



JOINT STRATEGIC PLAN FY 2018 - 2022

*U.S. Department of State
U.S. Agency for International Development*

FEBRUARY 2018





STATE-USAID JOINT STRATEGIC GOAL FRAMEWORK

Goal 1: Protect America's Security at Home and Abroad

1.1: Counter the Proliferation of Weapons of Mass Destruction (WMD) and their Delivery Systems

1.2: Defeat ISIS, al-Qa'ida and other Transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests

1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and rule of law

1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors

1.5: Strengthen U.S. border security and protect U.S. citizens abroad

Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation

2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives

2.3: Advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms

Goal 3: Promote American Leadership through Balanced Engagement

3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners

3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing

3.3: Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion

3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief.

Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments

4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development

4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively

4.4: Strengthen security and safety of workforce and physical assets



TABLE OF CONTENTS

Message from the Secretary	11
Message from the Administrator	13
Overview	15
Mission Statements	19
Stakeholder Engagement	19
Use of Evidence	21
Goal 1: Protect America’s Security at Home and Abroad	23
Strategic Goal Overview	23
Strategic Objective 1.1: Counter the Proliferation of Weapons of Mass Destruction (WMD) and their Delivery Systems	24
Strategic Objective Overview	24
Strategies for Achieving the Objective	24
Cross-Agency Collaboration	25
Risk	25
Performance Goals	25
Strategic Objective 1.2: Defeat ISIS, al-Qa’ida and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests	25
Strategic Objective Overview	25
Strategies for Achieving this Objective	26
Cross-Agency Collaboration	26
Risk	27
Performance Goals	27
Strategic Objective 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and the rule of law	27
Strategic Objective Overview	27
Strategies for Achieving the Objective	28
Cross-Agency Collaboration	29
Risk	29
Performance Goals	29

Strategic Objective 1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors29

Strategic Objective Overview29

Strategies for Achieving the Objective30

Cross-Agency Collaboration31

Risk31

Performance Goals31

Strategic Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad31

Strategic Objective Overview31

Strategies for Achieving the Objective32

Cross-Agency Collaboration33

Risk33

Performance Goals33

Goal 2: Renew America’s Competitive Advantage for Sustained Economic Growth and Job Creation35

Strategic Goal Overview35

Strategic Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation36

Strategic Objective Overview36

Strategies for Achieving the Objective37

Cross Agency Collaboration37

Risk38

Performance Goals38

Strategic Objective 2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives39

Strategic Objective Overview39

Strategies for Achieving the Objective39

Cross Agency Collaboration41

Risk41

Performance Goals41

Strategic Objective 2.3: Advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms42

Strategic Objective Overview42

Strategies for Achieving the Objective42

Cross Agency Collaboration44

Risk44

Performance Goals44

Goal 3: Promote American Leadership through Balanced Engagement47

Strategic Goal Overview47

Strategic Objective 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners48

Strategic Objective Overview49

Strategies for Achieving the Objective49

Cross Agency Collaboration50

Risk50

Performance Goals50

Strategic Objective 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing51

Strategic Objective Overview51

Strategies for Achieving the Objective51

Cross Agency Collaboration51

Risk52

Performance Goals52

Strategic Objective 3.3: Increase partnerships with the private sector and civil-society organizations to mobilize support and resources and shape foreign public opinion51

Strategic Objective Overview51

Strategies for Achieving the Objective51

Cross Agency Collaboration51

Risk52

Performance Goals52

Strategic Objective 3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief52

Strategic Objective Overview52

Strategies for Achieving the Objective53

Cross Agency Collaboration53

Risk53

Performance Goals53

Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer57

Strategic Goal Overview57

Strategic Objective 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments58

Strategic Objective Overview58

Cross Agency Collaboration59

Risk59

Performance Goals60

Strategic Objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development60

Strategic Objective Overview60

Strategies for Achieving the Objective61

Cross Agency Collaboration62

Risk62

Performance Goals62

Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively63

Strategic Objective Overview63

Strategies for Achieving the Objective63

Cross Agency Collaboration64

Risk64

Performance Goals65

Strategic Objective 4.4: Strengthen security and safety of workforce and physical assets65

Strategic Objective Overview65

Strategies for Achieving the Objective65

Cross Agency Collaboration66

Risk66

Performance Goals67



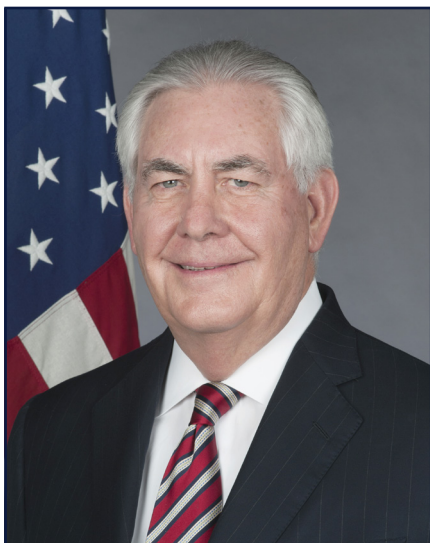
MESSAGE FROM THE SECRETARY

I am pleased to submit the Joint Strategic Plan of the U.S. Department of State and the United States Agency for International Development (USAID) for Fiscal Years 2018 to 2022. The Department and USAID share the goal of promoting and demonstrating democratic values and advancing a free, peaceful, and prosperous world on behalf of the American people. Together we work to advance America's interests by strengthening our allies and alliances, deepening our security relationships, and countering threats to the American people and our homeland. Our agencies cooperate closely to ensure that our foreign policy and development activities are successfully achieving the objectives of the National Security Strategy of the United States.

The United States faces a 21st century global environment that presents challenges to our national and economic security from traditional state actors, as well as unconventional threats from non-state actors. Regardless of the forms these threats take, or the methods they use, we must remain vigilant against those who would do harm to our nation, our people, and our way of life. We must leverage America's competitive advantages

to achieve sustained economic growth and job creation. We must promote American leadership through balanced engagement and principled realism to ensure the effectiveness of our mission and accountability to the American taxpayer. The Joint Strategic Plan (JSP) articulates these foreign policy and development priorities, thereby placing strategic clarity, operational effectiveness, and accountability to the American people. The JSP also identifies performance goals against which we will measure our progress.

Driven by our democratic principles, the Department of State and USAID will work to achieve the goals of the JSP. Doing so with the utmost effectiveness requires future-focused leadership, a closer alignment of resources with strategic priorities, and modernized tools and systems that allow us to better utilize our time and succeed in our mission. I have confidence our foreign policy and development goals will be accomplished through the efforts of our patriotic and dedicated Department of State and USAID personnel, who serve faithfully each day to ensure our citizens' right to life, liberty, and pursuit of happiness.



A handwritten signature in black ink that reads "Rex W. Tillerson".

Rex W. Tillerson
Secretary of State



MESSAGE FROM THE ADMINISTRATOR

For over half a century, the United States Agency for International Development (USAID) has played a critical role in furthering American interests around the globe. USAID is the world's leading development and humanitarian assistance agency, and an important contributor to the objectives of the National Security Strategy of the United States.

Our development assistance has helped countries increase educational attainment, boost life expectancy, reduce poverty, and transition from being aid recipients to become economic and security partners.

While America faces an unprecedented array of national security threats, USAID's international development efforts support the U.S. Government's response to counter and prevent them.

Our ultimate goal is a future in which foreign assistance is no longer needed. We are working toward a world of safe, prosperous, self-reliant, and economically integrated countries that work together to solve common problems. I believe that reaching the goals outlined in this Joint Strategic Plan (JSP) will move us closer to that day. USAID is committed to working hand-in-hand with the Department of State to achieve the strategic goals and objectives in the JSP.



Under this plan, USAID programs support broader efforts to counter the drivers of violence and instability; respond to the challenges caused by displacement and mass migration; and strengthen citizen-responsive governance, democracy, and human rights, to underpin global stability.

Our work will also support U.S. Government efforts to combat corruption, transnational crime, and extremism that threaten American citizens and our economy. It will help prevent global outbreaks and epidemics of infectious disease before they reach our borders, as part of the Global Health Security Agenda.

We will help create markets for American jobs and services by promoting inclusive economic growth and development abroad.

We will continue to project American values by responding to humanitarian crises, combatting human trafficking, working to end preventable child and maternal death, and halting the spread of HIV/AIDS as part of the President's Emergency Plan for AIDS Relief (PEPFAR).

We will do all of this while stressing our responsibility and accountability in managing taxpayer funds.

This JSP will ensure USAID remains an indispensable force of good in the world, a critical tool in the United States' national-security toolbox, and, perhaps most important, help create a world in which one day foreign assistance will no longer be needed.

Mark Green
USAID Administrator



OVERVIEW

The Department of State is the lead U.S. foreign affairs agency within the Executive Branch and the lead institution to conduct American diplomacy. Established by Congress in 1789 and headquartered in Washington, D.C., the Department is the oldest and most senior executive agency of the U.S. Government. The head of the Department, the Secretary of State, is the President's principal foreign policy advisor. The Secretary implements the President's foreign policies worldwide through the Department and its employees. The Department of State protects and advances the interests of American citizens and America's sovereignty by:

- Leading and uniting the free world around American values to uphold liberty;
- Strengthening our allies and alliances;
- Deepening our security relationships and partnerships around the world;
- Countering threats and adversaries;
- Creating enduring advantages at home by opening markets abroad;
- Helping developing nations establish investment and export opportunities for American businesses; and
- Preserving peace through international cooperation on global security challenges such as nuclear proliferation, terrorism, human trafficking, and the spread of pandemics (including HIV), humanitarian crises, and narcotics trafficking.

As the U.S. Government's lead international development and humanitarian assistance agency, the United States Agency for International Development (USAID) helps societies realize their potential. USAID plans its development and assistance programs in coordination with the Department of State and collaborates with other U.S. government agencies, multilateral and bilateral

organizations, private companies, academic institutions, faith-based groups, and non-governmental organizations (NGOs). The Secretary of State and USAID Administrator are appointed by the President and confirmed by the Senate.

As the world's premier international development agency and a catalytic actor driving development results, USAID supports U.S. national security and economic prosperity, demonstrates American generosity, and promotes a path to self-reliance and resilience. USAID plays a critical role in our nation's efforts to ensure stability, prevent conflict and build citizen-responsive local governance. Through the Agency's work and that of its partner organizations, development assistance from the American people is transforming lives, communities, and economies around the world. USAID's investments in evidence-based programs are:

- Providing humanitarian assistance -- with relief that is timely and effective in response to disasters and complex crises;
- Promoting global health -- through activities that save lives and protect Americans at home and abroad;
- Supporting global stability -- work that advances democracy and good governance, and helps to promote sustainable development, economic growth, and peace;
- Catalyzing innovation and partnership -- by identifying new and innovative ways to engage with the private sector; and
- Empowering women and girls and protecting life -- through support for women's equal access to opportunities and implementation of the "Protecting Life in Global Health Assistance" policy.

The Department of State and USAID are pleased to provide this Joint Strategic Plan (JSP) for Fiscal Years (FY) 2018 to 2022, which sets forth the Secretary of State's and USAID Administrator's vision and direction for both organizations in the coming years.

The JSP supports the policy positions set forth by President Trump in the National Security Strategy and presents how the Department and USAID will implement U.S. foreign policy and development assistance.

The JSP will be used by the Department and USAID as a management tool to define success in international diplomacy and development, and as the foundation against which we will measure progress made towards the goals and objectives set forth herein. The JSP is also the guiding document for the development of all bureau and mission strategic plans for FY 2018-2022.



MISSION STATEMENTS

Department of State Mission Statement

On behalf of the American people, we promote and demonstrate democratic values and advance a free, peaceful, and prosperous world.

