

	IMPROVING STRATEGY	INCREASING RESOURCES	IMPROVING COORDINATION AND CONSOLIDATION	REFORMING OVERSIGHT	ENHANCING CIVILIAN/MILITARY COOPERATION	REBALANCING AUTHORITIES	PROMOTING INTERNATIONAL COOPERATION	IMPROVING PUBLIC DIPLOMACY
<a href="#">American Academy of Diplomacy &amp; Stimson Center, A Foreign Affairs Budget for the Future: Fixing the Crisis in Diplomatic Readiness (October 2008)</a>	<ul style="list-style-type: none"> <li>▪ Civilian professionals overseas cannot remain behind the walls of embassies.</li> <li>▪ To support a distributed diplomatic presence, State's security culture and practices must continue to transition from risk avoidance to risk management.</li> <li>▪ Broaden State's emergencies and contingencies in the diplomatic consular service to include 'in advance' policy pursuits oriented toward crisis prevention.</li> <li>▪ U.S. objectives and actions must be clearly explained to the world's citizens, whether they reside in democracies or in closed societies.</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>▪ International exchange and other programs should be expanded to help meet the countries diplomatic objectives.</li> <li>▪ U.S. should expand the Fulbright program by 100 percent between 2010-14.</li> <li>▪ Funding to permit ambassadors to respond effectively to humanitarian and political emergencies should be increased by \$125 million in FY 2010 and \$75 million annually thereafter.</li> <li>▪ U.S. should establish a new Emergency Crisis Response account for use in meeting immediate crisis response requirements in excess of \$1 million.</li> <li>▪ U.S. should increase the effect of Chief-of-Mission disaster declaration authority from \$25,000 cap to one of \$250,000.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>▪ There must be enough diplomatic, public diplomacy, and foreign assistance professionals overseas.</li> <li>▪ U.S. direct-hire staffing should be increased over FY 2008 levels by 4,735 over the timeframe of 2010-2014, including 1,250 to USAID.</li> <li>▪ State needs an additional 1,287 people to support workforce re-training, professional development, personnel transitions, and temporary needs.▪ The mechanics of the personnel system must provide individuals with the skills and incentives to carry out the State Department's expanded functions necessary for a global operating environment that has changed fundamentally from the Cold War period.</li> </ul>	<ul style="list-style-type: none"> <li>▪ More staff in interagency coordination will ensure all parts of international affairs agencies are collaborating, avoid wasteful duplication, and improve communication of policies and budgets to the Congress, media, and public.</li> <li>▪ Enhanced coordination is important for foreign assistance and the new civilian surge capacity for reconstruction and stabilization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ It is imperative that the Department provides OMB and the Congress with timely, credible, and comprehensive program and activity evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ There needs to be a permanent core of civilian experts who are ready to deploy when required.</li> <li>▪ U.S. should provide a substantial surge capacity for reconstruction and stabilization efforts and increase direct hire staffing by 562 by FY 2014 including an active response corps and expanded staff of S/ CRS.</li> </ul>	<ul style="list-style-type: none"> <li>▪ There are authority shortfalls relating to security assistance programs that should be in the Secretary of State's toolkit, but are currently being exercised by the DOD.</li> <li>▪ Authority over selected Security Assistance programs, totaling \$785 million annually should be moved in stages from DOD to State.</li> <li>▪ Policy and budget responsibility should be shifted to State for 1206, Coalition Support Funds, and Defense Combating Terrorism Fellowship Program.</li> <li>▪ Non-combat related CERP activities should, over time, be transferred to State, Section 1207 should be repealed and replaced by direct appropriation to State, the CoCom Initiative Fund should be expanded to cover humanitarian, civic, and reconstruction assistance, and DOD should not be allowed to expand OHDACA to include stabilization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ State Department should hire 120 new staff to influence conditions and multilateral agendas and to monitor/drive the development of international law and practice.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public Diplomacy programs should be expanded significantly.</li> <li>▪ Youth and other exchanges should be increased by 25 percent.</li> <li>▪ International Visitor programs should be increased by 50 percent.</li> </ul>
<a href="#">Advisory</a>	<ul style="list-style-type: none"> <li>▪ State needs to significantly</li> </ul>	<p><b>Operational Funding:</b></p>	<ul style="list-style-type: none"> <li>▪ State needs to refine its</li> </ul>	<ul style="list-style-type: none"> <li>▪ Executive should work</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. should create a</li> </ul>	<ul style="list-style-type: none"> <li>▪ State should work with</li> </ul>	<ul style="list-style-type: none"> <li>▪ State needs to</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. should</li> </ul>

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<p><a href="#"><u>Committee on Transformational Diplomacy, Final Report of the State Department in 2025 Working Group (2008)</u></a></p>	<p>strengthen its ability to anticipate and shape global operating conditions proactively.</p> <ul style="list-style-type: none"> <li>▪ State needs to institutionalize its ability to integrate U.S. government global affairs activities.</li> <li>▪ State needs to increase its focus on economic diplomacy and strengthen its institutional role in coordinating the development and execution of the nation's global economic policy.</li> <li>▪ State needs to expand its investment, expertise, presence, and global engagement in science, engineering, and technology.</li> <li>▪ State should work closely with the NSC and OMB, in coordinating a periodic development of a Global Affairs Strategic Plan and presenting a related and integrated annual Global Affairs Budget.</li> <li>▪ State should enhance its regional interagency coordination role and presence by leading the development of government-wide regional strategic plans.</li> <li>▪ State should assess, respond to, and monitor risk in accordance with private sector best practices.</li> <li>▪ State should build a real-time knowledge management and presentation capability.</li> <li>▪ State should continue to develop American presence posts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ State should work with Congress and OMB to establish a \$200 million permanent fund to support the transition of fragile or failed states.</li> <li>▪ State should improve its ability to secure larger, long-term, more flexible resource streams.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>▪ U.S. should increase the number of Foreign Service and Civil Service staff by 100 percent over ten years to ensure a diplomatic presence sufficient to meet rapidly expanding future challenges and opportunities.</li> <li>▪ U.S. should increase USAID's deployable staff resources by 100 percent over the next three years to ensure its capacity to manage its existing workload and meet future requirements.</li> <li>▪ U.S. should clarify the existing legal and bureaucratic structures and incentives governing the activities of personnel deployed overseas to enable greater autonomy of action, while strengthening accountability through more precise definitions of individual goals.</li> <li>▪ U.S. should expand training and education in emerging areas of necessary professional expertise for staff at all levels.</li> <li>▪ U.S. should build a portfolio of physical and virtual presence models.</li> <li>▪ U.S. should expand the scale of the locally engaged staff while further leveraging their knowledge base to advance American interests overseas.</li> <li>▪ State should create a small staff to drive research and development.</li> <li>▪ State and USAID should create strong incentives for rotations of experienced personnel between organizations.</li> <li>▪ State should refine human resources models to reflect the</li> </ul>	<p>organizational structures and processes to improve planning, decision-making, resource allocation, and results-oriented performance.</p> <ul style="list-style-type: none"> <li>▪ U.S. should create within State a semi-autonomous agency for global public engagement.</li> <li>▪ U.S. should integrate the strategic planning offices and technology infrastructures of State and USAID, merge overlapping bureaus and functions, and co-locate related offices and personnel in D.C. with the goal of bringing true strategic and operational alignment to the efforts of the two organizations.</li> <li>▪ State needs to rationalize structure by reducing to three or four decision layers and consolidating bureaus and offices to reduce the number of officials reporting directly to the secretary.</li> <li>▪ State should create an institution-wide method for systematically assessing, responding to, and monitoring risk on an integrated basis.</li> <li>▪ U.S. should create a new planning office under the deputy secretary that integrates policy, strategy and resource planning across the Department, USAID, and the proposed new global public engagement organization.</li> <li>▪ U.S. should develop an Integrated Institutional Engagement Model for selected high-priority countries that leverages all potential levels of activity and influence, including state-to-state, private sector, and civil society engagement.</li> <li>▪ State should institutionalize its ability to integrate instruments of power in support of the NSC.</li> <li>▪ State should strengthen the ambassadors' formal authority</li> </ul>	<p>with Congress to secure increased levels of flexible, discretionary funding for the field.</p> <ul style="list-style-type: none"> <li>▪ New Administration should increase incentives for foreign service and civil service staff to do staff rotations on the Hill.</li> <li>▪ State and White House should work with Congress to explore the creation of a national security sub-committee for both the House and Senate.</li> </ul>	<p>new senior-level position at each regional Combatant Command to serve as a senior civilian deputy.</p> <ul style="list-style-type: none"> <li>▪ State needs to build the operational capabilities to respond to contingencies and support transitions to more stable governments.</li> <li>▪ U.S. should enlarge State's operational capacity to secure the transition of fragile and failed states in close coordination with other departments and agencies, and – significantly – in partnership with other nations and multilateral organizations.</li> <li>▪ U.S. should support and expand the ARC, comprised of Department and other personnel who serve as rapid responders and deploy in support of embassies and consulates, work with host countries, coordinate with partner countries, and conduct field assessments.</li> <li>▪ U.S. should adopt existing proposals to create a Civilian Reserve Corps.</li> <li>▪ State should create a Coalition Exercises Center of Excellence to establish a process for targeting functional and geographic issues that would benefit from joint planning with coalition partners.</li> <li>▪ U.S. should establish senior-level responsibility and interagency authority for the reconstruction and stabilization function, and develop fully State's</li> </ul>	<p>Congress to develop a program by which ambassadors would be granted discretionary funding to address unforeseen challenges and opportunities as they arise in country. This program is intended to mirror DOD's Commander's Emergency Response Program (CERP).</p>	<p>strengthen its presence in multilateral institutions and develop longer-term more proactive strategies for influencing their agendas.</p> <ul style="list-style-type: none"> <li>▪ State needs to deepen its institutional ability to develop and effectively manage anticipatory coalitions.</li> <li>▪ State needs to strengthen its institutional capacity to monitor and drive the development of international law and practice, particularly in new domains.</li> <li>▪ U.S. should enhance representation in the African Union, the Organization of Islamic Conference, and other key emerging organizations.</li> <li>▪ U.S. should increase influence within the World Bank and international development banks.</li> <li>▪ State should develop a rolling five-year strategic and resource plan for increased multilateral engagement.</li> <li>▪ State and OMB should work to review U.S. financial treaty obligations to international organizations and develop a budgetary timeline for meeting them.</li> </ul>	<p>strengthen State's ability to engage non-state actors and leverage the growing resources and capabilities at their disposal.</p> <ul style="list-style-type: none"> <li>▪ State should develop a globally integrated approach to capture, aggregate, and analyze knowledge of influential individuals, their interests, and their networked relationships.</li> <li>▪ State should create a strengthened institutional means to understand, engage, and partner creatively with private sector and NGO actors.</li> <li>▪ Public diplomacy efforts should include deep, sustained investments in cultural exchanges and programs focused on common values and mutual understanding.</li> </ul>

