

THE WHITE HOUSE

WASHINGTON

April 30, 1999

PRESIDENTIAL DECISION DIRECTIVE/NSC-68

MEMORANDUM FOR: The Vice President
 The Secretary of State
 The Secretary of the Treasury
 The Secretary of Defense
 The Attorney General
 The Secretary of Commerce
 The Secretary of Health and Human Services
 The Secretary of Transportation
 Director, Office of Management and Budget
 Permanent Representative of the United
 States to the United Nations
 Director of Central Intelligence
 Assistant to the President for National
 Security Affairs
 Director, Office of Science and Technology
 Policy
 Administrator, Agency for International
 Development
 Director, United States Information Agency
 Chairman of the Joint Chiefs of Staff
 Director, Federal Bureau of Investigation
 Director, National Security Agency

SUBJECT: International Public Information (IPI)

The United States Government will improve its use of public information communicated to foreign audiences. Our objectives are to improve our ability to prevent and mitigate foreign crises, and to promote understanding and support for U.S. foreign policy initiatives around the world.

I. Premise

Over the past half century, the U.S. Information Agency, as well as public affairs personnel at the Departments of State, Defense and other agencies, have effectively presented to the international community U.S. Government positions on critical

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foreign policy issues. Dramatic changes in the global information environment, however, require that we implement a more deliberate and well-developed international public information strategy in promoting our values and interests.

Events in the Bosnia conflict and preceding the 1994 genocide in Rwanda demonstrated the unfortunate power of inaccurate and malicious information in conflict-prone situations. Effective use of our nation's highly-developed communications and information capabilities to address misinformation and incitement, mitigate inter-ethnic conflict, promote independent media organizations and the free flow of information, and support democratic participation will advance our interests and is a critical foreign policy objective.

IPI activities address foreign audiences only, and are designed neither to mislead audiences regarding the content or intent of U.S. foreign policy nor to compromise in any way the integrity or independence of non-governmental organizations. Rather, IPI activities can only be effective and credible by operating with accuracy and objectivity.

IPI activities are designed to improve our ability to coordinate independent public diplomacy, public affairs, and overt International Military Information efforts, and to ensure that they are more successfully integrated into foreign and national security policy-making.

II. Policy

It is the policy of the United States to enhance our use of IPI as a key instrument for preventing and mitigating foreign crises and advancing our interests around the world. In doing so, we will pay special attention to the collection and analysis of foreign public opinion on issues vital to U.S. national interests, and to enhancing our ability to use information assets -- including those that reflect new and emerging technologies -- in an innovative and proactive manner. All U.S. Government agencies referenced herein will take steps to improve the planning, management, and implementation of IPI efforts.

III. Strategy

The United States will develop a national IPI strategy consisting of public information plans for potential major regional or transnational challenges. The strategy will outline

opportunities for using IPI to promote our national interests and to prevent and mitigate international crises.

IPI plans for specific contingencies will include discussion of the potential for information-based U.S. responses, the threshold for U.S. IPI involvement, resources required for meeting our public information goals, the most effective information tools, the scope and duration of proposed U.S. IPI efforts, and the desired result. IPI plans will also be integrated into interagency planning as mandated in PDD-56 (*Managing Complex Contingency Operations*).

IV. Implementation

Interagency Group: An interagency IPI Core Group (ICG) is hereby established to implement this PDD. The ICG will coordinate the involvement of all appropriate agencies in IPI planning. Participants will include Assistant Secretary-level representatives from the Department of State, Office of the Secretary of Defense, Joint Chiefs of Staff, U.S. Agency for International Development, U.S. Information Agency, National Intelligence Council, National Security Council staff, and other offices and agencies as required. Participating agencies will support the effort with appropriate staff and resources, consistent with applicable laws and regulations. The ICG will establish sub-groups on regional, functional, and transnational issues as appropriate.

The ICG will report to and receive guidance from the Deputies Committee. After October 1, 1999, the ICG will be chaired by the Under Secretary of State for Public Diplomacy and Public Affairs or his or her designee; and until October 1, by the Secretary of State's designee. A dedicated staff, under the direction of the Under Secretary for Public Diplomacy, will serve as the ICG Secretariat. There will be a NSC Deputy Chair of the ICG. In addition, I have determined that it is in the national security interest of the United States and in the predominant interest of the Department of Defense for the Department of Defense to detail on a non-reimbursable full-time basis an individual (or individuals) to the Department of State for the ICG Secretariat.

Any activities involving U.S. international broadcasting elements shall be conducted consistent with applicable law, including the United States International Broadcasting Act of 1994 (Public Law 103-236, Title III) and the Foreign Affairs Reform and Restructuring Act of 1998.

Resources and Training: It is the goal of the United States to develop civilian foreign affairs and military professionals skilled and experienced in IPI planning and techniques. The ICG shall work with appropriate U.S. Government educational institutions -- including the National Defense University, the National Foreign Affairs Training Center, the Army War College, and others -- to develop and conduct, on an annual basis at a minimum, education and training activities designed to foster expertise and promote better coordination on international information issues. Exchanges of personnel between agencies and flexible hiring and contracting practices will be encouraged, subject to applicable law and regulations. Agencies should also review their existing training programs and augment them as necessary.

Program and Budgetary Issues: Within three months of the promulgation of this PDD, all agencies engaged in IPI activities will submit a report to the ICG describing the agencies' IPI activities and identifying the personnel and funding associated with those activities. Agencies will also provide preliminary views on how they intend to improve planning, management and implementation of their international information efforts, as directed in Part II, above. The ICG will assess these reports and make recommendations, as appropriate, to the Deputies Committee.

V. Institutional Partners

Institutions outside the Administration may at times be more appropriate and effective conduits for information into an area than U.S. Government agencies. In Bosnia, for example, television programming donated by major U.S. private networks to the Open Broadcast Network played a critical role in making that station a success, and amplifying a vision of an ethnically-integrated Bosnia.

Special attention must therefore be given to the potential contributions of a wide range of organizations now involved in providing information. These include those in the private sector -- for-profit communications firms, independent media organizations, Internet providers, media conglomerates, and advertisers -- as well as non-governmental organizations, which play a critical role in the development of civil society and the free exchange of ideas and information. The United States will continue to place the highest priority on supporting the

development of global and indigenous media outlets which promote these objectives.

It is also the policy of the United States to promote effective use of IPI by the United Nations and other international organizations in support of multilateral peacekeeping and complex contingency operations, as well as to promote cooperation on international information efforts with key allies.

VI. Schedule of Tasks

Within 90 days, the ICG will issue a statement of policies, programs, scope of work, and procedures of the ICG.

Within 10 months, the ICG will submit for Deputies review:

- 1) a national IPI strategy consisting of guidance on regional and transnational issues;
- 2) a report on the implementation of other elements of this PDD, including discussion of progress on interagency information training programs and human resource policies; development of early warning and crisis response capabilities; IPI engagement with international, private and non-governmental organizations, especially in preventing and mitigating crises and in supporting independent media and democratic development overseas; use of technology in promoting our public information objectives; and integration of IPI perspectives into foreign policy deliberations; and
- 3) a report outlining the adequacy of funds within the various agencies for engaging in the IPI activities described in this PDD.

VII. Implementation

The Secretary of State is responsible for ongoing review of implementation of this directive.

William J. Clinton