The U.S. Department of State leads America's foreign policy through diplomacy, advocacy, and assistance by advancing the interests of the American people, their safety and economic prosperity.

USAID Mission Statement

On behalf of the American people, we promote and demonstrate democratic values abroad, and advance a free, peaceful, and prosperous world.

In support of America's foreign policy, the U.S. Agency for International Development leads the U.S. Government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

STAKEHOLDER ENGAGEMENT

The Joint Strategic Plan (JSP) is shaped by Presidential directives and policies, the December 2017 National Security Strategy, previous strategic planning efforts, and ongoing Department of State's Impact Initiative and USAID's ReDesign efforts aligned to the Office of Management and Budget's M-17-22 "Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce." The Department and USAID developed this JSP through a consultative process involving the senior leadership of the two agencies. Representatives from key bureaus at the Department and USAID developed

the strategic objectives based on guidance provided by senior leadership. To ensure equities were represented, all bureaus at both agencies were invited to provide input and feedback on the JSP. In addition, senior officials of the Department and USAID met with representatives from eighteen interagency partners¹ to analyze and discuss the strategic objectives of the FY 2018-2022 Joint Strategic Plan. The Department and USAID also engaged their Congressional oversight committees to explain the goals and objectives of this planning effort.

¹ Interagency partners include U.S. Departments of Commerce, Defense, Energy; Health and Human Services-Office of Global Affairs, Homeland Security, Justice, Labor, Treasury, Broadcasting Board of Governors, Export-Import Bank, Foreign Claims Settlement Commission, Intelligence Community, select Multilateral Development



USE OF EVIDENCE

The Department of State and USAID draw upon evidence from a host of internal and external sources to inform, guide, and implement this strategy. The Department and USAID review and assess current environments, our partners' capabilities and gaps, and ongoing U.S. and international programmatic and operational efforts to identify and achieve shared objectives. Evaluation findings, monitoring data, and other assessments measure how programs and projects benefit communities and groups; how changes in the contexts may affect the success of projects; and how interventions and diplomatic activities support host countries on their own journeys to build peace, self-reliance, and prosperity. Accountability Review Boards and timely third-party information and analysis from other U.S. government agencies, host country partners, other donor agencies, and NGOs also inform strategies, programs, and operations. Key sources of information include foreign government officials, local NGOs and businesses that the Department of State and USAID personnel in the field communicate with every day. This evidence is captured in diplomatic reporting and in publicly available reports such as annual country Investment Climate Statements.

Effectiveness, accountability, learning, and transparency are the central principles that drive our use of evidence and data to achieve this strategy. Over the long term, the Department and USAID will continue to collect evidence from a variety of sources, including monitoring and evaluation of operations and foreign assistance projects to assess whether programs, processes, and functions are performing as expected and why. Monitoring and evaluation assure accountability, identify best practices, assess return on investment, and inform policy and planning decisions. Once efforts to strengthen systems for collecting evidence on foreign assistance programs per the 2016 Foreign Aid Transparency and Accountability Act are fully implemented by the Department and USAID, evidence from monitoring and evaluation infor-

mation will be even more reliable for informing decisions to implement this strategy.

The Department and USAID are planning for future evidence building and have a number of evaluations planned across a diverse set of programs and activities. These evaluations will identify whether and why activities achieve desired outcomes, document the potential of innovative approaches, and assess customer satisfaction on service delivery.

USAID uses evaluation for many purposes and produces over 100 evaluation reports each year. The most common uses are to inform decisions about ongoing project management, the design of new projects or activities, and to judge project performance. USAID evaluations also influence decisions by host governments and other donors, document good practices and lessons learned, and inform country or sector strategies. Independent evaluations are required for all USAID projects, whether at the whole of project level or to examine a specific activity within a project, and therefore there are USAID evaluations spanning all programmatic areas.

To better understand the effectiveness of our programs, the Department will be evaluating programs in areas to include stabilization efforts, gender-based violence, trade projects, security sector, and criminal justice reform. Through implementing recommendations from these evaluations, the Department will improve program methodology, deployment strategies, service delivery, and the efficiency and effectiveness of resource allocation.

Additional information on the Department of State and USAID's use of evidence and evaluation is available in the Congressional Budget Justification (Annexes 1 and 2) and in the Annual Performance Plan (APP) and Annual Performance Report (APR).

Banks, the Overseas Private Investment Corporation (OPIC), U.S. Institute of Peace (USIP), Millennium Challenge Corporation (MCC), Peace Corps; and the U.S. Trade and Development Agency.



GOAL 1:

PROTECT AMERICA'S SECURITY AT HOME AND ABROAD

Strategic Goal Overview

Protecting the security of all Americans is the Administration's highest priority. The United States will remain a global superpower that advances a stable and prosperous world built upon strong, sovereign, and resilient nations who respect each other's independence and work together to uphold international norms. Today, the United States and our allies face many threats, including rogue states seeking to acquire weapons of mass destruction; terrorists seeking to advance hateful ideologies; drug traffickers seeking to profit on weak borders; and cyber criminals seeking to exploit the openness of the Internet. We are committed to sustaining and strengthening America's longstanding alliances while forging new ones to counter these and other threats. The Department of State and USAID will oppose state and non-state rivals who seek to sow instability and uproot the security and prosperity of the United States and its allies. A stable and prosperous world depends upon strong, sovereign, and resilient nations who respect each other's independence and work together to uphold international norms.

The gravest threats to U.S. national security are the spread of weapons of mass destruction and terrorism. The threat of nuclear war remains a grim reality and must be countered. North Korea's unlawful nuclear and ballistic missile programs pose a direct threat to the foundations of international peace and security. Iran's aggressive development and testing of sophisticated ballistic missiles is in defiance of United Nations (UN) Security Council Resolutions. The Department will continue to marshal international efforts to isolate North Korea, Iran, and other states that seek to acquire weapons of mass destruction (WMD) unlawfully. The Department and USAID will advance the overall U.S. strategy to defeat the Islamic State of Iraq and Syria (ISIS) and other transna-

tional terrorist groups that threaten the American homeland.

The Department and USAID must address the conditions that enable these threats to persist. Through diplomacy and development, the Department and USAID work to reduce poor governance and weak institutions, lack of economic opportunity, corruption, and persistent human rights abuses, which otherwise contribute to transnational crime, illegal immigration, and the spread of pandemic diseases. We work together with countries to address significant challenges and crises such as natural disasters, water scarcity, and land degradation, which can exacerbate political instability and social unrest. The United States alone cannot solve these problems. We will use American influence and selectively target our resources to address instability in regions vital to U.S. strategic interests. We will press America's national and regional partners to take greater responsibility for directly addressing the underlying causes of violence, extremism, and fragility in their regions. While nations must chart their own paths, the United States will support those that seek to bolster the rights and democratic aspirations of their people and assist them along their journey to self-reliance, while recognizing that societies that empower women to participate fully in civic and economic life are more prosperous and peaceful.

America has long been a force for good in the world and a champion of effective and accountable democratic governance, rule of law, economic freedom, and resilience. American leadership, diplomacy and development are indispensable to prevent and mitigate unforeseen crises and deliver sustainable security and prosperity for the American people and the homeland, and preserve the American way of life.

At the same time, the Department will work to protect American citizens and interests overseas. Consular and infrastructure protection programs play a critical role in protecting American borders, transportation systems, and critical infrastructure. The Department will ensure robust consular policies and systems; strengthen borders to protect the homeland; and will work with partners to deny access to individuals who pose risks to U.S. national security.

Strategic Objective 1.1: Counter the Proliferation of Weapons of Mass Destruction (WMD) and their Delivery Systems

Strategic Objective Overview

Proliferant states and terrorist groups are acquiring or seeking to acquire increasingly dangerous weapons to threaten American interests or the U.S. homeland directly. North Korea recently developed an intercontinental ballistic missile (ICBM) with the stated objective of striking the United States. Its unlawful nuclear and ballistic missile programs pose an urgent threat to international security. Multiple countries possess clandestine chemical or biological programs in violation of international conventions or commitments, and the Syrian regime and ISIS have deployed chemical weapons. ISIS and other terrorist groups seek to use nuclear, radiological, chemical, and biological materials in terrorist attacks, including on the homeland. Iran is aggressively pursuing the development and testing of sophisticated ballistic missiles that may be capable of delivering nuclear weapons. Iran's proliferation of advanced missiles and missile technologies to its proxies and partners fuels local civil wars, destabilizes the region, and poses imminent threats to international shipping and our closest allies in the Middle East. A number of other countries of proliferation concern are also pursuing ballistic missile capabilities, relying on acquisition of equipment, components, and expertise from foreign suppliers, as well as developing indigenous capabilities. In fact, we recommit to ensuring Iran never acquires

a nuclear weapon or develops an ICBM, the latter of which was primarily designed to deliver a nuclear payload.

In addition to traditional WMD threats, emerging technologies blur the lines between materials and equipment that can be used either for commercial use or for conventional and nuclear weapons. Worldwide availability of chemical agents and dangerous pathogens, access to dual-use life science research, and individuals and networks that make use of geographic smuggling pathways and illicit business relationships to profit from WMD proliferation complicate this task. The United States must stop this spread of WMD and counter these threats to U.S. and international security.

Strategies for Achieving the Objective

The Department will pursue diplomatic solutions to proliferation challenges, and rally international support for sanctions against proliferant nations. The threat posed by North Korea's unlawful nuclear and ballistic missile programs requires immediate international attention and the Department continues to urge all countries to cut diplomatic, financial, economic, and military ties with North Korea. We will continue to lead efforts to impose and enforce sanctions – whether nationally, in conjunction with like-minded states, or through the UN Security Council – on principal sectors of the North Korean economy, or on entities and individuals supporting North Korea's proliferation programs.

The Department will continue efforts to strengthen and improve international weapons conventions, nonproliferation treaties, and multilateral export control regimes, such as the Chemical Weapons Convention, the Nuclear Nonproliferation Treaty, and the Biological Weapons Convention. In addition, we will continue to support the New START Treaty, which provides transparency and predictability regarding the world's two largest nuclear arsenals in the United States and the Russian Federation. We will also work to strengthen means for interdicting shipments of proliferation concern, and other states' capacities to prevent proliferant transfers.

The Department will continue to assess states' compliance with obligations and commitments, including the publication of a congressionally mandated Compliance Report detailing noncompliant activity annually. We will continue to lead multilateral efforts that urge noncompliant states to return to compliance with their obligations and to understand the challenges associated with future nuclear disarmament verification, in particular, through the International Partnership for Nuclear Disarmament Verification. We will work with the Congress and our European allies to fix the flaws in the Joint Comprehensive Plan of Action and continue to hold Iran strictly accountable to its agreed-upon commitments.

Cross-Agency Collaboration

The Department of State's own nonproliferation security assistance programs work to reinforce diplomatic engagement to counter WMD proliferation. The Department and USAID also work with the Department of Defense's Office of Cooperative Threat Reduction, the Department of Energy (DOE), especially the National Nuclear Security Administration (NNSA) and the National Laboratories, the Department of Homeland Security Container Security Initiative and other programs, the Department of Justice (DOJ), the Department of Treasury (DOT), and the Department of Commerce (DOC).

Risk

The United States relies on many international and multilateral organizations to help achieve our nonproliferation objectives. Because many of these organizations work by consensus, one state can refuse or delay prompt action or achievement of our immediate and longer-term nonproliferation objectives.

New technologies are being developed and practical applications for them are being devised at an astonishing pace. Lines are being blurred between chemical and biological agents; new organisms are being developed; there is worldwide access to dual-use life science research; and the internet

provides instructions on the production of chemical and biological weapons. The Department keeps abreast of technological change; engages with partner countries to update the control lists of the multilateral export control regimes; and is working to create new frameworks and norms to assess the benefits and risks of dual-use research in the life sciences.