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		<p>future employment environment.</p> <ul style="list-style-type: none"> <li>State should update the process to identify and vet all ambassadorial candidates to ensure they have the necessary skills, experience, and expertise.</li> </ul>	<p>over all executive branch resources allocated to each country.</p>		<p>planning and execution capacities in this area.</p>		
<p><a href="#">American Enterprise Institute for Public Policy Research, Foreign Aid: What Works and What Doesn't, Carol C. Adelman &amp; Nicholas Eberstadt (October 2008)</a></p>	<ul style="list-style-type: none"> <li>U.S. needs a new business model for development assistance.</li> <li>The new business model will call for much more flexibility in aid programming.</li> <li>U.S. aid should be tailored to each country's evolving conditions and development opportunities.</li> <li>U.S. public resources should be premised on leverage and linked with the myriad emerging streams of private endeavor that characterizes global development.</li> <li>USAID should become an aggregator or facilitator of development efforts.</li> <li>U.S. must shift the focus of development assistance from the macro level to the micro level.</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>Assistance programs must be able to respond fully and flexibly to demand-driven opportunities emerging within developing countries.</li> <li>USAID must be willing to experiment with new approaches and develop a mechanism for rewarding willingness to take calculated risks.</li> </ul>	<ul style="list-style-type: none"> <li>USAID should operate more like a foundation, articulating areas or problems of interest and inviting competition for new approaches.</li> <li>One fruitful approach might be to create a venture fund through which any individual or organization with a new idea could apply for a seed grant.</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral and project earmarks, directions, and limitations in foreign aid legislation should be removed with the exception of those deemed essential to national security.</li> </ul>		<ul style="list-style-type: none"> <li>U.S. should always attempt to ensure partners are committed to a program before it makes an investment.</li> <li>With exception of expenditures deemed essential for national security, the U.S. should avoid distributing foreign aid without monetary resources co-invested by the recipient country itself.</li> </ul>	<ul style="list-style-type: none"> <li>Peer-to-peer programs, like USAID's Hospital Partnerships Program, are patently superior to the contractor model that currently dominates USAID.</li> <li>USAID should provide regular, substantive consultations with private-sector players involved in global development, including foundations, charities, corporations, religious organizations, universities and colleges, and individuals.</li> </ul>
<p><a href="#">Brookings Institution, Index of State Weakness in the Developing World, Susan E. Rice &amp; Stewart Patrick (2008)</a></p>	<ul style="list-style-type: none"> <li>Poverty alleviation should have higher priority in U.S. foreign policy.</li> <li>Comprehensive strategies for weak and failing states should include development aid, democracy promotion, support for peacekeeping, trade concessions, and investment promotion.</li> <li>U.S. foreign assistance programs should target the specific weaknesses of individual developing countries.</li> <li>In failed and critically weak states, U.S. policy should place emphasis on improving security.</li> <li>U.S. policymakers should</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>U.S. assistance to the world's weakest states should be increased and targeted to address unique performance gaps in these countries.</li> <li>Overall assistance to the world's weakest states—which is currently insufficient and unevenly distributed—should be increased and targeted.</li> </ul>			<ul style="list-style-type: none"> <li>U.S. policy in Pakistan should increasingly target the underlying drivers of conflict and instability, especially poor governance, political repression, and poor quality education.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. Assistance in Iraq should target all the critical needs of the Iraqi people, not just security and representative governance, but also corruption, rule of law, job creation and economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. efforts to strengthen weak states can't succeed in isolation but must be augmented by and coordinated with actions of other partners, institutions, and the policies of the concerned countries.</li> <li>International partners should seek to help Zambia reduce poverty and inequality, limit inflation, and improve social welfare, including through increased</li> </ul>

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	acknowledge the strategic importance of sub-Saharan Africa.						HIV/AIDS relief.	
<a href="#"><u>Brookings Institution, Managing Global Insecurity, A Plan for Action: A New Era of International Cooperation for a Changed World (September 2008)</u></a>	<ul style="list-style-type: none"> <li>▪ International cooperation must be built on the notion of responsible sovereignty: the notion that sovereignty entails obligations and duties to other states as well as to one's own citizens.</li> <li>▪ U.S. should initiate an effort to build local public health capacity. Only the U.S. has the diplomatic, economic, and military capacity to rejuvenate international cooperation. But to lead the U.S. must first re-establish itself as a good-faith partner.</li> <li>▪ U.S. must demonstrate commitment to a rule-based international system that rejects unilateralism and looks beyond military might.</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>▪ U.S. needs stronger civilian foreign policy capacity to combat key global challenges.</li> <li>▪ U.S. should invest in technology, adaptation, and rainforests to manage the impacts of climate change on the developing world.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>▪ U.S. needs to dramatically upgrade its civilian foreign policy corps, including doubling the size of the foreign service in 10 years.</li> </ul>		<ul style="list-style-type: none"> <li>▪ U.S. must rewrite the Foreign Assistance Act to elevate development priorities and improve aid-effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. should encourage the EU and NATO to develop modalities for civilian-military cooperation.</li> <li>▪ Collectively, the G16 should support a 10-year capacity program for the African Union and a regional security mechanism for the Middle East.</li> <li>▪ U.S. should invest in Asian regional security arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ To support conflict management, each member of a new G16 could designate part of its armed forces and police force for international peacekeeping.</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. should immediately engage in high-level consultations to promote global dialogue.</li> <li>▪ U.S. should promote a Friends Group, convened for Israel-Palestinian conflict, as a future regional security mechanism in the Middle East.</li> <li>▪ Create a new G16 replacing the outdated G8.</li> <li>▪ Increase investment in conflict management with a goal of 50,000 international peacekeeping reserves supplemented by 20,000 police and two billion in funding for peacekeeping.</li> <li>▪ Establish a UN High Comm. for counterterrorism capacity building.</li> <li>▪ U.S. should lead on voluntary veto reform of the UN Security Council.</li> <li>▪ UN Secretary General and President of the World Bank should create a Center of Excellence for Economic Prosperity with members from World Bank, IMF, WTO, OECD, and the UN Development Group.</li> <li>▪ International financial institutions should increase the stake emerging economies have in their leadership in exchange for greater surveillance of their exchange rate policies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public-private dialogue and action will be essential to the international security system.</li> </ul>
<a href="#"><u>Brookings Institution &amp;</u></a>	<ul style="list-style-type: none"> <li>▪ U.S. must elevate development as an independent mission alongside defense and diplomacy</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>▪ U.S. must significantly expand the funding of its foreign</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. Government should create an empowered department of global</li> </ul>	<ul style="list-style-type: none"> <li>▪ Congress should reengage the Foreign and International Relations</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. Government should support proposed legislation, budgets, and</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. Military should be deployed only for its unique capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. must be more aware of its comparative advantages and</li> </ul>	

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<p><a href="#"><u>Center for Strategic and International Studies, Security by Other Means: Foreign Assistance, Global Poverty, and American Partnership (2007)</u></a></p>	<p>in practice, not just in principle.</p> <ul style="list-style-type: none"> <li>▪ The development mission - broadly construed to include security and good governance- must be elevated to coequal status with defense and diplomacy.</li> <li>▪ U.S. must shift from a one-size-fits-all approach and differentiate and target its aid to reinforce recipient practices and goals shared with the U.S., and to encourage growth.</li> </ul>	<p>assistance programs beyond that of the MCC.</p> <ul style="list-style-type: none"> <li>▪ U.S. must increase its ability to grapple with countries in which there is great fragility and the seeds of conflict.</li> <li>▪ U.S. should double the portion of aid for risk mitigation, prevention, and preparedness.</li> <li>▪ Congress should restore a small presidential contingency fund solely for unanticipated policy requirements.</li> <li>▪ U.S. must invest in core foreign assistance competencies rather than allowing in-house capacity to erode.</li> </ul>	<p>development that unites America's foreign assistance resources.</p> <ul style="list-style-type: none"> <li>▪ U.S. must deploy its soft power tools in a coherent manner by creating incentives for interagency coordination of policy and integration of operations and planning.</li> <li>▪ The U.S. humanitarian aid system should be reformed to have greater access to direct resources according to humanitarian needs rather than political considerations.</li> </ul>	<p>Committees in the allocation of foreign assistance resources.</p> <ul style="list-style-type: none"> <li>▪ Congressional oversight should be strengthened by adding joint hearings to integrate committees with expertise on military and foreign assistance.</li> <li>▪ It is critical for Congress to lay the groundwork for and build broad agreement around a more profound vision for foreign assistance reform along the lines of Goldwater-Nichols.</li> <li>▪ Congress should ban binding earmarks for foreign assistance funds for private or non-governmental organizations and of amounts that exceed the president's request for countries or functional actors.</li> <li>▪ The modification of existing mechanisms for ensuring accountability must start in the White House if it is to overcome competing bureaucratic imperatives and agency silos.</li> <li>▪ The level of detail in most foreign assistance appropriations should be comparable to that for domestic and defense agencies. When Congress does not implement authorizing language and instead earmarks for specific areas of concern, it should explicitly explain this discrepancy.</li> <li>▪ Congress should allow more flexibility to appropriations by abolishing ineffective separate "operating</li> </ul>	<p>plans to create a Reserve Civilian Corps for Rapid Response.</p> <ul style="list-style-type: none"> <li>▪ USAID, State (especially S/CRS), DOD and the NSC should cooperate to identify potential conflicts and to develop and execute conflict strategies.</li> <li>▪ Respond to the critical need for a coordinated U.S. strategy for anticipating, preventing, and responding to complex emergencies.</li> <li>▪ U.S. Government departments and agencies should better coordinated resources and increase the priority of alleviating poverty and promoting economic and political development in weak and failed states.</li> <li>▪ U.S. should invest in eliminating transnational threats by maintaining leadership in fighting HIV/AIDS and in preventing and treating malaria, TB, and other diseases.</li> <li>▪ U.S. should create a civilian reserve corps to train and prepare civilians to provide to provide leadership and technical expertise in support of transitional governance mechanisms.</li> <li>▪ The government should task a senior NSC director with carrying out an interagency review of the coherence and effectiveness of military aid programs and develop policy guidelines for conflicts between security priorities and human rights and development</li> </ul>		<p>recognize the capacities of its donor partners.</p> <ul style="list-style-type: none"> <li>▪ U.S. should pursue international partnerships for stabilization and reconstruction operations much more frequently.</li> </ul>	

