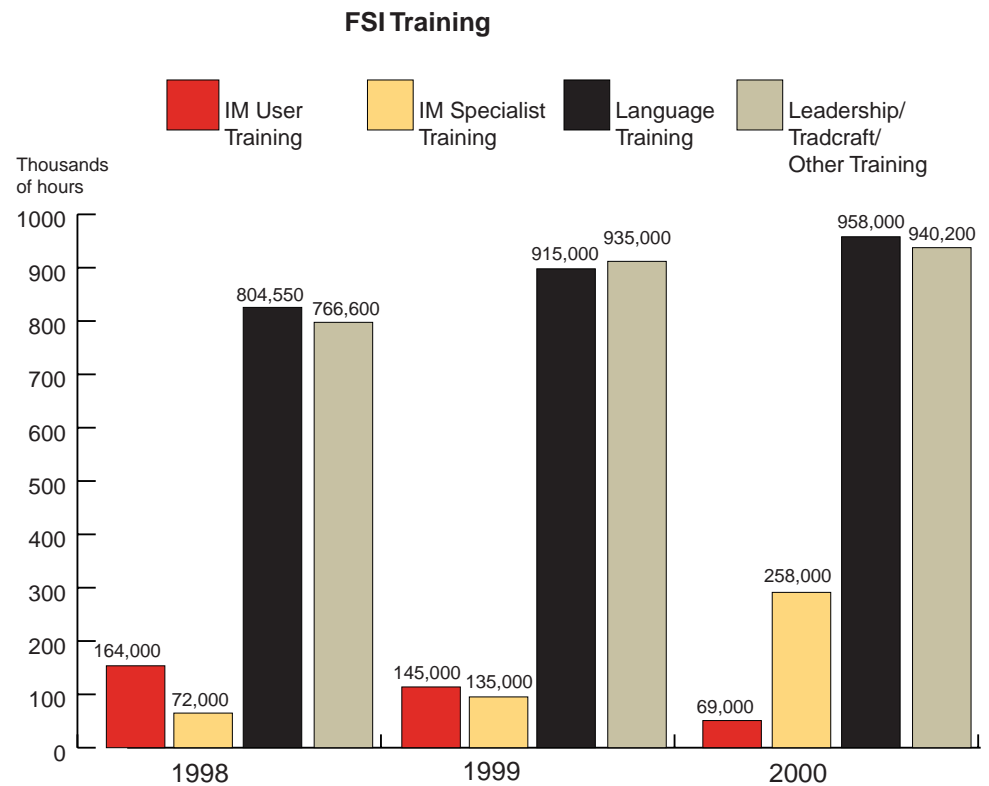
During this period, the Department faced significant staffing shortages in many skill areas and in many posts abroad and in Washington. These staffing shortages required management to reduce training times in numerous cases to minimize staffing gaps in critical positions, particularly overseas.

The Foreign Service Institute (FSI) is located at the 72-acre National Foreign Affairs Training Center (NFATC) in Arlington, Virginia. As the federal government’s primary training institution for personnel of the foreign service community, FSI helps promote diplomatic readiness by equipping foreign affairs personnel with first-rate language and area expertise, diplomatic tradecraft, general management and information management skills. In 2000, FSI inaugurated a new Leadership and Management School (LMS) which combined existing programs from other FSI Schools with new courses. LMS was created, in part, to bring focus to recommendations made in the McKinsey “War for Talent” report and the advisory report of the Overseas Presence Advisory Panel, both of which stressed the critical need to prepare for the future of U.S. diplomatic leadership as we face the graying of the “baby boomer” generation. In its first year, LMS provided 119,500 hours of training, including crisis management exercises, to about 5,600 enrollees from the Department of State and other USG agencies. FSI also provided information management user, information management specialist, and language training as shown in the accompanying chart.



The National Foreign Affairs Training Center in Arlington, Virginia.

In addition, the Department instituted the Information Technology Skills Incentive Program. Under this program, employees with critical IT skills are financially recognized for their formal certification in specified technical areas. Cited as a “best practice” by the CIO Council and Office of Personnel Management, it resulted in the retention of approximately 500 employees.



PERFORMANCE GOAL: The Department of State will sustain the morale, health, and well-being of employees and family members.