Performance Goal 1.1.1

By 2022, strengthen U.S. national security by countering WMD and ballistic missile proliferation, strengthening relevant multilateral arrangements, and impeding illicit trafficking of WMD, advanced conventional weapons, and related technologies.

Performance Goal 1.1.2

By 2022, strengthen U.S. national security by countering WMD and ballistic missile proliferation, strengthening relevant multilateral arrangements, and impeding illicit trafficking of WMD, advanced conventional weapons, and related technologies.

Strategic Objective 1.2: Defeat ISIS, al-Qa'ida and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests

Strategic Objective Overview

In his speech to the Arab Islamic American Summit in May 2017, the President outlined a shared goal with our international partners to conquer extremism and vanquish the forces of terrorism and the ideology that drives it.² In support of this effort, the United States and our partners have accelerated the fight against ISIS, significantly degraded its safe havens in Iraq and Syria, and

² The President of the United States' remarks: <https://www.whitehouse.gov/briefings-statements/president-trumps-speech-arab-islamic-american-summit/>

challenged its ability to operate around the world. However, ISIS continues adapting its tactics toward an insurgent and clandestine presence. ISIS continues to inspire and mobilize supporters and sympathizers through messaging, propaganda, and recruitment efforts. Al-Qa'ida (AQ) and its global network of affiliates remain determined to threaten U.S. interests. Regional and local terrorist groups also threaten U.S. citizens and our partners. Iran, the world's leading state sponsor of terrorism, provides training, equipment, and financing for terrorist groups such as Hizballah and Hamas. The country is developing new proxy militia forces, comprised of over 100,000 non-Iranian fighters, to extend its influence, co-opt local security forces, and conduct lethal operations on Iran's behalf across the Middle East.

The Department of State and USAID's overarching objective is to degrade global terrorism threats so local governments and security forces can contain them and restore stability. We will work to consolidate military gains against ISIS, AQ, and other terrorist organizations and stabilize liberated areas by supporting local partners that can reestablish the rule of law, manage conflict, and restore basic services. We believe that diplomatic engagement and targeted development assistance to stabilize affected areas will help prevent new recruitment, reduce levels of violence, promote legitimate governance structures that strengthen inclusion, and reduce policies that marginalize communities. As outlined by Secretary Tillerson in his remarks at the Hoover Institute in January 2018, we must deny ISIS and other terrorist organizations the opportunity to organize, raise funds, travel across borders, use communications technology to radicalize and recruit fighters, and to train, plan, and execute attacks.³

Strategies for Achieving this Objective

The Department and USAID will play a key role in implementing the President's plan to defeat ISIS, through leadership of the Global Coalition to Defeat ISIS. We will work multilaterally through institutions such as the United Nations, G7, and Global Counterterrorism Forum to pro-

mote international norms and good practices, and sustain trans-regional cooperation to prevent and counter terrorism.

We will encourage regional organizations, national and local governments, civil society, faith-based groups, and the private sector to counter these radical ideologies, as well as to prevent and mitigate conditions conducive to instability, radicalization, and terrorist recruitment. We will strengthen democratic, transparent, representative, and citizen-responsive governance and include the voices of women and marginalized communities, to increase the trust between government authorities and local populations. Where we have defeated terrorists in the field and ended their control of specific communities, we will support stabilization of liberated areas so that the terrorists cannot return. Syria is a special case in that no legitimate host-nation partner exists to provide effective security, governance, and economic activity in areas freed from ISIS. The way forward in Syria depends upon implementation of UNCSR 2254, including a political transition with international support. Interim arrangements that are truly representative and do not threaten neighboring states will speed the stabilization of liberated areas of Syria and set the conditions for constitutional reform and elections.

The Department and USAID will prioritize their engagement and assistance to stabilize areas liberated from violent extremist organizations, particularly ISIS. We will use innovative approaches to encourage host government partners and civil society organizations to undertake critical reforms to establish legitimate governance, restore the rule of law, and address local grievances, particularly among women, religious and ethnic minorities, and other marginalized communities.

Cross-Agency Collaboration

The Department works with other federal agencies and our partner countries' defense, law enforcement, and justice sectors to build and strengthen their institutional counterterrorism and other related capabilities, while reinforcing

³ Secretary Tillerson's remarks: <https://www.state.gov/secretary/remarks/2018/01/277493.htm>

critical stabilization goals that make such efforts sustainable. We work closely with the Department of Defense to ensure coordinated security cooperation assistance.

USAID designs and delivers programs targeting specific regional and local vulnerabilities, with a focus on improving governance and the ability of partners to assume responsibility for their own prevention efforts. These programs respond to on-the-ground conditions using an array of interventions.

Risk

Enemies of the United States will continue to modify and adapt their techniques, requiring the Department and USAID to increase diplomatic and development action, adjust strategies and stabilization initiatives, approaches, and programs quickly to counter constantly changing threats. This requires a flexible approach and strong collaboration, both within the U.S. Government and with our partners, to ensure we keep pace with threats and protect our homelands. We must remain vigilant regarding the threat of terrorism in ungoverned spaces, especially in conflict zones, which remain ripe breeding grounds for ISIS and other terrorist organizations.

Performance Goal 1.2.1

By 2022, contribute to the defeat of ISIS core, its regional branches and nodes, and its global network through mobilization of the Global Coalition, diplomacy, action, humanitarian and stabilization assistance, and international coordination and cooperation.

Performance Goal 1.2.2

By 2022, reduce identified drivers of violent extremism in countries, regions and locales most vulnerable to radicalization to terrorism while also strengthening partner government and civil society capacity to prevent, counter, or respond to terrorism and violent extremism.

Performance Goal 1.2.3

By 2022, strengthen partner government and civil society capacity to utilize data-driven approaches to counter messaging.

Strategic Objective 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and the rule of law

Strategic Objective Overview

Violence and political instability affect nearly half the world's population⁴ and impose a staggering toll on human development, with an estimated cost of more than \$13 trillion per year.⁵ Transnational crime, with global revenues of approximately \$2 trillion annually,⁶ fuels corruption, finances insurgencies, and distorts markets. Transnational criminal organizations (TCOs) traffic in persons and wildlife, and contribute to the domestic opioid crisis by bringing heroin and synthetic opioids across U.S. borders, harming American communities through the drug trade and attendant violence. Environmental threats such as water scarcity and biodiversity loss can further fuel tensions over much-needed resources.

⁴ OECD States of Fragility Report, 2016: <http://www.oecd-ilibrary.org/docserver/download/4316101e.pdf?expires=1515085714&id=id&accname=guest&checksum=EDBA05A422FB7C733750B6F0545E57B3>

⁵ Institute for Economics and Peace, The Economic Cost of Violence Containment, <http://economicsandpeace.org/wp-content/uploads/2015/06/The-Economic-Cost-of-Violence-Containment.pdf>.

⁶ Global Financial Integrity, "Transnational Crime and the Developing World," March 2017, http://www.gfintegrity.org/wp-content/uploads/2017/03/Transnational_Crime-final.pdf

Crime and insecurity are often a consequence of weak democratic norms and institutions. TCOs and other illicit actors can exploit areas of weak governance to establish a safe haven to grow their enterprise. In areas of civic mobilization, some governments crack down rather than open up – ultimately undermining their own security as they lose public legitimacy and squander the public trust needed to combat crime. Globally, developing countries with ineffective government institutions, rampant corruption, and weak rule of law have a 30 to 45 percent higher risk of civil war and a heightened risk of criminal violence.⁷

As Secretary Tillerson stated in his remarks at Florida International University in June 2017, “Our international partners in this effort must work to reject intimidation, strengthen human rights, and increase the fight against criminal organizations within their own borders.”⁸ The Department and USAID will seize the opportunity to work with our international partners in this effort to counter instability, transnational crime, and violence through a range of programs, authorities, and diplomatic engagements. The United States has an array of varied interests across fragile and conflict-affected states, and the Department and USAID will selectively focus on those places posing the greatest threats and risks for U.S. interests.

Strategies for Achieving the Objective

Law enforcement capacity building programs are the bedrock on which we strengthen partnerships to counter TCOs. We seek to expand these programs and build the capacity of trustworthy foreign partners through rule of law and anticorruption assistance in order to facilitate law enforcement development and cooperation. In the Western Hemisphere, we seek to use these programs to target TCO leadership and their support networks, shut down illicit pathways to the United States, and enhance shared security. Globally, we will work with partners to cut financial lifelines for global terror and organized crime organizations, including those involved with human and wildlife trafficking. We will coordinate through regional and international bodies to develop and

advance international standards on drug control and hold partners accountable to burden sharing.

Development plays a critical role in counteracting the drivers of instability. The Department and USAID will address the underlying causes of crime by supporting critical institutional capacity building, civil society strengthening, and reform efforts needed to promote good governance, strengthen the rule of law, and introduce strategies to prevent, mitigate, and stabilize violence. In the Western Hemisphere, we will support economic and social opportunities for those at risk of becoming perpetrators or victims of violence as well as help improve citizen security. We will emphasize to foreign counterparts how citizen-responsive governance and protection of rights is critical to their own security and prosperity. This includes working to strengthen the institutional framework for the promotion of human rights, the human rights defenders’ protection systems, and communications and collaboration between governments and civil society. We will use foreign assistance, visa sanctions, and multilateral and bilateral engagement to promote government accountability and support partners in implementing reforms. Recognizing the influential role women can play in conflict prevention, peacebuilding, and stabilization, the Department and USAID are committed to full implementation of the Women, Peace, and Security (WPS) Act of 2017 (P.L. 115-68), which aims to institutionalize both protection of women in conflict situations and the engagement of women in decision making processes.

The Department and USAID will make early investments in preventing conflict, atrocities, and violent extremism before they spread. During conflict, we will promote civilian protection and increase support to peace processes. We will enhance partner countries’ self-sufficient peace operations, training, and deployment capabilities, and build the capacities of international and regional organizations to conduct peacekeeping missions. Following armed conflict, civilian agencies will lead in consolidating gains and promoting stabilization efforts, including supporting local efforts to manage conflict peaceably, restoring

⁷ World Bank, World Development Report, 2011: <http://web.worldbank.org/archive/website01306/web/early-findings.html>.

⁸ Secretary Tillerson’s remarks: <https://www.state.gov/secretary/remarks/2017/06/271960.htm>

public safety, holding perpetrators of atrocities accountable, and enabling disarmament, demobilization and reintegration of ex-combatants. The Department and USAID will provide short-term assistance to facilitate political transitions, along with assistance to address the governance challenges that are often the root cause of conflict. In tandem, host governments must increase burden sharing with international partners and develop the capability to coordinate their own security strategies.

Cross-Agency Collaboration

The Department and USAID engage bilaterally and through multilateral mechanisms with hundreds of external partners and stakeholders with an interest in reducing global violence and instability. We coordinate programs and strategies with relevant branches of the U.S. Government, including collaboration with the Department of Defense, the Department of Justice, and the Department of Homeland Security. We cultivate close relationships with UN organizations and non-governmental organizations active in this arena as well.

Risk

There are inherent risks in working with countries prone to instability, violence, and crime. Security risks in these environments can limit our agencies' footprint. Politically, fragile states rarely travel a predictable path, which can affect our ability to introduce enduring partnerships and programs.

Performance Goal 1.3.1

By 2022, improve the capacity of vulnerable countries to mitigate sources of fragility, instability, and conflict.

Performance Goal 1.3.2

By 2022, contribute to strengthened democratic governance through targeted assistance to improve citizen engagement, strengthen civil society, increase transparency, and protect human rights.

Performance Goal 1.3.3

By 2022, work with partner country governments to strengthen criminal justice systems and support prevention efforts in local communities in order to build capacity to address transnational organized crime.