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			expense” budget accounts and repealing outdated laws requiring annual authorization of appropriation levels. <ul style="list-style-type: none"> <li>Monitoring and evaluation should be improved to get better results through the right incentives, generating necessary information, improve funding allocation, and refine the design of new projects.</li> </ul>	goals in military development assistance.			
<p><a href="#"><u>Brookings Institution, Voices of America: U.S. Public Diplomacy for the 21st Century, Kristin M. Lord (November 2008)</u></a></p>	<ul style="list-style-type: none"> <li>Effective public diplomacy requires a comprehensive strategy closely aligned with the national security strategy, incorporating intensified commitment and strategic communication at all stages of policy making and at all levels of government.</li> <li>U.S. should conduct a comprehensive review of what each agency is doing in the realm of public diplomacy and strategic communications and set clear guidelines for each agency’s role.</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>Budgets for educational and professional exchanges, and specialized scholarships that advance military, public health, economic, and development goals should be increased.</li> <li>Congress should substantially increase State’s budget for public diplomacy. State should have funds to commission independent polls, research, and analyses that support public diplomacy work.</li> <li>The USA-World Trust should have an annual budget of \$50 million and it should be a dependable and non-earmarked revenue stream to avoid large swings in resources and focus.</li> <li>U.S. should show commitment to education and international understanding by tripling the number of Fulbright awards granted every year, from 3,200 new and continuing students to 10,000 per year.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>Increase Foreign Service officers by 100 percent over the next ten years.</li> <li>Embassies should receive a significant increase in the number of Foreign Service officers, particularly in public diplomacy.</li> <li>State Department should train its people more effectively and give them more opportunities for</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should create a new non-profit organization, the USA-World Trust, to complement and support government efforts for public diplomacy.</li> <li>The NSC should maintain a senior position at the level of Deputy NSA to coordinate U.S. government efforts in public diplomacy.</li> <li>Next administration should rename and repurpose the Counterterrorism Communications Center.</li> <li>State Department should create interagency regional hub offices for public diplomacy.</li> <li>State Department should appoint a Deputy Assistant Secretary for Public Diplomacy in every regional bureau as well as several functional bureaus.</li> <li>State, DOD, and other agencies should create an interagency program to bring in outside experts for one to two year periods.</li> </ul>	<ul style="list-style-type: none"> <li>The USA-World Trust should include members of Congress from both major political parties and representatives of relevant sectors of American society.</li> <li>The Trust should also be subject to oversight from one or possibly two Congressional committees.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure responsiveness to national needs, the Trust should be required to convene a semi-annual meeting of senior government leaders from the State Department, Department of Defense, USAID, and other government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. must build international coalitions to address climate change, confront nuclear proliferation, encourage the wavering to choose democracy and freedom, and condemn the territorial invasion of the weak by the strong.</li> </ul>	<ul style="list-style-type: none"> <li>The new Under Secretary should be selected based on his or her ability to lead an inter-agency mission and guide complex and multifaceted elements. This person should be responsible for convening an interagency policy coordination committee on public diplomacy.</li> <li>The President of the USA-World Trust should be an individual of distinction, respected across party lines, with a deep knowledge of foreign policy and national security interests, and of sufficient stature to engage key stakeholders.</li> <li>Government agencies increasingly need to cooperate with organizations in the private and non-profit sector.</li> </ul>

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	professional development.						<ul style="list-style-type: none"> <li>▪ The proposed USA-World Trust should emphasize partnerships between American and foreign groups.</li> <li>▪ The proposed USA-World Trust should host visitors from private sector organizations, the armed services, and government agencies for short- or long-term assignments.</li> <li>▪ U.S. should increase the number of world citizens with access to the Internet and create a Global Virtual Science Library that gives nations access to technical knowledge.</li> </ul>
<p><a href="#"><u>Center for A New American Security, Strategic Leadership: Framework for a 21<sup>st</sup> Century National Security Strategy, Anne-Marie Slaughter, Bruce W. Jentleson, Ivo H. Daalder, Antony J. Blinken, Lael Brainard, Kurt M. Campbell, Michael A. McFaul, James C.</u></a></p>	<ul style="list-style-type: none"> <li>▪ America must exercise strategic leadership that takes into account all the dimensions of national security—economic and social as well as political and military.</li> <li>▪ America must deploy foreign aid as a key instrument of U.S. soft power,</li> <li>▪ U.S. must invest in the capacity to prevent any threat (be it human or natural) to the wellbeing and safety of Americans, to mitigate consequences if such a threat does occur, and to recover rapidly from any major damage.</li> <li>▪ U.S. must be pragmatic and flexible enough to work with a wide variety of states on different issues.</li> <li>▪ U.S. must be more strategic in deciding when and how to engage adversaries. It can be a tough negotiator but still negotiate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ America should integrate military, diplomatic, political, economic and other instruments of power and influence, especially on counterterrorism.</li> </ul>		<ul style="list-style-type: none"> <li>▪ To address the challenge of weak states, the U.S. must adopt an expanded view of democracy and not just promote democracy, but seek to create lasting liberal democracies built on a foundation of liberal institutions.</li> <li>▪ U.S. strategy must also seek to deny terrorists sympathy and support by working with indigenous partners to address the underlying political, economic, and other dynamics fueling radicalization.</li> <li>▪ U.S. must become more adept at using economic tools such as trade agreements,</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. should draw down militarily and build up diplomatically in Iraq.</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S must address the challenges of an interconnected world by making relevant international institutions more effective, broadening and deepening state-to-state collaboration, and working with the private and nonprofit sectors on innovative partnerships.</li> <li>▪ America must work to widen the circle of winners. This requires adapting and strengthening international institutions and policies that sustain global economic growth networks.</li> <li>▪ Now is the time to build coalitions and work</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. must also learn how to help offer a compelling alternative to the violent extremist narrative, improving strategic communications and revitalizing the instruments of public diplomacy.</li> </ul>

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<p><a href="#">O'Brien, Gayle E. Smith, James B. Steinberg (July 2008)</a></p>	<ul style="list-style-type: none"> <li>Combating persistent poverty and preventing and resolving conflict must be key components of any effective strategy to build capable democratic states.</li> </ul>				<p>investment vehicles and development assistance to improve economic conditions throughout the Muslim world.</p>	<p>through international institutions, such as the World Bank and the UN, to make the investments today that will mitigate the tensions arising from resource scarcity over the next 10 to 20 years and beyond.</p>	
<p><a href="#">Center for American Progress &amp; ENOUGH, The Price of Prevention: Getting Ahead of Global Crises, Gayle E. Smith, David Sullivan, &amp; Andrew Sweet (November 2008)</a></p>	<ul style="list-style-type: none"> <li>Next President should produce a national development strategy to bring greater policy coherence and to prevent duplication of efforts and inefficiencies.</li> <li>U.S. should fully integrate prevention into the national strategies that guide foreign policy.</li> <li>Next administration should conduct an interagency inventory of the development and crisis response tools spread across government agencies, lead the coordination of these tools, and lay the groundwork for reorganization and reforms.</li> <li>U.S. should shift focus from national security to sustainable security, which combines national security, human security, and collective security.</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>U.S. should address the resource shortages of civilian agencies.</li> <li>Allocation of contingency funds is urgent.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>U.S. should address the debilitating staff shortages of civilian agencies, particularly State and USAID.</li> <li>State and USAID have an urgent need for modernizing and expanding their professional capabilities, and provide sufficient training.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should organize government to ensure prevention coherence across the executive branch.</li> <li>Next administration should appoint a deputy NSA for strategic planning and budget, mandated to coordinate interagency, long-term strategic policy and budget planning.</li> <li>Next President should appoint a cabinet-level official to represent development in policy deliberations, possibly by authorizing the USAID administrator to attend meetings of NSC principals.</li> <li>Next administration should empower a joint NSC-NEC directorate to coordinate development and crisis response across the executive branch, and include development in the portfolio of a deputy NSA.</li> <li>U.S. should build an integrated, interagency mechanism for long-range strategic planning tied to allocation of resources.</li> </ul>	<ul style="list-style-type: none"> <li>Next administration should engage with Congress on the need for new legislation to replace the outdated and cumbersome Foreign Assistance Act.</li> <li>Congress should provide civilian agencies greater budget flexibility on par with what is available to DOD.</li> </ul>	<ul style="list-style-type: none"> <li>Next administration should conduct regular, agency-wide gaming and contingency planning.</li> <li>New administration should develop a diplomatic surge capability.</li> <li>S/CRS is understaffed and underfunded, and lacks the mandate to coordinate across agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Rather than provide funds to DOD that can be transferred to State, it would be more efficient to make the funds directly available to State.</li> <li>Prolonged use of PRTs risks clouding the distinction between military and civilian operations and fueling a perception that non-government organizations are engaged in military operations.</li> <li>Concentration of new resources and capabilities in DOD has led to significant imbalance between civilian and military capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should reengage with the international community and improve and then support international treaties and norms.</li> <li>U.S. should cover current U.S. arrears to the UN.</li> <li>U.S. should integrate its early warning systems with those managed by the UN, international financial institutions, and other international agencies.</li> </ul>
<p><a href="#">Center for Global Development, The White House and the World: A Global Development Agenda for the Next U.S. President, Nancy</a></p>	<ul style="list-style-type: none"> <li>Next administration should develop a National Foreign Assistance Strategy that elevates global development as critical to our national interest and lays out the principal missions and mandates for foreign assistance.</li> <li>Each administration should be expected to renew and revise the National Foreign Assistance strategy as a Quadrennial Global</li> </ul>	<p><b>Operational Funding</b></p> <ul style="list-style-type: none"> <li>Next administration should allocate more funding for foreign assistance while also increasing accountability measures.</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>U.S. should beef up its development expertise both in number and with specialists in specific areas in order to improve the analysis of U.S. policies</li> </ul>	<ul style="list-style-type: none"> <li>Next administration should create a new cabinet-level Department for Global Development to streamline the bureaucracy, reduce duplication, and strengthen our ability to align major programs with our key objectives.</li> <li>If a cabinet-level agency is not possible, the next administration should build a strong sub-</li> </ul>	<ul style="list-style-type: none"> <li>New administration and Congress must rewrite the FAA to clarify the main mission, mandate, and organizational structure</li> <li>Updating the FAA should include throwing out unproductive regulations and other rules that undermine the effectiveness of USAID</li> </ul>	<ul style="list-style-type: none"> <li>U.S. must develop a much wider range of programmatic approaches across the wide spectrum of countries: failed and failing states, post-conflict countries on the rebound, fragile states that are showing some promise, and "Millennium Challenge Corporation–</li> </ul>		<ul style="list-style-type: none"> <li>U.S. should lead fundamental reform of the international development institutions to give more power to developing countries.</li> <li>Next administration should work more closely with and strengthen multilateral channels of foreign</li> </ul>