The Department of State initiated the following programs to improve the work-life environment for all employees and for Foreign Service families serving abroad:

- Expanded eldercare information program with dependent care resource referral service to assist employees worldwide by Internet, e-mail and telephone with dependent care needs.
- Expanded sick leave for family members up to 12 weeks.
- Established monthly transit subsidies for approximately 4,000 domestic employees.
- Increased telecommuting participation.
- Expanded the Alternate Dispute Resolution program designed to resolve conflicts to overseas locations, thereby saving the costs of transfer, training, and assignment resources that curtailment of an employee requires.
- Extended home leave benefit to five weeks.
- Established Casualty Assistance Office to support employees and family members serving abroad who die or suffer injury due to extraordinary circumstances and to those who die due to their employment with the Department in the U.S.

DIPLOMATIC READINESS GOAL: Information—Strengthen the ability of the United States to achieve its International Affairs goals and respond to crises through effective and efficient information resource management and information systems.

The collection, analysis and communication of information concerning international issues and developments of importance to the U.S. Government are essential to achieving foreign policy goals. Given the vast quantities of information available today, there is a premium on value-added and timely information. Secure and reliable information networks, are essential tools for the policy process and Department operations at home and abroad. They are equally critical for the effective conduct of foreign relations and for communications with the rest of the government and the public.

PERFORMANCE GOAL: The Department of State's infrastructure, including its information technology systems, works after December 31, 1999.

On January 1, 2000 one of the 59 mission-critical systems had a table sorting problems in a payroll system. The problem was quickly fixed. All other systems, mission-critical and non-mission-critical, functioned flawlessly throughout the year.

PERFORMANCE GOAL: The Department of State's information technology systems and the information processed and stored in them are safe from unauthorized access, change, disclosure, disruption, or denial of service.

During 2000, the Department has successfully addressed and brought to closure a number of material weaknesses reported under the Federal Managers' Financial Integrity Act (FMFIA) – Mainframe Contingency Planning, Mainframe Security, and IT Modernization and Information Systems Security. The improvements made in IT security merited a change in the grade Congress awarded to the Department's IT security posture from "C" to "B." The Department also developed an agency-wide Systems Security Program, thereby satisfying a major weakness reported by the General Accounting Office (GAO).

Other IT security-related accomplishments by the Department include:

Centralized Direction. The Department's Chief Information Officer (CIO) is formally designated as the senior accountable official for computer security.

Enforcement of Security Policies. The Foreign Affairs Manual was modified to include critical security policies and the mandatory designation of Information Security Officers (ISSO) and alternate ISSOs for all Department systems.

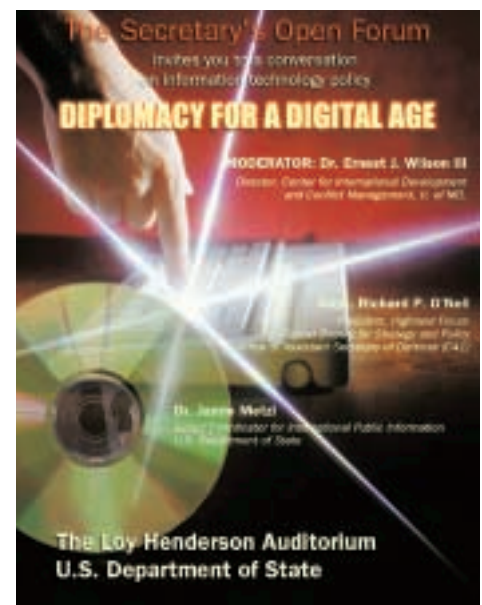
Enhanced Security Training. The Department expanded its computer security training to include mandatory in-class and computer-based training for all ISSOs and alternate ISSOs and mandatory refresher training.

Rollout of Network Intrusion Detection Systems (NIDS). The rollout of the NIDS worldwide continues to protect the Department against unauthorized intrusions and other threats.

Other successful initiatives include the establishment of a Computer Incident Response Team, the creation of the Computer Incident Response Capability, the establishment of the Virus Incident Response Team, and the completion of a comprehensive test of Mainframe Contingency and Disaster Recovery Plans for the Department's critical business processes.

PERFORMANCE GOAL: The Department of State has modern, integrated information technology accessible to all employees.

During 2000, the Department continued to work to connect its entire workforce to a single, large-scale network, called OpenNet, linked to the Internet and the World Wide Web. This effort, with the ALMA (A Logical Modernization Approach) initiative to improve the links to the OpenNet for all overseas posts, provided the Department a fully modernized LAN/desktop infrastructure in place all around the world in 2000.