Strategic Objective 1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors

Strategic Objective Overview

The ascent of authoritarianism, the re-emergence of great power competition, and the rise of hostile non-state actors have altered the strategic landscape and increased the vulnerability of well-established democratic nations and emerging democracies. China and Russia directly challenge an international order based on democratic norms, respect for human rights, and peace. Iran and North Korea seek to increase their regional influence through coercion and aggression, using their nuclear programs and support for malign non-state actors. State-supported and independent cybercriminals attack the interests of the United States and its allies through theft, extortion, and malicious efforts aimed at crippling infrastructure.

Russia conducts covert and overt campaigns to undermine core Western institutions, such as the North Atlantic Treaty Organization (NATO) and the European Union (EU), and weakens faith in the democratic and free-market system. Russia's predatory behavior extends to the political, security, informational, energy, and economic spheres. Recent subversive Russian actions threaten the energy markets in Europe and cause interference in domestic political affairs. The United States remains committed to deterrence and the principle

of common defense as enshrined in Article 5 of the Charter of the NATO, and continues to invest in transatlantic security.

China seeks to increase its influence in the Indo-Pacific region. China's actions, including the militarization of disputed territory in the South China Sea, transgression of norms in cyberspace, continued support for North Korea, disregard for human rights, and unfair trade and investment practices threaten to undermine the international rules-based order that has underpinned peace and prosperity in the Indo-Pacific region and beyond.

Iran remains the world's leading state sponsor of terrorism and provider of military training, equipment, and funding to Hizballah, Hamas, and other terrorist networks. Iran seeks to increase its regional influence through destabilizing activities across the Middle East. Tehran props up the murderous regime of Bashar al Assad in Syria, spreads sophisticated missiles and other advanced weapons to its partners and proxies, trains and arms large local militant groups to fight its wars across the Middle East, and openly calls for the destruction of some of our closest allies.

Cybersecurity and outer space are critical economic, security, and foreign policy concerns. Cyberattacks are relatively low cost and can be launched from anywhere, allowing adversaries to target systematically critical infrastructure, financial systems, and military installations worldwide. These cyberattacks can also be directed against civilian and business interests. Malicious state and non-state actors will continue to employ new strategies and tactics to pursue criminal or disruptive ends in cyberspace, and our cybersecurity policy must evolve at the cutting edge of technology to stay ahead of these changes. Outer space is increasingly challenging as it becomes congested with space debris and contested through potential adversaries' development of counter space capabilities.

The ability to address these challenges requires a collaborative effort, where cooperation means

sharing responsibilities and burdens. Nations of the world must take a greater role in promoting secure and prosperous societies across their regions, thereby protecting the world against these common threats.

Strategies for Achieving the Objective

The United States will maintain our leadership and strong, forward diplomatic presence built on enduring security partnerships to collectively deter aggression, reduce threats, and assist our allies in sustaining favorable regional strategic balances. We will expand our network of alliances and partnerships and increase our ability to influence malign actors' policy choices and encourage their adherence to a rules-based international order.

To advance our interests in the most dynamic region of the world, we will support a free and open Indo-Pacific, working with allies and partners to promote economic prosperity, security, and democratic governance. We will deepen our unique strategic partnership with India, a fellow democracy and pillar of rules-based international behavior. To balance Chinese influence, we will reinforce existing regional alliances, including those with Japan, Australia, and the Republic of Korea, and strengthen other security partnerships, including with India. We will engage with China to address our differences on North Korea and in other areas, including trade and territorial disputes. To counter Russian aggression and coercion, the Department will lead allies in enhancing NATO's deterrence and defense posture, promote deeper NATO partnerships with like-minded nations, and build bridges between NATO and the EU to confront the full range of hybrid threats.

To mitigate efforts to undermine civil society and democratic norms, the Department and USAID will assist governments, non-governmental organizations (NGOs), and faith-based organizations that face coercion and malign influence. The United States will continue to champion long-standing, foundational values of freedom and liberty. We will work with our partners to eliminate corruption and support the rule of law,

strengthen civil society and democratic institutions, enhance energy security, support financial and trade reforms, support economic diversification, and foster independent, professional media.

The Department will pursue a range of security sector assistance activities to strengthen our alliances and partnerships, assist them in their efforts against malign influence and aggression, and maintain favorable regional balances of power. We will ensure that foreign policy goals fundamentally guide security sector decision-making, and through grant assistance and arms sales, we will judiciously equip partners and allies with capabilities that support strategic priorities. We will forge lasting security relationships by improving interoperability between the United States and coalition partners; securing access and legal protections to facilitate deployment of U.S. forces; and supporting professional military education and training of partner nations. The Department will continue missile defense cooperation to deploy missile defense capabilities to defend the U.S. homeland, U.S. deployed forces, allies, and partners.

In conjunction with allies, partners, and in multilateral fora, we will devise, implement, and monitor economic and energy sector sanctions. The Department will seek to increase cooperation with allies and partners to counter Iranian threats and destabilizing behavior; through sanctions, we will constrain Iran's ballistic missile program and degrade its support for terrorism and militancy.

The Department will build a coalition of like-minded governments to identify and hold regimes accountable that engage in or permit malicious cyber activities to occur on their territory, contrary to the United States supported framework of responsible state behavior in cyberspace, and to address threats from non-state actors. We will use a similar approach when addressing challenges in outer space.

Cross-Agency Collaboration

The Department of State provides foreign policy advice to Department of Defense programs, policies, and planning. The Department and USAID use Development Assistance and Economic Support Funds to support critical institutional capacity building and reform efforts. The Department uses Public Diplomacy funds to engage publics vulnerable to malign influence campaigns and counter disinformation.

Risk

This strategy requires that partners and allies have the political will and technical capacity to continue to stand against aggression and malign influence. However, some of these partners and allies may be beholden to the political influence of adversaries and potential competitors.

We will continue to be challenged with balancing foreign policy and national security concerns while building partner capacity and interoperability through responsibly managed arms transfers.

Performance Goal 1.4.1

By 2022, significantly increase international cooperation to secure an open, interoperable, reliable, and stable cyberspace and strengthen the capacity of the United States and partner nations to detect, deter, rapidly mitigate, and respond to international cyber threats and incidents.

Strategic Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad

Strategic Objective Overview

National security starts overseas and our aim is to create conditions that help secure U.S. borders and protect U.S. citizens abroad while facilitating legitimate international travel that builds the U.S.

economy, strengthens formal and informal international partnerships, and protects U.S. interests abroad. Information gathered in pursuit of terrorist threats results in the discovery of known and suspected terrorist identities that populate U.S. government watch lists used to vet and screen prospective travelers to the United States. The Department enables its partners to disrupt TCOs involved in human smuggling as far from our borders as possible, and deters and prevents illegal immigration into the United States. Strengthening civil societies and deterring aggression overseas creates a more secure environment for U.S. citizens traveling and residing abroad. Data legally gathered across all mission spaces inform the content of consular messages to U.S. citizens as well as other audiences. Finally, cyberspace allows state and non-state actors to avoid physical borders and threaten critical infrastructure, which represent some of the most pressing risks to national security, economic security, and public safety.

At home and abroad, the Department helps protect U.S. national borders through sharing of information within and between foreign governments by improving passport security and implementing effective visa adjudication processes that deny access to individuals who pose risks to U.S. national security. The Department's diplomatic engagement on counterterrorism and homeland security increases two-way information sharing on known and suspected terrorists, risk-based border management, and threat-based security and border screening at all land, air, and sea borders to protect partner nations and U.S. citizens in those locations and to deter terrorist travel, including to the United States. In order to achieve this objective, the Department maintains information sharing programs with partner nations and security programs to build capacity of foreign government law enforcement partners and enhance information sharing among foreign partners.

The Department works with international partners to increase their capacity to manage migratory flows, recognizing that strong rule of law re-

stricts the environment in which potential threat actors can operate.

Strategies for Achieving the Objective

The Department of State will continue to enhance the refugee security screening and vetting processes. We will work with other agencies to establish a uniform baseline for screening and vetting standards and procedures across the travel and immigration spectrum. The visa application forms, as well as the adjudication and clearance processes, will conform to common standards for applications, official U.S. Government interactions and interviews, and systems checks as mandated. We will support our partners in their efforts to support refugees and migrants near their home regions through a variety of programmatic and bilateral diplomatic tools.

The Department will continue to work with our international partners to exchange information on known and suspected terrorists and other threats to U.S. citizens at home and abroad. We will ensure that interagency and international arrangements are maintained and updated, providing the highest-possible degree of information sharing of terrorist and criminal identities.

The Department will strengthen our partners' abilities to provide security for Americans in their country by promoting increased cooperation with U.S. homeland security policies and initiatives. We will further refine safety and security information provided to U.S. citizens, which will help them to make more informed decisions about their travel and activities. The Department promotes information sharing and the widespread adoption of cybersecurity best practices to ensure all countries can implement the due diligence to reduce the risk of significant incidents from occurring.

The Department will work with interagency partners and the transportation industry to enhance global transportation security. We will inform foreign partners of non-imminent persistent threats to spur international border and transpor-

tation security efforts, including implementation of international standards and recommended practices. We will continue to urge countries to employ threat-based border security and enhanced traveler screening; to improve identity verification and traveler documentation; and to use, collect, and analyze Advanced Passenger Information and Passenger Name Record data in traveler screening to prevent terrorist travel.

Cross-Agency Collaboration

The Department works closely with other U.S. government agencies, Congress, service organizations, advocacy groups, the travel industry, and state and local governments to advance the full range of consular and other activities in support of border protection. The following list highlights key external partners:

- U.S. government agencies including DHS, Justice, DOD, and the Intelligence Community
- Terrorist Screening Center
- American Chambers of Commerce
- Federal, state, and local governments
- Travel and Tourism Community
- Centers for Disease Control and Prevention

Risk

There may be a lack of adequate resources and cooperation to implement interagency initiatives.

Foreign partners may be unwilling to share information because of differences in legal systems, regulations on protection of national security information, and privacy concerns.

Performance Goal 1.5.1

By 2022, increase information sharing with partner nations and improve partner nation connectivity to international criminal and terrorist databases in order to better identify individuals with derogatory information seeking to enter the United States.

Performance Goal 1.5.2

Through 2022, ensure timely dissemination of safety, security, and crisis information that allows U.S. citizens to make informed decisions for their safety while traveling or residing abroad.

Performance Goal 1.5.3

Through 2022, continue to ensure vigilant, accurate, and timely passport services to U.S. citizens.

Performance Goal 1.5.4

By September 30, 2019, we will update the DS-160 and DS-260 nonimmigrant and immigrant visa application forms and add the newly-collected fields to our data sharing feeds for interagency partners. (APG)



GOAL 2:

RENEW AMERICA'S COMPETITIVE ADVANTAGE FOR SUSTAINED ECONOMIC GROWTH AND JOB CREATION

Strategic Goal Overview

American national security requires sustained economic prosperity. In an interconnected world, the Department of State and USAID must position the United States more advantageously to ensure the conditions for economic dynamism at home. As new challenges and opportunities emerge in a changing international landscape, our economic engagement with the world must be comprehensive, forward-looking, and flexible. The United States can advance its economic and security goals only through robust diplomacy, assertive trade and commercial policies, and broad-based engagement with governments and societies. Growth and economic security among U.S. allies and partners also build markets for U.S. goods and services and strengthens the ability to confront global challenges together. We must counter models promoted by other nations by offering a clear choice: The American approach is to help our partners prosper. Our economic diplomacy and development assistance are key tools in projecting this leadership to enhance security and prosperity at home.