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<a href="#">Birdsall, Ed. (August 2008)</a>	Development Review, much like the Quadrennial Defense Review Report of the Department of Defense.	affecting low-income countries. <ul style="list-style-type: none"> <li>President should support the creation and deployment of a Global Health Corps.</li> </ul>	cabinet agency with responsibility for most aid programs, new underlying legislation, and expertise. <ul style="list-style-type: none"> <li>Any new organization must have a direct relationship with the Office of Management and Budget on budget issues.</li> </ul>	and other agencies <ul style="list-style-type: none"> <li>Updating the FAA should also reduce the extensive amount of earmarking and “tied aid”.</li> <li>Take the opportunity while updating the FAA to strengthen and clarify the budget process.</li> <li>U.S. must establish stronger monitoring and evaluation systems for its foreign assistance programs.</li> </ul>	type” countries with stronger governance.		assistance, and allocate a greater share of funding for these organizations. <ul style="list-style-type: none"> <li>U.S. should make a commitment that at least 25 percent of any increase in foreign aid will go through multilateral channels</li> </ul>	
<a href="#">Center for Strategic and International Studies, A Smarter, More Secure America, Commission on Smart Power (November 2007)</a>	<ul style="list-style-type: none"> <li>U.S. should combine hard and soft power into a smart power strategy of working for the global good.</li> <li>U.S. should elevate the role of development in foreign policy.</li> <li>U.S. must develop a more unified approach to development and convince Americans that smart investments in development are in their own interest.</li> <li>Next administration should establish a quadrennial smart power review.</li> <li>Next administration should seek to provide regional public goods that increase accountability in areas of common concern, such as on piracy, humanitarian crisis response, or missile early warning.</li> <li>Any increase in development assistance levels ought to be spread more purposefully throughout the world rather than in three strategic countries or one strategic region.</li> </ul>	<b>Operational Funding:</b> <ul style="list-style-type: none"> <li>Next administration should continue the Bush Administration’s efforts to increase the size of the development and humanitarian assistance budget and increase the effectiveness of this assistance.</li> <li>Congress should double the appropriation for State’s academic exchanges including a ten-year special allocation of new funds for the Fulbright program related to China and India.</li> <li>U.S. should invest in training of local health care providers abroad.</li> <li>U.S. must move more discretionary authority and resources into field organizations.</li> </ul> <b>Human Resources:</b> <ul style="list-style-type: none"> <li>Next President should increase the number of Foreign Service personnel serving in State by more than 1,000 and consider further expansions in other relevant civilian agencies.</li> <li>U.S. should create a float for civilian agencies to send officers to development programs and other agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Next administration should create a cabinet-level voice for global development.</li> <li>U.S. needs a framework across all departments and agencies to help prioritize strategic objectives and direct resources.</li> <li>Next administration should mandate coordination and leadership of global health efforts in a new sub-cabinet position.</li> <li>U.S. should create a U.S. Global Health Corporation, which could function as an independent corporation.</li> <li>Next administration should “double-hat” a deputy to the national security adviser and the director of the Office of Management and Budget (OMB), charging this individual with developing and managing a strategic framework for planning policies and allocating resources.</li> <li>Next administration should consider creating a standing coordination center as an adjunct organization attached to the executive secretary.</li> <li>Next President should give the senior State ambassadors assigned to advise regional military commanders a dual authority to head a regional interagency consultation council</li> </ul>	<ul style="list-style-type: none"> <li>Congress must act as a partner and develop proper authorizing and appropriating structures to support a smart power strategy.</li> <li>Congress should fundamentally reform Trade Adjustment Assistance.</li> </ul>			<ul style="list-style-type: none"> <li>The best chance of sustaining the legitimacy and effectiveness for international peacekeeping and peace building interventions over time derives from a solid U.S. – UN partnership.</li> <li>U.S. must genuinely institutionalize the value of winning allies to its side in order to achieve its objectives abroad.</li> <li>U.S. focus should be reinvigorating alliances, partnerships, and institutions that serve our interests.</li> <li>U.S. must resume its traditional role as an effective broker for peace in the Middle East.</li> <li>U.S. should renew commitment to UN, reinvigorate our alliances, and work to erase the perception that the U.S. has double standards when it comes to abiding by international law.</li> <li>U.S. should take the lead in pursuing instruments and agreements that lead to</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should focus on bringing foreign populations to our side by building long-term, people-to-people relationships.</li> <li>Next administration should strengthen our resource commitment to public diplomacy.</li> <li>Next administration should consider the establishment of an autonomous organization charged with public diplomacy and reporting directly to the Secretary of State.</li> <li>Next administration should create a non government institution to help tap into expertise in the private and nonprofit sectors and to improve U.S. strategic communication from an outside-in approach.</li> </ul>

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		<p>comprising representatives from all other federal agencies that have field operations in those regions.</p> <ul style="list-style-type: none"> <li>U.S. needs to strengthen civilian agency coordination on a regional basis.</li> </ul>				<p>a strong international legal order.</p> <ul style="list-style-type: none"> <li>Next President should prioritize working to reform the UN more broadly, reworking the governance structures of the World Bank and IMF, and jumpstarting World Trade Organization negotiations and strengthening its enforcement.</li> <li>Next administration should strengthen the G8 summit by proposing a set of high-level meetings on energy and climate; nonproliferation; global health; education; and the world economy.</li> <li>Next President should view consensus-based internationalism as a pragmatic, short-term option.</li> <li>U.S. should work through the UN to coordinate thinking and action on addressing conditions conducive to the threat of terrorism.</li> <li>U.S. should strengthen its leadership within the WHO.</li> <li>U.S. should lock in a minimum measure of global trade liberalization applicable to all WTO members.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should expand successful exchange and education programs.</li> <li>U.S. should launch U.S.-China and U.S.-India educational funds.</li> <li>U.S. should expand Middle East language competencies.</li> <li>U.S. should end the stigma of AIDS at home and abroad.</li> <li>U.S. should eliminate the symbols that have come to represent the image of an intolerant, unjust America.</li> <li>Next President should strike a new consensus at home and abroad for finding normative solutions to pragmatic challenges.</li> </ul>
<p><a href="#">Center for Strategic and International Studies, A Steep Hill: Congress</a></p>	<ul style="list-style-type: none"> <li>Stabilizing failing states and reconstructing their societies should be a core part of U.S. national security strategy.</li> <li>Combining the Foreign Assistance and State budgets with the DOD budget would increase</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>U.S. should establish a public and transparent system of appropriations and reprogramming, including the aggregating of all U.S. government funds (military and civilian) by</li> </ul>	<ul style="list-style-type: none"> <li>Establish a leadership team with clear authorities so that talent is in place when a crisis arises. The President should select an in-country leader—advised by a White House aide—that has full responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Congressional committee organization, budgets, and authorities should be reengineered and streamlined.</li> <li>Congress should significantly reduce and</li> </ul>	<ul style="list-style-type: none"> <li>For stabilization and reconstruction, open and timely sharing of useful information by Congress and the executive branch should become the standard.</li> </ul>	<ul style="list-style-type: none"> <li>Section 1206 is a promising program meeting an immediate demand for capacity to train and equip foreign forces but ultimately issues that hinder</li> </ul>	<ul style="list-style-type: none"> <li>Next President should make educational and institutional exchanges a higher priority.</li> </ul>