DIPLOMATIC READINESS GOAL: **Infrastructure and Operations**—Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises.

The Department of State operates and maintains a network of diplomatic and support facilities in over 250 locations worldwide, ranging from highly developed countries with advanced infrastructure to underdeveloped crises-bound nations without reliable communications, transportation, or bank systems in all 24 worldwide time zones. The Department must respond to a vast array of support needs at overseas posts, ensuring that representatives from all USG agencies and their families can live and conduct business safely and efficiently, with due regard for morale, even in unhealthy or dangerous locations.

PERFORMANCE GOAL: **The Department of State's domestic facilities are cost-effective and energy efficient, and enable employees to perform their duties.**



Harry S Truman Building, Washington, D.C.

The Department has been partially successful. As part of the Department's Energy Efficiency Action Plan, energy management best practices are being adopted through participation in EPA's Energy Star Partnership. Energy conservation efforts include a solar energy procurement awarded for the Florida Regional Center as a Federal Energy Solar Showcase Facility and a 3% reduction in BTU consumption for the Department's Washington area buildings.

A number of initiatives were undertaken to ensure the safety and efficiency of the domestic facilities entrusted to the Department:

- Completed the renovation of the Columbia Plaza building.
- Continued the installation of a perimeter security for the Truman Building.
- Continued the multi-year renovations for the Foreign Affairs consolidation.
- Continued the multi-year renovation of the Truman Building in partnership with GSA.
- Continued the multi-year renovation of the USUN Mission Building in United Nations Plaza.

PERFORMANCE GOAL: **Overseas facilities under the Department of State's control enable State and other Federal agencies' employees to perform their duties.**

Results have been partially successful. High priority initiatives which have been undertaken to provide safe and secure facilities for the Department include:

- Increasing the setback from streets and other buildings to reduce the threat of loss of life and injury. Over the last 18 months, 108 setback properties at 28 posts (target of 12 to 15) around the world have been acquired or are under negotiation by the Department.



Bust of Truman by Biggs

- Providing security upgrades at overseas posts. The Department approved over 1,000 security upgrade projects with over 45% of the projects completed.

Physical Security Projects

	<u>1999 Actual</u>	<u>2000 Target</u>	<u>2000 Actual</u>
Number of Physical Security Update Projects	1,097	1,150*	1,137*
Number of Projects Complete *Cumulative 1998-2000	207	710	516

The Department continued its enhancement of posts installing Network Intrusion Detection systems to count cyber-terrorism attacks, now deployed at 95 posts and 146 locations during the year.

PERFORMANCE GOAL: The Department of State’s asset management program maximizes the economic benefits of our real property holdings overseas.

Results have been partially successful. The Department has instituted an asset management strategy to determine the “highest and best use” of its underutilized and excess property. Working with the posts, the Department disposes of excess and underutilized property. At any given time during 2000, the Department was marketing between 75 and 100 properties.

Number of Properties in Excess/Underused and Disposed

	<u>1999 Actual</u>	<u>2000 Target</u>	<u>2000 Actual</u>
Number of Excess Properties Marketed Worldwide	38	30-40	35
Anticipated Sales	10	15-20	15

The Department planned on starting designs for 13 major rehabilitation projects in 2000. This goal was met. Plans were provided for 16 projects to be completed; 12 were actually completed. The Department had a 2000 goal to install new fire protection systems to protect 23,500 square meters of office space in embassies which are without such systems. Due to loss of the prime contractor, only 10,200 square meters of protected space was accomplished.

In addressing overseas energy reduction goals, the Department has been able to decrease the annual energy expenditure 9.4% or \$3.96 million. This was accomplished even though the total area of Department facilities has grown by 1% since 1991.

PERFORMANCE GOAL: All employees working in Department of State domestic facilities and designated foreign dignitaries within the United States are safe from physical harm.

Results have been partially successful. While addressing the increase in threats and incidents abroad, the Department is also having to address significant increased demands on domestically based personnel in support of overseas operations, including the projection of domestic employees. Programs specifically designed to enhance domestic security include the implementation of a validated visitor access control system and replacement of State employee identification cards, which exploits Smart Card technology.