American technology is pre-eminent, our workers are the most productive in the world, and U.S. exporters thrive in global markets when given a truly fair playing field in which to compete. In close partnership with the full range of U.S. Government agencies, the Department will fight aggressively for fairer trade policies across the world and a global economy free from

currency manipulation to support a strong U.S. manufacturing base and well-paying jobs, especially in cutting-edge industries. Our engagement will advance more open markets and sensible regulatory systems abroad that provide confidence without stifling innovation. We will vigorously defend U. S. intellectual property rights, uphold America's position as the top destination for international investment, and develop new avenues for coordinating with countries and institutions to foster innovation and ensure that regulations on emerging industries do not create new barriers in areas of American strength. To further advance American leadership in international energy governance, the Department and USAID must leverage developments in the U.S. energy sector to pursue universal access to affordable and reliable energy and promote sustainable global energy markets.

Our economic diplomacy and development assistance are key tools in projecting this leadership to enhance security and prosperity at home. Development, transparency, and good governance in unstable regions are essential to fight poverty, isolate extremists, and improve humanitarian conditions. The Department and USAID will promote healthy, educated, and productive populations in developing countries to drive inclusive economic growth that opens markets for U.S. investments and counters violent extremism. Investing in women's economic empowerment has transformational effects for families and communities, and will be a key component

of our approach. Confronting international environmental challenges requires robust American diplomacy and a more comprehensive deployment of U.S. environmental goods and services throughout the world. We will stand against corruption abroad, which undermines security, enables TCOs and disadvantages U.S. companies.

Strategic Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation

Strategic Objective Overview

A robust and secure U.S. economy that creates new American jobs depends on strong economic growth and promoting free, fair, and reciprocal trade relationships with countries around the world. American prosperity will also advance when we maintain and deepen relationships, encourage strong demand for U.S. exports in emerging and developing countries, and expand U.S. trade and investment opportunities in the global marketplace.

We will also strengthen property rights and contract enforcement, competition policies, sound commercial law, and the protection and enforcement of intellectual property rights around the world.

International institutions must do more to promote economic rules that enhance free,

fair, and reciprocal trade and set transparent standards to create enabling environments for investment, innovation, and cooperation in science and technology and health. American prosperity also requires internationally agreed norms for access and operations in areas beyond national jurisdiction, including on the high seas and outer space.

Promoting entrepreneurship creates jobs and openings for U.S. businesses worldwide, strengthening global political stability and economic prosperity. In partnership with the Department of Commerce, the Department will expand its advocacy for U.S. commercial and defense products and services abroad, as well as promote foreign direct investment to the United States.

The Department also collaborates with the Department of Commerce to advocate for U.S. companies bidding on foreign government tenders, to alert U.S. companies to new market opportunities, and to encourage investment in the United States. The Department leads negotiations on civil air transport agreements and telecommunications agreements, co-leads negotiations on investment treaties, produces annual country Investment Climate Statements, and participates in the Committee on Foreign Investment in the United States. Both the Department and USAID participate in interagency teams led by the United States Trade Representative (USTR) to develop and vet U.S. trade policy positions including revising and negotiating new trade agreements. The Department of State, with other agencies, actively negotiates and promotes the regulatory and policy environment that sustains and strengthens a dynamic and open digital economy.

Many of USAID's assistance programs focus on supporting the creation of business friendly regulatory regimes around the world. The Department's work on international environmental, oceans, science, health, and outer space supports hundreds of billions of dollars of economic activity in those sectors through efforts to negotiate rights and promote internationally agreed norms. Our engagement through international institutions and fora promotes agreement on technical standards and policies that drive the information technology and communications sectors. Our work with U.S. and foreign educational, non-profit, and private sectors promotes U.S. educational exports, and science fellows and science envoy programs enhance our science and technology outreach.

Strategies for Achieving the Objective

The Department will advocate on behalf of American workers by seeking to lower foreign trade and investment barriers and to attract new job-producing investment and legitimate foreign visitors and students to the United States. Through diplomatic engagement bilaterally and in international fora, the Department and our embassies will continue to work to break down barriers to U.S. exports and target unfair policies that adversely affect U.S. businesses. Our expanded outreach to U.S. exporters, including by identifying market opportunities and challenges and publicizing foreign procurement tenders, will remain critical to efforts to boost U.S. exports. We will target assistance efforts to create a level playing field for doing business, including rules supporting fair and reciprocal trade, business friendly regulation, and adherence

to high standards. The Department will modernize defense trade policies and regulations to support national security and foreign policy goals, increase resilience, and enhance the competitiveness of key U.S. manufacturing and technology sectors. We will promote education exports, such as study in the United States, through student advising centers and other programs, and support American scientists, engineers, and innovators in international settings.

The Department's officials will work bilaterally and through international institutions to ensure that foreign governments do not employ practices such as weak labor, environment, or intellectual property rights systems, data localization requirements, or state subsidies to compete unfairly. We will also work to establish clear, transparent markets outside of formal negotiations, expanding fair access for U.S. products, services, and technology. Department of State and USAID programs will support market-based economic reform efforts and target improved commercial law and trade regimes, benefiting U.S. exporters by reducing barriers at foreign borders. We will work to empower women economically, as a driver of development and trade. We will leverage public-private partnerships and targeted foreign assistance to work with foreign partners to address barriers to trade and investment and economic growth.

Cross Agency Collaboration

Interagency partners include the Departments of the Treasury (DOT), Commerce (DOC), Transportation (DOT), Homeland Security (DHS), Justice (DOJ), the United States Trade Representative (USTR),

Overseas Private Investment Corporation (OPIC), Trade and Development Agency (USTDA), Millennium Challenge Corporation (MCC), Federal Communications Commission (FCC), Federal Aviation Administration (FAA), Federal Maritime Commission, Maritime Administration, Customs and Border Protection (CBP), the Department of Agriculture (DOA), Environmental Protection Agency (EPA), and the National Oceanic and Atmospheric Administration (NOAA). Other partners include American Chambers of Commerce overseas and the U.S. Chamber, foreign development assistance agencies, and multilateral development finance institutions.

Risk

Financial crisis and recession can trigger protectionist responses that make it more difficult to open foreign markets. A strong dollar can lead to fewer foreign visitors and students, and affect the competitiveness of U.S. exports.

Technological diffusion and the spread of economic activity to emerging markets, while positive overall, could reduce the ability of the United States to shape international institutions and economic developments outside our borders. Disruptive technologies could continue to present challenges as well as opportunities to traditional commerce.

State capitalism prevalent in some countries can distort markets and impede U.S. business opportunities, while corruption subverts open markets and impedes the ability of American companies to compete.

Performance Goal 2.1.1

By 2022, using 2017 baseline data, support increased exports of U.S. goods and services by increasing by 50 percent appropriate commercial advocacy for U.S. businesses.

Performance Goal 2.1.2

By 2022, support increases in exports of U.S. digital products and services by advocating for regulatory environments that enable cross-border data flows and digital trade, contributing to information and communications technology (ICT) services growing to more than \$70 billion.

Performance Goal 2.1.3

By 2022, increase the number of partners engaged with the U.S. to promote and expand cooperation in science, technology and innovation to boost American prosperity.

Strategic Objective 2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives

Strategic Objective Overview

Political instability, unchecked crime, and the lack of essential services and economic opportunities in other countries have the potential to create global health crises, drive mass migration to the United States, and inflame violent extremism around the globe. The Department of State and USAID investments in global economic growth and development safeguard U.S. economic and strategic interests, and are visible expressions of U.S. values. Department of State and USAID programs help economies to grow, and countries to open their markets, become potential consumers of U.S. goods and services, and contribute to regional stability. U.S. security and prosperity are bolstered when other countries achieve economic and political stability, resilience, and self-reliance through investments in areas such as food and water security, energy security, good governance, health, education, and economic growth.

Economic growth, particularly in developing and transitional economies, serves to strengthen and expand our base of partners, bolster economic opportunities, and build future markets for U.S. exports in the fastest growing regions of the world. Likewise, the United States is made stronger and more secure through Department and USAID

programs that connect people, especially women and minorities, to the global economy; build resilience to economic and social stresses in conflict-prone societies; educate and empower citizens; and save children from disease and preventable death.

Host country governments, local civil society partners, faith-based organizations, bilateral donors, multilateral organizations, the private sector, and international organizations are committed to achieving results through partnerships, collaboration, and coordination that are more effective. Strong collaboration will optimize resource allocation and reduce fragmentation. Clear host country ownership and priorities, including national or sub-national education plans, enable targeted investments from development partners. A collaborative development approach is critical, especially in cases of acute or protracted crises, widespread displacement, and chronic instability. The Department and USAID will rapidly respond to crises as they arise and coordinate with the ongoing development efforts of other donors.

Strategies for Achieving the Objective

The Department of State and USAID will support foreign governments, international organizations, and private sector partners to increase access to quality education as a smart development strategy in order to improve economic conditions around the world. To reinforce the educational foundation of growing societies in our partner countries, we will fund programs to ensure crisis-affected children and youth are accessing quality education that is safe, relevant, and promotes social cohesion. We

will also fund programs to ensure children are reading and gaining basic skills that are foundational to future learning and success; young people are learning the skills they need to lead productive lives, gain employment, and positively contribute to society; and higher education institutions are supporting development progress across sectors. We will remain champions of girls' education and target the underlying causes of gender gaps in education attainment. Closing the gender gap in secondary education has a direct and robust association with economic development, as a 1 percent increase in female secondary education raises the average GDP by 0.3 percent, and raises annual GDP growth rates by 0.2 percent.

The Department and USAID will foster inclusive economic growth in which all members of society share in the benefits of growth, reducing poverty, building resilience and expanding opportunity, and by reducing political turmoil and conflict. We will help developing and transitional countries improve their policies, laws, regulations, entrepreneurial skills and professional networks to boost private sector productivity, ensure equal opportunities for women and marginalized groups, and spur diversified and sustainable economic growth.

We will support capacity building of private-sector entities that can link the poor to markets, including international ones, through effective and economically sustainable systems and relationships. Through implementing the U.S. Global Food Security Strategy, we will continue our global leadership to advance inclusive and sustainable agricultural-led economic growth,

strengthen resilience among people and systems, and improve nutrition, especially among women and children, to enhance human potential, health, and productivity. We will strive to alleviate the burden of gender-based violence, which affects women's ability to thrive and succeed.

The Department and USAID will encourage improvements to corporate governance, sharing new technology, supporting capital formation and strong, abuse-resistant financial systems to bolster the business capacity of small business and high growth-potential entrepreneurs to help grow and integrate domestic and international markets. By strengthening property rights and land/resource tenure, U.S. engagement will support women's economic empowerment, youth employment, conflict prevention, and other development objectives. We will promote the use of U.S. pollution control technologies, combat environmental crimes and marine debris, and support innovative approaches to climate resilience. In furtherance of the U.S. Global Water Strategy's goal of a more water secure world, the Department and USAID will also work to increase the availability and sustainable management of safe water and sanitation.

We will foster transparency in environmental governance in partner countries, support the modernization of power grids, improve energy security, help partner countries make investments in their own development agenda, and improve their capability to track and report financial flows. We will foster the ability of countries and communities to take on the responsibility for building resilience and managing risks

from shocks and stresses by helping countries more effectively harness their domestic resources as well as private sector capital.

Cross Agency Collaboration

In addition to engaging bilaterally and through multilateral fora, partner agencies include the Departments of Commerce (DOC), Treasury (DOT), Health and Human Services (HHS), Energy (DOE), Interior (DOI), the Centers for Disease Control (CDC), the Environmental Protection Agency (EPA), the Trade and Development Agency, and the Peace Corps.

Risk

The ability of the Department of State and USAID to advance economic development and growth in partner countries, and thereby advance American economic objectives, is affected by external risk factors, including the degree of partner country leadership and political will to enact major reforms; lack of domestic resources and investments; corruption and mismanagement; and increased incidence of conflict, crisis and natural disaster.