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<p><a href="#"><u>and U.S. Efforts to Strengthen Fragile States, Derek Chollet, Mark Irvine, &amp; Bradley Larson (March 2008)</u></a></p>	<p>congressional interest and support and enable Congress to give coherent, strategic guidance for all elements of U.S. interventions.</p> <ul style="list-style-type: none"> <li>▪ Congressional leaders and the administration should foster a national imperative on the importance of stabilization and reconstruction work.</li> <li>▪ U.S. must improve its ability to anticipate crises, plan for prevention or response, and improve analysis of outcomes.</li> </ul>	<p>country.</p> <ul style="list-style-type: none"> <li>▪ Increase the availability of flexible emergency funds to improve rapid-response capability on the ground.</li> <li>▪ Funding should arrive in conflict zones quickly with decision-making as decentralized as possible.</li> </ul>	<p>to train and lead small, integrated teams of senior U.S. government civilians and military officers in stabilization and reconstruction operations.</p> <ul style="list-style-type: none"> <li>▪ Reform executive branch bureaucracies to speed up the allocation of resources.</li> </ul>	<p>simplify existing mandates and reporting requirements in the next two years.</p> <ul style="list-style-type: none"> <li>▪ Congress should reform the FAA to address recurring problem areas such as police training, lack of contingency funds, and shortage of civilian personnel.</li> <li>▪ Congressional leadership should form a bipartisan House-Senate joint task force to review earmarks, sanctions, notifications, budget process, oversight committees, etc. to develop a simplified model for doing business.</li> <li>▪ Congress should create a select committee on stabilization, reconstruction, and assistance issues.</li> <li>▪ Congress should hold regular joint hearings of congressional authorizing and appropriating committees.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Next administration should encourage greater collaboration through joint congressional and executive branch delegations to fragile states.</li> <li>▪ Enhance civilian capacity with additional management, coordination, and expeditionary staff plus flexible resources for key offices including S/CRS, USAID/Office of Transition Initiatives, and USAID/Conflict Mitigation and Management.</li> <li>▪ Create a Permanent Fragile States Consultative Group on stabilization and reconstruction operations that would include select members of the interested committees and executive branch officials.</li> <li>▪ Congress should establish the tiered civilian-response core under the director of S/CRS.</li> </ul>	<p>assistance delivery by State must be addressed in a systematic way.</p>		
<p><a href="#"><u>Center for Strategic and International Studies, Integrating 21<sup>st</sup> Century Development and Security Assistance, Task Force on Nontraditional Security Assistance (January 2008)</u></a></p>	<ul style="list-style-type: none"> <li>▪ Executive should provide an integrated resource picture for foreign, national, and homeland security policy.</li> <li>▪ OMB and NSC should be required to document clearly how the foreign assistance streams for USAID, State, and DOD fit together.</li> <li>▪ There should be stronger State/DOD joint strategic planning and coordination at the regional level, using Regional Strategic Initiative to improve embassy-CoCom coordination.</li> <li>▪ DOD and civilian partners should conduct more comprehensive strategic planning and baseline assessments.</li> <li>▪ Supports a new national security</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>▪ The Administration and Congress should bolster the nation's civilian government agencies by building robust response capabilities.</li> <li>▪ Funding should be increased for USAID foreign disaster assistance.</li> <li>▪ There should be a significant increase in official development assistance and multiple aid streams currently scattered throughout the government should be integrated.</li> <li>▪ U.S. should consider providing U.S. ambassadors with flexible funds for targeted counterterrorism efforts in host countries.</li> <li>▪ AFRICOM should be provided with adequate and sustainable</li> </ul>	<ul style="list-style-type: none"> <li>▪ A new NSC senior director for conflict prevention and response should provide interagency coordination in the White House in close coordination with OMB.</li> <li>▪ Next President should create interagency counterterrorism task force structures in U.S. embassies.</li> <li>▪ AFRICOM can only be effective if it is part of a unified, civilian-led U.S. government approach to Africa that incorporates development, diplomacy, and defense.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Congress should require the executive branch to provide an integrated resource picture for U.S. foreign assistance security policy and adequate funding for State and USAID.</li> <li>▪ Congress should improve oversight mechanisms for national security and overcome structural obstacles in Congress possibly by creating a select committee on national security in both the House and Senate.</li> <li>▪ DOD, State, and USAID should present relevant</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. should develop a robust civilian response and reserve corps to support future civilian-military teams, with attendant training and incentives.</li> <li>▪ USAID should streamline processes for delivering assistance in post-conflict settings.</li> <li>▪ U.S. should improve handoff operations in the wake of conflicts.</li> <li>▪ U.S. should create new incentives for joint counter terrorism approaches by providing additional funding for training, education, and</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. must build up relevant civilian expertise within State and USAID to deliver stability-creating assistance in difficult environments.</li> <li>▪ Counterterrorism efforts should be 80 percent civilian and 20 percent military.</li> <li>▪ Section 1206 authority should be extended over 3 to 5 years, but use of funds should not be permanent and restricted to time-sensitive, emerging threats, requiring State concurrence and joint</li> </ul>	<ul style="list-style-type: none"> <li>▪ The foundation of a preventive approach should be sustained partnerships that build capacity for good governance and security, foster economic prosperity and social well-being, and more effectively promote community-level development.</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. must adopt a more sophisticated approach to public diplomacy and strategic communication that persuades Africans of AFRICOM's value added for African's themselves.</li> </ul>

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	<p>presidential directive to direct interagency cooperation on humanitarian assistance and make country teams the center of gravity for planning.</p> <ul style="list-style-type: none"> <li>Administration should make more effective use of the regional strategic initiative under the leadership of State's coordinator for counterterrorism.</li> </ul>	<p>funding.</p> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>There should be robust civilian staffing of Joint Strategic and Operational Planning Mechanisms including AFRICOM, and CoCom Joint Interagency Coordination Groups.</li> <li>There should be increased funding and staffing for USAID's Office of Transition Initiatives.</li> <li>AFRICOM must receive adequate personnel from State, USAID, and other civilian agencies to achieve its ambitions.</li> </ul>		<p>congressional committees with a joint CT security assistance budget.</p> <ul style="list-style-type: none"> <li>Congress should officially establish the S/CRS and provide it with funding for its three-tiered civilian response approach and contingency funds to support rapid deployment.</li> <li>Congress and the White House should eliminate or streamline presidential initiatives and legislative earmarks that sharply constrain the flexibility of U.S. foreign assistance.</li> <li>There should be greater monitoring and evaluation of impact, including for security.</li> </ul>	<p>recruitment.</p> <ul style="list-style-type: none"> <li>There should be stronger State/DOD joint strategic planning and coordination at the regional level.</li> <li>DOD should compile lessons learned, develop stronger financial controls, and deploy State and USAID personnel to brigade or battalion level to improve interagency input.</li> <li>There should be full USAID staffing at senior development adviser positions at CoComs.</li> <li>There should be increased OHDACA funds and permission that they can be used for stabilization missions.</li> <li>USAID be more engaged in monitoring and evaluating.</li> <li>S/CRS should be empowered with a larger multi-year funding stream.</li> </ul>	<p>formulations.</p> <ul style="list-style-type: none"> <li>Section 1206 funds should be phased out, replaced by a substantial, flexible cross-government contingency fund.</li> <li>CERP should be continued in Iraq and Afghanistan, extended over 3 to 5 years and expanded to all named operations, but limited to emergency relief and rehabilitation programs.</li> </ul>	
<p><a href="#"><u>Committee on Foreign Relations Minority Staff, Embassies Grapple to Guide Foreign Aid (November 2007)</u></a></p>	<ul style="list-style-type: none"> <li>The President should design a national foreign assistance strategy.</li> <li>The President should give explicit authority to ensure that all foreign aid, including from State, USAID, MCC, PEPFAR, DOD, and other agencies are in the foreign policy interests of the U.S.</li> <li>The President should task the Secretary of State and Administrator of USAID to implement the strategy.</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>The Secretary of State and the Administrator of USAID should work with the executive branch and with Congress to garner the foreign assistance funds necessary to carry out the strategy.</li> <li>Congress should fund the President's foreign aid budget, at a minimum, at the overall level requested.</li> <li>The operating budget of USAID should reflect the high priority the President places on international economic development.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>Career paths that include ambassadorships should be created for USAID professional staff and USAID personnel should be considered for more ambassadorships.</li> </ul>	<ul style="list-style-type: none"> <li>The DFA should be made a confirmable position as a second Deputy Secretary of State commensurate with the importance economic development has in national security.</li> <li>DFA's responsibility should be expanded to include oversight of all government agencies' foreign aid programs.</li> <li>DFA should be separate from Administrator of USAID.</li> <li>State would be better served with Assistance Coordinators for each regional bureau, perhaps as a deputy assistant secretary.</li> <li>Internal embassy coordinating mechanisms, whether one point person, working groups, or direct front office supervision, should be set up to share information, seize opportunities,</li> </ul>	<ul style="list-style-type: none"> <li>Congress, in cooperation with the executive branch, should undertake an overhaul of the FAA to reflect the new structure of the foreign aid apparatus and give cohesion to foreign assistance strategy.</li> <li>Congress must work with the Executive to ensure that earmarks do not nail embassy staff to their desks when they should be out overseeing projects.</li> <li>Authorizing committees should consider and pass, and Congressional leadership should find floor time for, a foreign aid authorization bill as a routine matter at least</li> </ul>	<ul style="list-style-type: none"> <li>Training for all Foreign Service Officers, including ambassadors and DCMs, should include course material that prepares them for effective interaction with the military.</li> </ul>	<ul style="list-style-type: none"> <li>The Secretary of State should streamline security assistance decision-making to make certain that there is ready flexibility and means to address emerging threats and unexpected opportunities.</li> <li>Foreign assistance must continue to be led and be seen to be led by the diplomats rather than the generals.</li> <li>The Executive Branch should request and the legislative branch should fund security assistance in the foreign affairs budget, as has traditionally been the case, with</li> </ul>	<ul style="list-style-type: none"> <li>U.S. needs governments to be convinced that they should help undercut and expose the designs of terrorists who may be transmitting or residing in their countries.</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ USAID should be strengthened and provided resources to achieve the ultimate goal of creating a streamlined agency that can keep and attract the most experienced, technically proficient, and worldwide savvy development experts in the world.</li> <li>▪ The staffing levels of USAID should reflect the high priority the President places on international economic development.</li> </ul>	<p>and to rein in those who intentionally or inadvertently skirt embassy oversight.</p> <ul style="list-style-type: none"> <li>▪ The Secretary of State should provide strategic direction, transparency and overall accountability to foreign assistance.</li> <li>▪ The DFA should effectively break funding decisions into strategic, tactical and operational components; find ways to bring appropriate actors into decisions; and make clear who the appropriate decision maker is at various stages.</li> <li>▪ The DFA should collect and analyze data in a way that gives policymakers and others in the development community information on where U.S. taxpayer dollars are being spent overseas and to what ends.</li> <li>▪ The DOD and the domestic agencies should be involved in “F process” deliberations of country-level goals and funding.</li> <li>▪ Regional coordinators at State should partner with Assistant Administrators at USAID to ensure the most effective use of foreign assistance funds.</li> <li>▪ The USAID Administrator should have an independent presence on the President’s highest level inter-agency councils on foreign aid issues.</li> <li>▪ The DFA should prepare with USAID a unified budget for State and USAID expenditures after extensive consultation with interested parties including country ambassadors.</li> <li>▪ Agencies that enter the foreign assistance arena need to consult the embassy team.</li> </ul>	<p>every two years.</p> <ul style="list-style-type: none"> <li>▪ Congress should agree on reprogramming levels below which decisions can be made at the embassy level without requiring legislative branch notifications.</li> </ul>		<p>some security assistance continuing to be implemented by the DOD.</p> <ul style="list-style-type: none"> <li>▪ Foreign assistance functions should not be migrating to DOD due to inadequate executive branch requests for funding in the proper budget account.</li> </ul>		
<p><a href="#">Council on Foreign Relations. The Future of Foreign Assistance Amid</a></p>	<ul style="list-style-type: none"> <li>▪ The President and Congress should elevate development as a core aspect of global engagement on par with defense and diplomacy.</li> <li>▪ U.S. should support disease</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>▪ Congress should at least appropriate global health funding at levels that were previously authorized if not aim for the goal of doubling official development</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. can and should learn from the UK’s DFID experience and seek to emulate some of the same innovations as DFID consolidation offers a model worthy of U.S. attention.</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is near unanimous agreement that the FAA cannot be transformed, it must be rewritten.</li> <li>▪ Congress and the new administration should</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. should seek to end conflict, build viable governance, and provide services that can mitigate the impacts of conflict on poverty and disease in</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Obama Administration should task the new leadership of foreign assistance with developing clear policy guidelines</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Secretary of State should pressure counterparts throughout the G8 to keep promises for foreign assistance contributions.</li> </ul>