The replacement of the employee passes with Smart Card technology, targeted to begin the end of 2000, has been delayed until the 2nd Quarter of 2001. Also during 2000, the Department obtained two (versus target of four) armored vehicles for the domestic fleet. The Secretary's replacement armored limousine was ordered. The Department was successful during 2000 in ensuring that the safety of dignitaries was not compromised, as evidenced by the World Trade Organization Conference, the Middle East Peace Talks, and the Millennium Summit.

PERFORMANCE GOAL: All classified and sensitive information at overseas and domestic facilities is safeguarded from physical and technical compromise.

In safeguarding all classified and sensitive information from being compromised, the following initiatives have been undertaken by the Department: (1) Seven posts have installed the Video Entry Guard Alarm Systems (VEGAS), bringing the total of posts completed to 17. (2) Unclassified systems at all embassies/consulates report to a central location. All posts now have access to a monitoring center which forwards incidents to a Computer Incident Response Team. (3) The phased deployment of a Network Intrusion Detection Systems on unclassified systems at all overseas locations is continuing. This effort is 40% complete with 146 locations at 95 posts being monitored at the central monitoring center. (4) Approximately 99% of newly assigned Information Systems Security Officers received training. (5) Periodic security reinvestigations of personnel has been unsuccessful in meeting the five-year renewal requirements due to resource constraints.

PERFORMANCE GOAL: The Department of State has financial and accounting systems that meet internal and external financial management and programmatic requirements.

The Federal Financial Management Improvement Act (FFMIA) requires agencies to meet: (1) Federal financial management system requirements, (2) applicable Federal accounting standards, and (3) the United States Government Standard General Ledger at the transaction level. FFMIA also requires an agency to submit a Remediation Plan when the agency is not in substantial compliance with the aforementioned requirements. In 2000, the Department continued to maintain substantial compliance with two of the three major components of the Federal Financial Management Improvement Act, compliance with the U.S. Standard General Ledger at the transaction level, and compliance with Federal accounting standards. The IG, in her statement for the Committee on Appropriations and Subcommittee on Commerce, Justice, State, The Judiciary, and Related Agencies, U.S. House of Representatives, acknowledged this position in March 1999. The third and final component, attaining substantial compliance with our financial management systems, is the main focus of our FFMIA Remediation Plan estab-

lished with OMB in March 2000. This plan identifies 12 initiatives or projects that are being accomplished over the next several years. These initiatives were completed in the first year of the plan:

- An automated fixed assets system and project cost accounting system for real property was implemented, thereby allowing real property elements of the financial statements to be developed directly from the Department's automated trial balance.
- The Unliquidated Obligation System was implemented to facilitate the tracking and oversight of unliquidated obligations worldwide. As a result, it is anticipated that this reportable condition will be eliminated from the 2000 financial statements.
- Mainframe security was enhanced enabling the Department's Management Control Steering Committee to vote for closure of this FMFIA material weakness. It is anticipated, as part of the 2000 Financial Statement Audit, that Mainframe Security will be eliminated as a material weakness in the financial statements.
- Significant improvements to CFMS (the Department's financial system) security were implemented in 2000. A CPA firm was tasked to evaluate and improve security with the objective of establishing an effective security administration and operations program and to ensure the integrity of financial data. As a result, new security profiles were established to ensure separation of duties. The Department conducted CFMS security awareness training to over 900 users of CFMS. Lastly, a security assessment program was established to ensure compliance in the future.

Mainframe contingency planning was closed as an FMFIA material weakness on December 14, 1999. This initiative successfully addressed the contingency planning shortfalls of both the Department's mainframe computers located in Washington and FSC Paris.

PERFORMANCE GOAL: Domestic and overseas Department of State customers receive goods and services when needed.

Results have been partially successful as evidenced by the following:

	<u>1999 Actual</u>	<u>2000 Target</u>	<u>2000 Actual</u>
Number of Overseas Posts On-Line with E-Commerce	36	39	39
Freedom of Information Act Response Time	540 days	540 days	540 days
Overseas Vehicle Fleet More Than 5 Years Old	50%	25%	30.5%

The Department's acquisitions web site on the Internet was enhanced in 1998 through an interagency agreement with the Army that produced the "Statebuy" interactive platform. Overseas missions can now post their procurement solicitation documents directly on the Web. Cost avoidance as a result of the Department's electronic commerce programs over the past five years is \$2 million.