Global economic security and development also face risks from the disruption caused by natural disasters. Economic losses from hazards such as storms, earthquakes, and pandemics are both drivers and symptoms of state fragility. Investments in improving governance, including building social trust, increasing accountability of policymaking, and improving capacity of administrations to deliver quality services to citizens of both sexes and all demographic groups, have been shown by experience to improve resilience in the face of major disruptions.

Performance Goal 2.2.1

By September 30, 2019, Feed the Future will exhibit an average reduction in the prevalence of poverty and stunting of 20 percent, across target regions in Feed the Future's focus countries, since the beginning of the initiative in FY 2010. (APG)

Performance Goal 2.2.2

By 2022, achieve parity in participation between women and men in programs that are designed to increase access to economic resources.

Performance Goal 2.2.3

By 2022, increase the number of people reached by U.S. government-funded interventions providing gender-based violence (GBV) services (with 2016 as the baseline).

Performance Goal 2.2.4

By 2022, the percentage of children and young people at the end of primary school achieving at least a minimum proficiency level in reading and math will increase in at least 10 countries.

Performance Goal 2.2.5

By 2022, increase sales and employment of 25,000 firms through technical assistance to improve business performance.

Performance Goal 2.2.6

By 2022, partner institutions and individuals adopt sustainable environmental practices, resulting in improved health and economic outcomes.

Strategic Objective 2.3: Advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms

Strategic Objective Overview

America's prosperity, which underwrites our national security, depends on maintaining a fair, open, and stable international economy that guarantees reliable access to affordable energy for the United States and our allies, and well-governed trading partners. As the United States is an increasingly dominant energy producer, the Department of State and USAID have the opportunity to forge a market-based international energy policy that strengthens the energy security of the U.S. and our allies. Maintaining market access for U.S. energy products, technologies and services, and ensuring sustainable, transparent, and predictable international energy markets for our partners and ourselves is crucial to our security. However, lack of access to energy creates conditions for political instability, migration, and the proliferation of extremist organizations. Non-competitive behavior, such as monopolies, sole suppliers, and cartels that use energy as a political and economic weapon threaten global energy

security. We also work to deny terrorists and rogue nations access to funds derived from energy production. These are threats not only to the economic and national security of American allies and partners, but also of the United States itself.

Transparency shines a light on corruption and makes foreign publics more invested in their governments, while also protecting American citizens and companies operating abroad. The United States has long played an international leadership role promoting the adoption of international best practices in order to perpetuate the rules-based economic system upon which our prosperity is predicated, and to help ensure a free and fair arena where U.S. companies can compete.

Strategies for Achieving the Objective

To advance the President's National Security Strategy and the America First Energy Plan, the Department promotes energy security for the United States, our partners and allies by promoting diverse global energy supplies from all energy sources. The Department of State works to defeat ISIS and other transnational terrorist organizations by preventing the groups' ability to exploit energy resources they control. The Department works to open markets and remove barriers to energy trade and development while promoting U.S. energy exports globally, including U.S. liquefied natural gas (LNG). The Department and USAID coordinate with governments and companies to pursue energy diversification and increased access to affordable and reliable energy (particularly to electric power) and to develop efficient and sustainable energy pol-

icies abroad through technical assistance and public-private partnerships. We work through the global Extractive Industries Transparency Initiative (EITI) to promote transparency abroad, improve energy resource governance, and reduce corruption.

The Department and USAID work with partner countries to promote a culture of integrity to prevent corruption before it starts and to strengthen detection and enforcement efforts. This includes encouraging countries to meet multilateral standards and political commitments. We work with partners to develop and implement international standards to combat the bribery of foreign officials, based on the Organization for Economic Cooperation and Development (OECD) Anti-Bribery Convention. The Department and USAID focus on recovering the ill-gotten lucre of corruption by working bilaterally and multilaterally to strengthen the capacity of foreign governments to investigate and prosecute public and private sector corruption. We provide a comprehensive range of assistance to help countries in developing and sustaining an array of governmental reforms that contribute to fighting corruption. The Department manages the Global Anti-Corruption Consortium in partnership with USAID and partner governments. The Department's comprehensive anti-corruption programs build the capacity of foreign law enforcement to combat corruption, including kleptocracy, and strengthen international standards and political will to implement needed reforms.

The Department and USAID promote a wide array of policy and legislative reforms to remove barriers to doing business, en-

courage transparency, promote fiscal responsibility, and protect investor and intellectual property rights. Two important vehicles for convening partners are the G7 and G20 summits, which bring together member countries to enhance government transparency and accountability. The Department leads U.S. participation in bilateral and multilateral energy task forces that recommend solutions to energy problems affecting our partners around the world. The agencies work through bilateral and multilateral engagement, and regional initiatives such as Power Africa and Connecting the Americas 2022 to expand electrical interconnections.

Department and USAID programs support partner countries through assistance to improve economic governance in public finances legal frameworks, which are required to attract investment to such countries. In the interagency, USAID plays a central role in advancing domestic resource mobilization in partner countries and in implementing programs that foster more open, transparent, and robust public finance systems and business-enabling environments around the globe. To promote fiscal transparency, the Department of State/USAID Fiscal Transparency Innovation Fund (FTIF) builds the technical capacity of governments to make their budgets and spending transparent and the capacity of civil society to press for information on, analyze, and monitor government finances.

The Department also uses targeted energy sanctions and other actions to deprive rogue nations and terrorists access to capital derived from the sale of natural resources (e.g., DPRK). The Department also uses

energy sanctions as a tool when necessary to discourage other nations from engaging in behavior outside of existing treaties, agreements, and international norms.

Cross Agency Collaboration

The Department and USAID work with partner governments on regulatory reform and multilateral institutions to push for sound macroeconomic fundamentals. In addition to engaging bilaterally and through multilateral fora, partner agencies include the U.S. Departments of Commerce (DOC), Energy (DOE), Interior (DOI), Treasury (DOT), Justice (DOJ), the Securities and Exchange Commission (SEC), the Overseas Private Investment Corporation (OPIC), the Trade and Development Agency, the Federal Energy Regulatory Commission (FERC), and the Export-Import Bank of the United States.

Risk

The combination of political instability in major energy producers and disruption of global trade at a major chokepoint such as the Strait of Hormuz threaten global energy security. Dependence on a single or major supplier for energy imports leaves countries vulnerable to external pressure from countries that use energy as a geopolitical weapon. Competition for energy can lead to conflicts, and terrorists and rogue regimes could seek to exploit energy resources to fund violence and destabilizing activities. U.S. companies and citizens involved in energy projects abroad can face security threats and corruption. Pressure from relentless demand increases in Asia combined with a prolonged disruption in either

supply or availability of energy commodities on the global market could put untenable stress on the institutional frameworks that have prevented a major global energy crisis for the past quarter-century.

The continuing allure of closed economic systems as alternative models remains a risk to good governance and global prosperity. If leading developing countries pull back on anti-corruption and market reform efforts, other governments may be tempted to de-prioritize these critical initiatives.

Performance Goal 2.3.1

By 2022, promote an increase in U.S. energy exports and achieve for the United States, its allies, and partners increased energy security and access to diversified, affordable, and reliable energy sources.

Performance Goal 2.3.2

Through 2022, prevent and combat corruption and its role in related criminal activity by strengthening other countries' commitment and capacity to address it through increased anti-corruption training and anti-corruption measures.

Performance Goal 2.3.3

By 2022, through assistance to central governments or non-governmental organizations, improve fiscal transparency in at least five countries assessed as not meeting the minimum requirements under the fiscal transparency review process.



GOAL 3:

PROMOTE AMERICAN LEADERSHIP THROUGH BALANCED ENGAGEMENT

Strategic Goal Overview

America First does not mean America alone. The United States is a beacon of liberty, freedom, and opportunity. Since the conclusion of the Second World War, the United States has led the development of a rules-based international order that allows nations to compete peacefully and cooperate more effectively with one another. We worked together with allies and partners to build the institutions and structures to defend the sovereignty, self-governance, security, and prosperity of all nations and peoples. Yet past successes alone cannot ensure this system will continue indefinitely without being renewed, rejuvenated, and made to be truly reciprocal. As the President stated in his remarks at the 72nd session of the United Nations General Assembly, “We are guided by outcomes, not ideology. We have a policy of principled realism, rooted in shared goals, interests, and values.”⁹ The ability to ensure peace, security, and prosperity requires a more principled and balanced approach to our engagement with our allies and partners: balanced between opportunity and responsibility; between shared goals, interests, and values; and between assistance and enforcement.

U.S. foreign policy must first serve Americans and our national interests, with the United States as a leader and integrated member of the global community. Through alliances and partnerships, the United States

promotes mutual security and economic interests in cooperation with like-minded countries. The United States moreover continues to play a leading role in international and multilateral organizations, presenting opportunities to build consensus around American values, advancing American national security, economic, and development goals; and rallying collective action with American leadership. However, no one nation should have to bear a disproportionate share of the burden of responsibility to protect against common threats.

The United States will continue to be the global leader in preventing the spread of disease, promoting protections for human dignity and rights, and facilitating humanitarian efforts around the world -- projecting American values as we stand shoulder to shoulder with people in their hour of need. It is who we are as Americans.

The Department and USAID will continue to pay our fair share but will not commit to invest without returns. The Department of State and USAID must encourage, prepare, and support our allies and partners to meet their obligations. We are committed to maximizing the impact of American taxpayer dollars and ensuring that the foreign assistance the agencies invest in lead to sustainable results.

⁹ The President of the United States’ remarks at the 72nd session of the United Nations General Assembly: <https://www.whitehouse.gov/briefings-statements/remarks-president-trump-72nd-session-united-nations-general-assembly/>

Strategic Objective 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners

Strategic Objective Overview

U.S. foreign assistance aims to foster inclusive economic growth, reduce poverty, strengthen democratic governance, and enhance peace and security, while helping countries progress beyond needing assistance. The Department of State and USAID will ensure partner countries demonstrate their tangible commitment to achieving these objectives while maximizing the impact of American taxpayer dollars. U.S. assistance will not be provided in perpetuity. The Department and USAID will measure the impact of our assistance by how it helps countries move from assistance recipients to enduring diplomatic, economic, and security partners.

Strategies for Achieving the Objective

The Department and USAID will prioritize programs that assist countries in improving their policies to stimulate economic growth, strengthen their democratic institutions, foster co-investments, share the burden of addressing common challenges, and mobilize domestic resources for self-sufficiency. We will promote an efficient, effective, and supportive legal and regulatory environment that attracts investment in partner nations through close partnerships with the U.S. interagency and multilateral institutions while supporting each country's self-determined development path.

Strong interagency field missions will develop country specific strategies that focus available resources to efficiently overcome challenges and capitalize on opportunities in each country. This targeted strategy will enable realistic planning and monitoring of each country's progress towards self-sufficiency.

In line with American values, Department and USAID programs enhance good governance and security, support the rule of the law, promote foreign direct investment, combat corruption, and protect private and intellectual property rights. These programs must also improve a country's ability and willingness to mobilize domestic resources as a key element of achieving shared prosperity and greater partnership in global development, diplomacy, and security. We will coordinate media outreach and public communications to explain our assistance while creating public support for future partnerships.

Cross Agency Collaboration

The Department and USAID work closely with the Departments of Defense, Treasury, Agriculture, Energy, Environmental Protection, Justice, Commerce, and Health and Human Services. The Millennium Challenge Corporation provides assistance to partner countries to meet threshold indicators on democracy, anti-corruption, and rule of law. Regional associations such as the Association of Southeast Asian Nations (ASEAN), the European Union (EU), Economic Community of West African States (ECOWAS), the Organization of American States (OAS), the Organization of Economic Cooperation and Development (OECD),

and others are key stakeholders advocating for common standards and global partnerships. UN agencies and bilateral donors provide project expertise and funding complementing U.S. assistance.