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<a href="#"><u>Global Economic and Financial Crisis: Advancing Global Health in the U.S. Development Agenda, Laurie A. Garrett (January 2009)</u></a>	<p>surveillance activities aimed at early detection of outbreaks.</p> <ul style="list-style-type: none"> <li>▪ Reorganizing how foreign assistance is administered and which agencies properly play a role cannot be done properly until the very purpose of foreign assistance is determined.</li> <li>▪ U.S. must build an empirical basis for analyzing, experimenting, managing, and testing health systems at home and overseas.</li> <li>▪ Greater commitment should be given to aligning aid priorities with the priorities of local stakeholders.</li> <li>▪ Development leadership in the NSC should work with State and HHS to find ways to protect pharmaceutical patents without imposing unjust burdens on developing countries and develop incentives to invest in research and development of new tools for health in poor countries.</li> </ul>	<p>assistance to reach \$44 billion for FY10.</p> <ul style="list-style-type: none"> <li>▪ U.S. should increase support for agricultural, educational, and infrastructural development.</li> <li>▪ The commitment to double official development assistance should be followed.</li> <li>▪ Congress should double the budget of USAID.</li> <li>▪ Congress should continue to support the Office of Global Health Affairs with at a minimum the FY08 levels.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>▪ Congress should consider performance incentives, higher skills training, and the need to enhance the professional stature of global health and development workers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A White-House-based director of foreign assistance should have the flexibility to move resources and funds as exigencies require.</li> <li>▪ New NSC leadership of official development assistance should bridge gaps between PEPFAR, USAID, CDC and other agencies.</li> <li>▪ There should be an interagency strategic planning mechanism tied to budget and resources to coordinate leadership, and it should ideally be nested in the White House.</li> <li>▪ Rapid improvement in foreign assistance can be achieved by creating an office in the NSC that advocates for development, health, and humanitarian response and has statutory authority to coordinate and oversee all official development assistance, including DOD.</li> <li>▪ A civilian panel should be established that has statutory advisory authority over all official development assistance similar to how the Joint Chiefs of Staff oversees the branches of the armed services.</li> <li>▪ Secretary of Health and Human Services should give careful consideration to the appointments to the Office of Global Health Affairs.</li> </ul>	<p>consolidate at least some of the fragmented aid streams under one roof.</p> <ul style="list-style-type: none"> <li>▪ Congress should give PEPFAR leadership flexibility to pursue prevention strategies.</li> </ul>	<p>failed and unstable states.</p>	<p>regarding the appropriate role of armed forces in global health and development efforts.</p>	<ul style="list-style-type: none"> <li>▪ U.S. needs to grow more comfortable leveraging multilateral institutions and needs to promote multi-actor governance arrangements.</li> <li>▪ U.S. should lead G8 nations in supporting improvements to WHO capacity to detect and respond to outbreaks.</li> </ul>	
<a href="#"><u>Foreign Affairs, "Arrested Development: Making Foreign Aid a More Effective Tool." J. Brian Atwood, M. Peter McPherson, &amp; Andrew Natsios (October 2008)</u></a>	<ul style="list-style-type: none"> <li>▪ Give the head of the new USAID the authority to devise an overall U.S. government strategy on humanitarian and development programs and to coordinate the activities of other departments at the global, country and regional levels.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Substantially increase USAID's operating account to boost the size of the permanent staff, invest in training and increase the agency's technical expertise.</li> <li>▪ Reopen USAID missions that were permanently closed and staff them adequately.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Make USAID an independent agency reporting to the Secretary of State or a new cabinet department and give it budgetary independence.</li> <li>▪ Place under the new USAID all humanitarian and development programs now assigned to the State Department, such as refugee programs, PEPFAR, and the programs implemented by the new bureau for postconflict reconstruction.</li> <li>▪ Make the head of the new</li> </ul>	<ul style="list-style-type: none"> <li>▪ Update the FAA to make the executive branch accountable for results and provide a new framework for legislators who wish to earmark funds for specific purposes. The MCC's eligibility criteria could serve as a model.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Integrate an elevated USAID into the interagency process to improve cooperation and take direction from the State Department, the Pentagon, and other agencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Democracy-promotion programs and the Defense Department's aid programs around the world should largely return to civilian control, with the relevant authority and resources assigned to the new USAID.</li> </ul>		

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			<p>USAID a statutory member of the National Security Council who serves as part of the President's international economic advisory team on the National Economic Council.</p> <ul style="list-style-type: none"> <li>Establish a civilian equivalent to the Joint Chiefs of Staff that would include the most senior career officers of the State Department, the new USAID, the Treasury Department, and the Office of the U.S. Trade Representative.</li> </ul>				
<p><a href="#">HELP Commission Report on Foreign Assistance Reform, Beyond Assistance (December 2007)</a></p>	<ul style="list-style-type: none"> <li>U.S. should create a national security strategy that includes a national international affairs strategy and a quadrennial development and humanitarian assistance review.</li> <li>Majority of commissioners recommended creating a National Security Budget, combining Defense and International Affairs spending.</li> <li>U.S. should create a new business model for foreign assistance programs based on: understanding development must be locally led and owned, acknowledgement of importance of private partners, embracing risk and innovation, increased flexibility, reward graduation, focus on programs that will lead to economic growth, concentration on results and improvement of monitoring and evaluation, and support for the promotion of democratic principles.</li> <li>Joint guidance from the NSC and OMB should set program goals, benchmarks and timing.</li> <li>Programs should be demand-driven so that they respond to local needs and therefore have a better chance of creating lasting solutions.</li> <li>U.S. should align trade and development policies.</li> <li>U.S. should allow duty-free, quota-free provisions for MCC-</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>Of the proposed combined national security budget, as much as 10 percent should be devoted to international affairs activities.</li> <li>U.S. should increase technical assistance and funding for small and medium enterprises that do not have access to private capital.</li> <li>U.S. should establish a fund for research and development, to be modeled on the research arm of the Department of Defense.</li> <li>U.S. should establish a \$500 million fund as a permanent humanitarian crisis response facility to use when disasters occur.</li> <li>U.S. should create a \$500 million foreign crisis fund to allow flexibility when confronting security challenges in failed and failing states.</li> <li>U.S. should improve monitoring and evaluation, human resources, and procurement and contracting capabilities of its agencies.</li> <li>Congress should fund the ESF account appropriately and ensure it is used for short-term economic needs.</li> <li>U.S. should consider offering modest-sized loans to support the growth of financial, commercial, and industrial enterprises.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>Substantially increase and better</li> </ul>	<ul style="list-style-type: none"> <li>Development should be elevated to equal status with defense and diplomacy.</li> <li>U.S. should reduce the number of agencies responsible for development.</li> <li>U.S. should establish a high-level policy coordinating mechanism in the EOP for development and humanitarian programs.</li> <li>U.S. should invest both authority and accountability in the same decision-making structures.</li> <li>U.S. should create a single point of contact within the government for reporting to the public and Congress on financial, program, and budget information.</li> <li>U.S. should reestablish an independent office of monitoring and evaluation within the agency responsible for foreign assistance.</li> <li>U.S. should create a new organization that can develop and apply innovative technologies to development problems.</li> <li>Some commissioners prefer that a new stand-alone Department of Development be created; other commissioners prefer that our development agencies be merged into the</li> </ul>	<ul style="list-style-type: none"> <li>U.S. must rewrite the FAA to reflect new development goals and programs.</li> <li>Congress should simplify account structures to allow for more clearly defined responsibility and authority including merging the plethora of foreign assistance accounts within the International Affairs Budget.</li> <li>Executive and Legislative branches should forge a new relationship that acknowledges the need for accountability and flexibility.</li> <li>Congressional Armed Services and Foreign Relations/Foreign Affairs Committees should hold joint hearings on the coordination of aid activities between DOD, State, and USAID.</li> <li>President should invite members of Congress regularly as participants in official American delegations to important international conferences and forums on global development.</li> <li>Congress should promote labor rights and environmental protections</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should strengthen and fund the capacities of S/CRS and assign it responsibility for coordinating State and DOD programs for security-related aspects of addressing crises and weak and failing states.</li> <li>U.S. should strengthen the civilian reserve corps recommended by the Bush Administration.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should adequately fund State and USAID in areas where DOD has taken on their traditional development responsibilities in recent years so that DOD can remain focused on its core functions.</li> <li>U.S. should clarify DOD's role in development assistance.</li> <li>Congress should bolster the requirements for concurrence between the Secretary of State and DOD on all foreign aid activities carried out by DOD.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. must work with our partner countries to address challenges including the dearth of effective primary schools, presence of lawless territories, absence of health infrastructure and unsafe drinking water.</li> <li>U.S. foreign assistance programs should be carried out in concert with local private or public partners that are themselves committed to development.</li> <li>U.S. should encourage members of the G8 to take practical and immediate actions to minimize the adverse effects of their respective domestic agricultural subsidies and practices on the economies of developing countries and their own agricultural industries.</li> <li>U.S. should lead the G8 countries in supporting an increase in infrastructure investment in developing countries.</li> <li>U.S. should urge the World Bank to continue</li> </ul> <ul style="list-style-type: none"> <li>U.S. should enhance public diplomacy capabilities of field personnel by strengthening training and coordination of country spokesmen and by expanding collaborative efforts between the U.S. and foreign governments and NGOs.</li> <li>Harmonize public diplomacy efforts by all U.S. Government agencies engaged in overseas development.</li> <li>U.S. should use public diplomacy and branding more effectively.</li> <li>U.S. should encourage each USAID mission to undertake surveys to help development officials better understand how their programs are perceived, assess how people get</li> </ul>

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	<p>eligible countries and, if possible, for the poorest countries with a per capita Gross Domestic Product (GDP) below \$2,000.</p> <ul style="list-style-type: none"> <li>▪ U.S. should encourage duty-free, quota-free eligible countries to embrace trade liberalization, provide greater respect for worker rights and enhance environmental protections.</li> <li>▪ U.S. should increase the profile of infrastructure in our development programs and be receptive when countries make requests for infrastructure support.</li> <li>▪ U.S. should make decisions on a country-by-country or region-by-region basis about strategic conditions; establish achievable goals for assistance to each developing country; and determine the cost of achieving these goals based on a long-term commitment with the partner countries.</li> <li>▪ U.S. should have renewed attention on productivity of agriculture and related industries in the developing world.</li> <li>▪ Programs should be demand-driven to respond to local needs.</li> <li>▪ U.S. should promote trade capacity building in the governments, regulatory agencies, and trade and business associations of developing countries.</li> <li>▪ Produce a country development estimate for each country.</li> </ul>	<p>train the U.S. foreign assistance agency's direct-hire workforce.</p> <ul style="list-style-type: none"> <li>▪ Our nation must prepare and train its foreign assistance professionals just as it does its armed forces.</li> <li>▪ U.S. should recruit and train the development agency workforce to the same standard of language and cross-cultural sensitivities as State.</li> <li>▪ USAID should accept mid-career hires, unpaid sabbaticals, and other flexible employment practices.</li> <li>▪ U.S. should provide foreign assistance agencies with sufficient staff so that grant and contract operations proceed appropriately.</li> <li>▪ U.S. should increase purchases of local food aid.</li> <li>▪ U.S. should lengthen overseas assignments of foreign assistance staff when feasible.</li> </ul>	<p>existing Department of State.</p> <ul style="list-style-type: none"> <li>▪ The majority of commissioner international affairs functions and funding might best be reorganized into a next-generation Department of State with four sub-Cabinet agencies including (1) trade and long-term development; (2) humanitarian crises and post-conflict states; (3) political and security affairs; and (4) public diplomacy.</li> <li>▪ U.S. should limit the size and range, and number of umbrella contracts and grants awarded.</li> </ul>	<p>as part of bilateral trade negotiations with developing countries.</p> <ul style="list-style-type: none"> <li>▪ Authorizing committees should re-engage and enact bi-annual reauthorization measures.</li> <li>▪ Congress and Executive should strike an agreement on procedures governing the movement and allocation of funds.</li> <li>▪ Congress should enact legislation to include host country recipients, civil society, and government officials as participants in the grant and contract scoring and award process.</li> </ul>			<p>to support infrastructure lending and investment.</p> <ul style="list-style-type: none"> <li>▪ U.S. should work with the European Union and multilateral organizations like the UN to build the context of recovery for fragile states.</li> </ul>	<p>their information, expand relationships with in-country media, and determine how outreach can be improved.</p> <ul style="list-style-type: none"> <li>▪ U.S. should use integrated media campaigns in host countries to increase awareness of U.S. assistance programs.</li> <li>▪ U.S. should consider how to improve awareness of U.S. Government funding for multilateral relief and development organizations.</li> </ul>
<p><a href="#"><u>Modernizing Foreign Assistance Network, New Day New Way: U.S. Foreign Assistance for the 21<sup>st</sup> Century (June 2008)</u></a></p>	<ul style="list-style-type: none"> <li>▪ U.S. should develop a national strategy for global development that prioritizes and articulates goals of foreign assistance.</li> <li>▪ Our efforts to promote global prosperity and reduce poverty should be treated as a principal element of our global engagement.</li> <li>▪ U.S. should elevate global development as a national priority and development should be treated as a principal element of our global engagement.</li> <li>▪ U.S. should align foreign</li> </ul>	<p><b>Operational Funding:</b> U.S. should commit sufficient, increased, and flexible resources for foreign assistance with accountability for results.</p> <p><b>Human Resources:</b> U.S. should rebuild human resource capacity; foreign assistance must be staffed with sufficient numbers of highly-skilled personnel who are coordinated across government.</p>	<ul style="list-style-type: none"> <li>▪ U.S. should rebuild, rationalize, and streamline organizational structures and improve organizational capacity by creating a Cabinet-level Department for Global Development.</li> <li>▪ The best way to develop and effectively execute a national strategy for global development is to create a Cabinet-level agency for global development.</li> <li>▪ Development should have a seat at the table of high-level</li> </ul>	<p>There should be a grand bargain between Executive and Congress on management authorities. This should include planning, designing, and enacting a new FAA that consolidates management authorities and legislative oversight, reducing political and bureaucratic constraints.</p>			<ul style="list-style-type: none"> <li>▪ U.S. should partner with others to achieve results.</li> <li>▪ Working in cooperation with other countries and international institutions multiplies our strength, expands our options, shares the costs and risks, and leverages our common successes.</li> <li>▪ U.S. should harmonize our policies and practices with other</li> </ul>	

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<p>assistance policies, operations, budgets and statutory authorities.</p> <ul style="list-style-type: none"> <li>Foreign Assistance should be part of a coherent vision for engagement with developing countries alongside other instruments including trade, defense and diplomacy.</li> </ul>		<p>Executive branch decision making.</p> <ul style="list-style-type: none"> <li>Reinvigorating USAID or merging USAID with MCC, PEPFAR, and other programs would be a step forward to improve coordination and policy coherence.</li> </ul>				<p>donors.</p>	
<p><a href="#"><u>Project on National Security Reform, Forging a New Shield (November 2008)</u></a></p>	<ul style="list-style-type: none"> <li>U.S. must mobilize all tools of national power for a comprehensive and agile national security strategy.</li> <li>U.S. must adopt new approaches that focus on national missions and outcomes, emphasizing integration, collaboration and agility.</li> <li>An Executive Order should be issued to define the national security system, establish presidential expectations, and establish norms for its fundamental functions.</li> <li>A national security review should be performed at the beginning of each presidential term directed by the new President's Security Council.</li> <li>Annual national security planning guidance should be issued based on the national security review.</li> <li>National security departments should be required to prepare six-year budget projections.</li> <li>U.S. should create an integrated national security budget.</li> </ul>	<p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>Civilian personnel authorizations and appropriations should be increased in annual increments phased over five years.</li> <li>A national security strategic human capital plan should be developed to identify and secure human capital capabilities necessary.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should establish a President's Security Council to replace the NSC and Homeland Security Council, which would also handle international economic and energy policy.</li> <li>U.S. should statutorily create a director for national security within the EOP.</li> <li>State should be transformed by consolidating in it functions now assigned to other departments and agencies that fall within its core competencies.</li> <li>An executive secretary of the President's Security Council should be created to support overall system management.</li> <li>U.S. should have an official reporting to the director of national security to analyze interagency operations.</li> <li>U.S. should create a collaborative information architecture that includes a chief knowledge officer in the President's Security Council as well as in each national security department or agency and there should be a single security classification regime.</li> <li>U.S. should create new empowered interagency teams with full-time personnel who are able to implement a whole-of-government approach.</li> </ul>	<ul style="list-style-type: none"> <li>There should be a comprehensive revision of the FAA by December 2010.</li> <li>Congress should prescribe in statute the national security roles of each executive branch department and agency.</li> <li>Congress should establish a Select Committee on National Security in the Senate and House with each committee that has assigned jurisdiction.</li> <li>New rules should be adopted to empower the SFRC and HFAC to formulate and enact annual authorization bills.</li> <li>Each nomination for the ten most senior positions in a national security department or agency should be placed on the executive calendar of the Senate.</li> </ul>	<ul style="list-style-type: none"> <li>The U.S. should create interagency task forces to handle crises that exceed the capacities of both existing departmental capabilities and new interagency teams.</li> <li>Recommends the creation of a national security professional corps to create a cadre of national security professionals trained for interagency assignments.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional alliances are still vitally important and must be augmented by both situation-specific temporary coalitions and new partners including regional and global institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional alliances must be augmented by new partnerships below the state level, including localized elements of the private sector and the scientific community.</li> <li>U.S. must develop an approach that provides hope for the rest of the world.</li> </ul>