Risk

Risks include negative changes in the economic and political context; malign influence from state and non-state actors; large scale population movements resulting from conflict and instability in neighboring countries that strain public services, infrastructure, and integration services in receiving countries; corruption; and the risk of natural disasters (floods, droughts, tsunamis, earthquakes, and other extreme weather events).

Performance Goal 3.1.1

By 2022, all USAID Country Development Cooperation Strategies (CDCSs) will address ways to strengthen partner country capacity to further its self-reliance.

Strategic Objective 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing

Strategic Objective Overview

International organizations present opportunities to build consensus around American values; advance American national security, economic, and development goals;

and rally collective action with American leadership. Multilateral organizations set norms that support political stability, personal liberty, economic prosperity, public health, social development, and that address forced displacement and international migration. By working through these fora, the United States can more effectively make our citizens safe, our businesses prosperous, and our future promising. Active engagement in multilateral fora allows the United States to exercise its leadership to shape the rules and norms of the international order and to prevent malign actors from advancing ideas and policies that are contrary to our interests.

The United States makes assessed contributions to 44 international organizations, including the UN and NATO. U.S. contributions include support to international peacekeeping activities, the International Organization for Migration (IOM), the World Health Organization (WHO), and the United Nations High Commissioner for Refugees (UNHCR). In all of these cases, the U.S. government strives to ensure equitable burden sharing among donors and to leverage a broader international donor base. American representatives serving on governing boards of international organizations contribute significantly to the policies and standards set by these bodies.

Strategies for Achieving the Objective

While ensuring the integrity of our sovereignty and respecting the sovereignty of our partners, the Department of State and USAID will lead by example and leverage the potential of the multilateral system to help defuse crises; mitigate destabilizing eco-

conomic events; deter aggression and extreme ideologies; promote fair and reciprocal trade; enhance economic competitiveness; open markets; and cooperate on migration issues. It is the primary responsibility of sovereign states to help ensure that migration is safe, orderly, and legal.

The Department and USAID will support and initiate reforms to make international bodies more efficient, effective, and equitable in mobilizing all member states to preserve the global commons.

We must hold others accountable for sharing the financial burden while supporting collective action. Many recipients of U.S. assistance play critical roles as partners in countering transnational terrorist and criminal groups and as contributors to peace operations. We will engage with new donors willing to contribute expertise and funds such that our mutual efforts and shared costs align with the Department and USAID's respective comparative advantages.

The Department will employ a wide range of public diplomacy tools to underscore U.S. leadership on the global stage, and particularly as host of international organizations. Highlighting U.S. leadership will provide opportunities to demonstrate the utility of these organizations in promoting American interests. The Department and USAID will seek to increase the number and percentage of Americans serving in international organizations at all levels, including the United Nations and its technical and specialized agencies, and in the governance of international economic fora.

Cross Agency Collaboration

Cooperation across the U.S. Government is essential to achieving more equitable burden sharing. This cooperation is also necessary to align positions on organizational reform, contributions to and maintenance of high fiduciary, social and environmental standards in multilateral development banks. In addition, filling senior positions in international organizations with Americans is a priority to enable advancement of U.S. values and interests.

Risk

As other nations increase their relative financial contributions and participation in multilateral fora, it could decrease U.S. influence in achieving key policy objectives in specific cases as well as blunt broader organizational reform, leaving the door open to adversaries exerting greater influence in shaping the international order. This would limit the agencies' ability to advance the U.S. foreign policy agenda and could result in setbacks on key policies that promote and protect American interests.

Performance Goal 3.2.1

By 2022, U.S. contributions as a percentage of total funding support for international organizations are reduced below 2017 levels.

Strategic Objective 3.3: Increase partnerships with the private sector and civil-society organizations to mobilize support and resources and shape foreign public opinion

Strategic Objective Overview

The United States cannot accomplish effective diplomacy and development alone. Strategic partnerships across the public, private, faith-based, and nonprofit sectors help the United States connect with communities and civil society to create shared value, purpose, and vision, and are critical to achieving our national security objectives. Because decision-making is dispersed among state and non-state actors, cultivating relationships is vital.

USAID's Global Development Alliance (GDA) builds partnerships with local and international companies and a range of other partners based on principles of shared interest and value focused on market-based solutions. Working with financial institutions, companies, and other financial providers, USAID facilitates greater private investment to support development objectives in energy, agriculture, and health. USAID works with partners to tackle barriers to investment and to provide technical expertise and tools.

Digital engagement, visitor and exchange programs, and local community efforts led by U.S. program alumni help build partnerships that positively influence foreign publics in pursuit of U.S. interests. More than 650 public engagement facilities ("American Spaces") worldwide enable English language learning, people-to-people pro-

grams, and youth leadership networks like the Young African Leaders Initiative. The Department of State and USAID will facilitate access for and collaborate with U.S. companies and foundations that invest in workforce skills development for foreign populations, expand digital literacy and access, and foster entrepreneurship ecosystems that support U.S. interests.

Strategies for Achieving the Objective

The Department and USAID will engage civil society and NGOs, along with the private sector, to maximize our ability to affect positive change, including protecting ethnic and religious minorities and other marginalized populations; promoting religious and ethnic tolerance; and providing emergency assistance to human rights defenders and survivors of abuse.

The Department and USAID will develop training focused on non-government entities. Developing sustainable and effective partnerships outside the public sector requires unique skills and tools distinct from those used in government-to-government diplomacy. Successful communication with civil society and foreign publics requires mutual understanding and trust. We must develop and train our workforce to effectively deploy people-to-people and communication programs to generate the strong support and robust local participation necessary to solidify partnerships that produce maximum impact.

Cross Agency Collaboration

Our strategic partnerships represent a diverse network of organizations, including

for-profit businesses, civil society, academic institutions, philanthropic foundations, and diaspora groups. Partners include state and local law enforcement agencies; American and foreign universities; media organizations and journalist advocacy groups; cultural; sports; and youth organizations; religious leaders and religious communities; faith-based organizations; and schools.

Risk

Shrinking democratic spaces make programs more costly, dangerous, restrictive, or illegal. The Department and USAID use rigorous program reviews to maintain transparency while protecting the security of our partners. Lastly, significant drops in a population’s trust of the United States may constrain willingness to work with the Department and USAID as partners.

Performance Goal 3.3.1

By 2022, increase partnerships with the private and public sectors in order to promote shared goals, leverage resources, and utilize expertise for more sustainable results.

Performance Goal 3.3.2

By 2022, increase approval of United States government policies among influential foreign publics.

Strategic Objective 3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief

Strategic Objective Overview

Health crises, disease, conflicts, water scarcity, land degradation, and natural disasters displace tens of millions of people each year, and can destabilize societies and political systems. We will stand with the world’s people when disaster strikes or crisis emerges, because that is who we are as Americans. As the world’s leaders in humanitarian assistance, food security and health, the Department and USAID demonstrate the best of American leadership and compassion around the world. Strengthening the resilience of assistance recipients enables U.S. humanitarian assistance to lay the groundwork for long-term political, economic, and social advancements, which will consolidate and protect American investments, produce new opportunities, and project American values and leadership.

The U.S. President’s Emergency Plan for AIDS Relief (PEPFAR), active in more than 60 countries, catalyzes a global response to control the HIV/AIDS epidemic. Innovative programs in nutrition and women’s health support USAID’s efforts in preventing maternal and child deaths. In addition, the Global Health Security Agenda (GHSA) serves as a multilateral and multi-sectoral approach to strengthen capacities to prevent, detect, and respond to infectious threats and public health emergencies of international concern, and to enable national governments to fulfill their obligations under the International Health Regulations (IHR).

Strategies for Achieving the Objective

The Department and USAID will take the lead on humanitarian assistance globally through policies, multi-sectoral programs, and funding in order to provide protection and ease suffering. We will work through multilateral systems to build global partnerships and ensure compliance with international norms and standards. Additionally, we will promote best practices in humanitarian response, ensuring that humanitarian principles are supporting broader U.S. foreign policy goals. Collaboration with donors and host countries will help identify solutions to displacement, protect people at risk, promote disaster risk reduction, and foster resilience. The Department and USAID will give particular attention to mitigating gender-based violence in emergency contexts.

Through efforts in family planning, malaria, HIV/AIDS, and nutrition, the agencies' health programs will work to strengthen child and maternal health, a cornerstone of public health, to reduce deaths, preempt pandemics and the spread of diseases, and foster prosperity and stability. These programs will concentrate on countries with the highest need, demonstrable commitment, and potential to leverage resources from the public and private sectors.

The Department and USAID will provide global leadership, support country-led efforts, and innovate to implement cost-effective and sustainable interventions at scale to prevent the spread of the HIV/AIDS epidemic and mitigate its effects. Working with health ministries, partners, and communities, our programs will scale up

effective, equitable, locally adapted, and evidence-based interventions to reach poor, marginalized, and vulnerable people to prevent and treat infectious diseases.

Cross Agency Collaboration

In order to achieve this objective, we will collaborate with our interagency partners including the Departments of Treasury, Defense, Commerce, Agriculture, Health and Human Services, Labor, Peace Corps, and the Millennium Challenge Corporation. Other partners include the American Chambers of Commerce, foreign development assistance agencies, multilateral development finance institutions, and NGOs.

Risk

The risks to this objective include insufficient transparency and accountability in partner countries and implementing partners, strains that could lead to instability in refugee-hosting nations, and nations that seek to subvert U.S. leadership or otherwise seek to promote their own interests. Other risks to our efforts include reluctance of partner governments to comply with IHR and contribute their fair share, economic downturns, natural disasters, and conflict.

Performance Goal 3.4.1

By September 30, 2019, U.S. global leadership and assistance to prevent child and maternal deaths will annually reduce under-five mortality in 25 maternal and child health U.S. Government-priority countries by an average of 2 deaths per 1000 live births per year as compared to 2017. (APG)

Performance Goal 3.4.2

By September 30, 2019, new infections are fewer than deaths from all causes in HIV-positive patients in up to 13 high-HIV burden countries through leadership by State and implementation by USAID; the U.S. Department of Health and Human Services and its Agencies, including the Centers for Disease Control and Prevention, the Health Resources and Services Administration, and the National Institutes of Health; the Departments of Defense, Labor, and Treasury; and the Peace Corps. (APG)

Performance Goal 3.4.3

By 2022, State increases its systematic response to gender-based violence in new and evolving emergencies by maintaining or increasing the percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence.

Performance Goal 3.4.4

By 2022, USAID increases its systematic response to gender-based violence in emergencies by increasing the percentage of proposals it receives from non-governmental organizations that include protection mainstreaming to 95 percent.

Performance Goal 3.4.5

Through 2022, timely contributions to emergency appeals ensure humanitarian international organizations respond rapidly to the urgent needs of refugees and other populations of concern by maintaining the percentage of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals the U.S. commits funding to within three months.

Performance Goal 3.4.6

By 2022, the United States will increase the timeliness and effectiveness of responses to U.S. government-declared international disasters, responding to 95 percent of disaster declarations within 72 hours and reporting on results.

Performance Goal 3.4.7

By 2019, the United States will identify and pursue key changes by major implementing partners the U.S. believes are required to improve accountability and effectiveness, and create operational and managerial costs savings in humanitarian responses as outlined in the Grand Bargain.



GOAL 4:

ENSURE EFFECTIVENESS AND ACCOUNTABILITY TO THE AMERICAN TAXPAYER

Strategic Goal Overview

The Federal Government can and should operate more effectively, efficiently, and securely. As such, the Administration will set goals in areas that are critical to improving the Federal Government's effectiveness, efficiency, cybersecurity, and accountability. This includes taking an evidence-based approach to improving programs and services; reducing the burden of compliance activities; delivering high performing program results and services to citizens and businesses through effective and efficient mission support services; and holding agencies accountable for improving performance.