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<p><a href="#"><u>RAND Corporation &amp; the American Academy of Diplomacy, Integrating Instruments of Power and Influence: Lessons Learned and Best Principles (2008)</u></a></p>	<ul style="list-style-type: none"> <li>▪ U.S. should involve more components of the government in maximizing the projection of U.S. power and influence into conflict situations than has been the case in past operations, specially State and USAID</li> <li>▪ U.S. should create a policy of career-long cross-discipline, cross-agency education.</li> <li>▪ The Administration's annual budget submissions should include analysis of the relationships of different programs to one another in a separate volume on the national security budget that includes foreign assistance, diplomacy, defense, homeland security, and intelligence.</li> </ul>	<p><b>Operational Funding</b></p> <ul style="list-style-type: none"> <li>▪ Sufficient resources should be made available for FSOs and their counterparts in other agencies to have mid-career educational opportunities as military officers do.</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▪ Next Administration and Congress should enlarge the State Department and USAID and should fully fund the Bush Administration's recommendation in the FY09 budget to increase this number by 1,100 officers.</li> <li>▪ Priority should go to increasing Department of State staff, even beyond the 1,100 proposed, with a parallel increase in USAID.</li> <li>▪ U.S. should reform the recruitment, training, exercising, and incentive structure at State and (USAID to recruit strong candidates, train them properly, and reward them for interagency work.</li> <li>▪ Effective use of civilian resources in the field requires expanding USAID's capacity to manage its funds and its capacity and authority to manage directly in the field and contribute to strategic planning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ In many cases, USAID will be best placed to undertake and integrate activities that fall under the rubric of development—provided that it is sufficiently funded and staffed.</li> <li>▪ Should the next administration prove unwilling or unable through executive actions to make the changes outlined here, Congress should legislate the necessary additional incentives and requirements for serving civilian officers in various U.S. government departments and agencies, along the lines of the Goldwater-Nichols Department of Defense Reorganization Act of 1986.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Congress needs to update outmoded processes and procedures for dealing with U.S. foreign and security policy in the modern age.</li> <li>▪ Congress should create two new select committees, one in each house, devoted to reviewing the overall integration of instruments of power and influence and reporting findings in terms of possible programs and appropriations. The Congressional Research Service (CRS) and the Government Accountability Office prepare their own annual report on this subject. These committees should have joint hearings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Where possible (i.e., where military requirements are not overriding), the local U.S. Ambassador should be the senior officer in the interagency country team.</li> <li>▪ Administration should link the military, the State Department and USAID through increased exchange of military liaisons, Political Advisors, and Development Advisors.</li> <li>▪ U.S. should establish a National Security Academy at an educational level parallel to that of the four service academies.</li> <li>▪ National Defense University should proceed to recruit faculty and students from different elements and disciplines in the U.S. government, significantly expand the student body, and develop appropriate interdisciplinary courses.</li> <li>▪ Foreign Service Institute should also increase the number of officers among its students who come from the DOD and other agencies.</li> <li>▪ Increase amount of funds that can be transferred between agencies and give country teams authority to authorize transfers.</li> <li>▪ President Bush's proposal to create a volunteer Civilian Reserve Corps (CRC) should receive sufficient funding that is realistically correlated with its potential mission requirements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ White House should rebalance the skewed budget ratio between the 050 account (defense) and the 150 account (Department of State, all foreign aid, international institutions) in favor of the 150 account.</li> <li>▪ Administration should directly budget programs for reconstruction, security, or stabilization assistance programs in foreign countries to the State Department.</li> <li>▪ If the Administration cannot directly budget such programs to State, it should increase the amount of funds that DOD transfers to the Department of State under 1206 and 1207.</li> <li>▪ Increase Commanders' Emergency Relief Program (CERP) funding by an order of magnitude for the Department of State's Office of the Coordinator for Reconstruction and Stabilization (S/CRS) and for USAID's OFDA and Office of Transition Initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.S. should cooperate with the UN and its member agencies on security matters whenever possible.</li> <li>▪ There should be permanent, senior-level liaison between the UN and both NATO and the EU.</li> <li>▪ Stabilization, reconstruction, and nation-building capacity should be built into the UN through the creation of a Technical Agency for Stabilization and Reconstruction.</li> <li>▪ Ideas for Provincial Reconstruction Teams should be elicited from the UN, NATO, NGOs, international organizations, and the Iraqi and Afghan governments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administration should recreate a USIA-like capacity. The simplest step would be simply to recreate USIA, by congressional mandate or through administrative action.</li> </ul>

IMPROVING STRATEGY	INCREASING RESOURCES	IMPROVING COORDINATION AND CONSOLIDATION	REFORMING OVERSIGHT	ENHANCING CIVILIAN/MILITARY COOPERATION	REBALANCING AUTHORITIES	PROMOTING INTERNATIONAL COOPERATION	IMPROVING PUBLIC DIPLOMACY
				<ul style="list-style-type: none"> <li>Funding should be increased for the Department of State's Office of the Coordinator for Reconstruction and Stabilization and for USAID's Office of Foreign Disaster Assistance (OFDA) and Office of Transition Initiatives.</li> </ul>			
<p><a href="#"><u>The Stanley Foundation &amp; the Center for New American, Improving US National Security: Options for Strengthening US Foreign Operations, Security, Anne C. Richard &amp; Paul Clayman (June 2008)</u></a></p>	<ul style="list-style-type: none"> <li>A new administration must articulate a new national security strategy that provides a coherent vision of U.S. foreign policy priorities.</li> <li>U.S. should adopt the Millennium Development Goals as U.S. policy.</li> <li>U.S. should focus significant portion of development aid on a couple/few clear goals.</li> <li>OMB and the President should force consideration of a broad 'National Security' budget.</li> <li>There should be a quadrennial defense review-type exercise for State/international affairs agencies or for all national security agencies.</li> </ul>	<p><b>Operational Funding:</b></p> <ul style="list-style-type: none"> <li>The new NSC senior director for foreign operations should examine options to launch a major expansion of the Peace Corps.</li> <li>U.S. should review, combine, and strengthen civilian agency efforts for stabilization and reconstruction.</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>USAID should be provided with sufficient staff to actually run programs.</li> <li>U.S. should expand the size of the Foreign Service.</li> <li>U.S. should recruit more USAID personnel.</li> <li>U.S. should expand civilian roster of crisis response experts.</li> </ul>	<ul style="list-style-type: none"> <li>USAID should be modernized and strengthened to lead on U.S. relief and development programs.</li> <li>There should be a new directorate on the National Security Staff to coordinate foreign assistance and international programs across the international affairs community.</li> <li>There should be improved oversight and management of foreign operations at the State Department, including effective use of F Bureau and appointment of regional bureau deputy assistant secretaries to fund and allocate aid across programs.</li> <li>There should be periodic meetings of agency and department heads to discuss foreign assistance, modeled on the existing MCC board.</li> <li>The new NSC senior director for foreign operations should conduct a review to determine what authorities are needed to fold significant development programs like MCC and PEPFAR into USAID.</li> <li>A newly empowered USAID should provide advice and guidance to the White House, NSC, embassies, and other agencies.</li> <li>Field experts serving overseas should oversee and coordinate development projects in the field.</li> <li>USAID should take the lead on humanitarian relief, transition</li> </ul>	<ul style="list-style-type: none"> <li>A new administration must include Congress as a partner in designing and implementing changes.</li> <li>A rewrite of the FAA should only be attempted if it is an administration priority and if the White House agrees to support the effort.</li> <li>Members of Congress should be encouraged to travel to aid recipient countries.</li> <li>Congress should reauthorize PEPFAR.</li> <li>There should be joint hearings with foreign affairs or relations and defense committees.</li> <li>Adopt a new approach on foreign assistance focused on performance measurement.</li> </ul>		<ul style="list-style-type: none"> <li>The new NSC senior director for foreign operations should examine the balance between multilateral aid mechanisms and bilateral assistance.</li> </ul>	<ul style="list-style-type: none"> <li>U.S. should strengthen the public diplomacy function at State.</li> <li>U.S. should invest more in exchange programs.</li> <li>U.S. should integrate full range of public diplomacy assets in one semiautonomous agency reporting to the Secretary of State.</li> <li>U.S. should recreate a separate USIA-like agency for public diplomacy.</li> </ul>

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		<p>initiatives, efforts to boost democracy as well as programs currently carried out by MCC and PEPFAR.</p> <ul style="list-style-type: none"> <li>▪ The administrator of USAID should be the recognized lead on development policy and have a seat at every relevant meeting of the deputies of the committee and represent the U.S. government at international conferences on development issues.</li> <li>▪ U.S. should appoint a second deputy secretary of state for foreign operations, dual-hatted as the USAID administrator, with primary responsibility for foreign assistance.</li> <li>▪ U.S. should appoint senior assistance coordinators for every region of the world.</li> <li>▪ U.S. should have a long-term goal to establish a cabinet-level development department.</li> <li>▪ Treasury MDB programs should be folded into USAID.</li> <li>▪ State and USAID should integrate strategic planning offices and technology infrastructures, co-locate related offices, and rotate staff.</li> <li>▪ U.S. should use and expand the capabilities of the existing Office of the Director of Foreign Assistance changing it into an Under Secretary for Foreign Assistance.</li> </ul>					