In support of these aims, this goal guides the management of our people, programs, information, and capital assets. It requires pursuing efficiencies at all levels, streamlining the Department of State and USAID's organizations without undermining their effectiveness; using data-driven analysis for decisions; making risk-based investments in safety and security; diversifying and re-orienting the foreign assistance portfolio toward innovation and sustainability; and developing a more flexible, highly skilled workforce.

The Department and USAID will optimize operations and resource allocations to execute our diplomatic and development objectives in a secure, strategic, well-coordinated manner. To better serve the mission and employees, as well as achieve operation-

al efficiencies, we will use a range of service delivery models, including outsourcing, shared services, local delivery, and globally managed centers of excellence. We will realize greater returns on investment by using public-private partnerships and more adaptive and flexible procurement mechanisms to complement more traditional models for implementing foreign assistance. The Department and USAID will maintain an agile workforce structure that ensures the agencies have the right people at the right time with the right expertise domestically and abroad. Flexible physical workplaces, state-of-the-art technology and use of cloud technologies will enable secure access to information technology anytime, anywhere. Integrated data platforms will improve knowledge sharing, collaboration and data-driven decision making by leaders and staff. To maintain safe and secure operations, we will continue to assess facilities and numbers of people at all overseas missions, adjusting where needed, and conduct annual reviews of high threat, high risk posts.

The Department and USAID consistently seek to maximize taxpayers' return on investment and improve operational efficiency; one important means is by addressing the management objectives cited in the JSP. Strategies contained in this goal's management objectives address several of the management and performance challenges identified by the Department and USAID Offices of Inspector General (OIG) in the Department¹¹ and USAID's¹² recent Agen-

¹¹ Department of State's Agency Financial Report: <https://www.state.gov/documents/organization/274977.pdf>

¹² USAID's Agency Financial Report: <https://www.usaid.gov/sites/default/files/documents/1868/USAIDFY2017AFR.pdf>

cy Financial Reports and by the U.S. Government Accountability Office (GAO). The Department and USAID will track progress towards successful completion of strategic objective performance goals across this goal in the Annual Performance Plan and Annual Performance Report.

Strategic Objective 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments

Strategic Objective Overview

To be good stewards of American taxpayer dollars, achieve lasting results, and advance U.S. foreign policy objectives, the Department and USAID will ensure sound strategic planning and program management are in place and invest our resources based on evidence. Our agencies work in countries with rapidly evolving political and economic contexts and complex challenges. By adopting more innovative and flexible approaches to program design, and continuously learning throughout program implementation, we will be able to respond nimbly and adapt to lessons learned.

Disciplined planning and design processes help ensure the Department and USAID understand the local country context, assess what we need to do, and set meaningful performance milestones and targets to achieve diplomatic and development objectives. Robust monitoring and evaluation processes enable our agencies to learn what is working and how best to adapt programs to achieve results. Ultimately, the purpose of foreign assistance is to end its need for

existence, by supporting countries in leading their own development journey.

The Department and USAID will invest in cutting-edge approaches to find new and better ways to address the problems we are trying to solve. We will collaborate with the private sector and other non-traditional actors that can bring new resources and ideas, leverage new technologies or innovations that can accelerate our efforts, and strengthen the capacity of local partners to ensure the long-term sustainability and success of Department and USAID programming.

Strategies for Achieving the Objective

The Department of State's Managing for Results Framework (MfR) and the USAID Program Cycle are foundational to making diplomatic engagement activities and development investments effective, efficient, and sustainable. These frameworks for strategic planning, budgeting, and program management set the stage for strategic alignment of resources and evidence-based diplomacy and development.

The Department and USAID conduct joint strategic planning for regional bureaus, which in turn informs country level strategic planning. Each Department of State functional bureau develops a strategic plan for coordination across regions and countries. All embassies have an Integrated Country Strategy (ICS) in place, and as of 2017, USAID operating units completed 63 Country Development Cooperation Strategies (CDCS), representing the majority of USAID missions.¹³ The sustainability of our investments depends on results produced and valued by partner countries. There-

¹³ Country Development Cooperation Strategies <https://www.usaid.gov/results-and-data/planning/country-strategies-cdcs>

fore, we will give precedence to local priorities and local implementers in regional and country strategic planning that align with American interests.

The Department and USAID will evaluate programs to learn what is working well and where there is a need to adapt to maximize effectiveness. All foreign assistance evaluation reports will continue to be publicly available on USAID¹⁴ and Department¹⁵ websites. Ancillary to these efforts is the creation of USAID's Development Information System (DIS), a unified portfolio management system designed to better manage USAID's data, facilitate evidence-based decision-making, and enable USAID to improve reporting on the results of its activities.

The Department and USAID will develop training and provide guidance to enable bureaus and overseas missions to define more clearly their programmatic goals, describe how our investments will help achieve them, and conduct robust monitoring and evaluation to determine the results and strengthen accountability. This guidance will be available online and will communicate to the public the processes in place to ensure good management of taxpayer resources.¹⁶

We will increase the efficiency and effectiveness of procuring services through contracts and support partners with grants and cooperative agreements, and increase our use of innovative and flexible instruments that allow for co-creation and payment for performance. The Department and USAID will streamline acquisition and assistance

processes, deploy the State Assistance Management System (SAMS) across the Department, and create innovative approaches to improve core operations, increase stakeholder engagement, and enhance the capabilities of our workforce. Existing grant management systems will be improved to include performance management capabilities, streamlined communication, oversight, and coordination with grant recipients.

Cross Agency Collaboration

The Department and USAID collaborate with government institutions, private sector partners, national and international aid transparency and oversight groups, and civil society organizations in partner countries to gain valuable external perspectives and new ideas about how we conduct our work. We meet with Congressional stakeholders to discuss proposed budgets and approaches to delivering on our missions as well as on the status of pending legislation and our implementation of new laws affecting effectiveness and efficiency.

Risk

While risk is inherent to the Department and USAID's work, planning, managing, and monitoring projects in non-permissive environments poses specific challenges. These include finding qualified contractors and grantees willing to work in these environments, vetting partners, providing security for and periodically evacuating overseas agency personnel, and gaining access to local partners and project locales for appropriate project design and monitoring.

¹⁴ Development Experience Clearinghouse: <https://dec.usaid.gov/dec/home/Default.aspx>

¹⁵ Foreign Assistance Evaluations: <https://dec.usaid.gov/dec/home/Default.aspx>

¹⁶ State: <https://www.state.gov/fi/tools/> and USAID: <https://usaidlearninglab.org/mel-toolkits>

Greater engagement of local implementers can also pose risk. USAID will continue to use a Non-U.S. Organization Pre-Award Survey to determine the risks involved in the selection of local implementing partners and develop special award conditions to mitigate identified risks. Building local capacity can, however, take time, be more resource intensive up front, and may slow the rate of achieving specific development objectives. As a result, development impact may take additional time as local partner capacity is strengthened in the short term.

Performance Goal 4.1.1

By 2022, increase the use of evidence to inform budget, program planning and design, and management decisions.

Performance Goal 4.1.2

By 2022, increase engagement with local partners to strengthen their ability to implement their own development agenda.

Performance Goal 4.1.3

By September 30, 2019, USAID will have increased the use of collaborative partnering methods and co-creation within new awards, measured by dollars and percentage of procurement actions (to be determined after baselines established in FY2018). (APG)

Performance Goal 4.1.4

By September 30, 2019, meet or exceed Federal targets for Best-In-Class (BIC) contract awards. (APG)

Strategic Objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development

Strategic Objective Overview

The Department of State and USAID coordinate closely to achieve U.S. foreign policy objectives. Mission execution is supported by multiple operational platforms with minimal leveraging of shared services. Harmonizing mission support functions for both agencies will leverage economies of scale, improve process visibility, enhance technology integration, and improve the quality and the speed with which the agencies deliver support services.

The Administration’s support for benchmarking results, as well as staff perceptions shared during the Secretary’s listening tour, emphasized the need for the Department and USAID to improve the efficiency and effectiveness of management support functions, including the global logistics and supply chain. This includes improving staff’s customer satisfaction with mission support services while also reducing costs. This will entail more consistent evaluation of support services results to ensure the De-

partment's global supply chain meets or exceeds established service standards.

Our geographically dispersed staff requires technological tools to work and collaborate from anywhere at any time using any mobile or fixed device. For staff to work more efficiently, data and information technology (IT) security policies and procedures must be aligned to support the conduct of diplomacy and development assistance. The Department and USAID's IT risk management approaches should also be clear and flexible enough to allow for the expeditious testing and piloting of emergent tools. Connecting the agencies' infrastructure and services will reduce the complexity and long-term costs of the agencies' IT systems. We will pursue a collaborative approach to improving IT and data governance processes to adopt interoperable processes, standards, and tools.

Both agencies are committed to accomplishing IT goals in order to better support overarching diplomacy and development strategies. For the Department, this commitment is outlined in the IT Strategic Plan objective "Modernizing IT Infrastructure," which states that the Department will "deploy a modernized IT infrastructure that enables seamless access to information resources." In turn, in USAID's IT Strategic Plan, its Goal 2 "Secure Operations Excellence" states that "IT operations and information security is improved, and the infrastructure supporting all of our IT services is reliable, efficient, and meets their service level agreements."

The Department of State's Impact Initiative and USAID's ReDesign will contribute to

achieving this objective. Enhancement of the Department's Integrated Logistics Management System has been ongoing since 2015, and will continue into the foreseeable future. In addition, the Department and USAID's respective efforts to implement action plans to comply with the Federal Information Technology Acquisition Reform Act (FITARA), Federal Information Security Management Act (FISMA), and Federal IT modernization efforts will also substantively contribute to a modern and secure technology infrastructure.

Strategies for Achieving the Objective

The Department and USAID will promote and share services where appropriate to deliver cost effective and customer focused services and products. Informed by analysis grounded in data, the agencies will consolidate where appropriate and improve logistics. Improving the quality of data will be a priority. We will increase data quality assurance measures, such as enforcing enterprise data standards, conducting periodic data quality audits to assess data validity, and mitigating root causes of systemic errors.

The Department and USAID will prioritize cloud-based tools for collaboration and web-based systems that improve the accessibility of timely, relevant data to staff and decision makers. Wireless access to data will enhance productivity within agency offices. To facilitate centralized control of IT resources, the Department will improve the governance processes to ensure its Chief Information Office (CIO) is positioned to meet legislative requirements for control over Department-wide IT spending

and systems -- an effort that has already occurred at USAID. Tiered trust security will allow access to data based on the level of trust established by user identification, device, and location. The Department and USAID will modernize legacy systems and software, which will include efforts to reduce the number of disjointed data warehouses. Employing business intelligence tools will allow the aggregation, analysis, research, and evidence-based assessment of U.S. foreign policy and development work for data scientists.

The Department will continue to expand and improve its global supply chain platform, the Integrated Logistics Management System (ILMS). We will train more staff at posts to use ILMS to reduce their use of resources, monitor for fraud, and streamline logistics and procurement processes. The Department may develop new ILMS modules to expand posts' capabilities further, for example by producing new types of reports that analyze different data. Other agencies have shown interest in using this logistics platform. We will encourage them to participate in this shared service, which would reduce costs to each agency. However, the inability to conduct pilot tests, site visits, and training could potentially hinder the Department's ability to expand the ILMS platform and gain the efficiencies that come from it.

Cross Agency Collaboration

The Office of Management and Budget (OMB), House Oversight and Government Reform (HOCR) Committee, Foreign affairs agencies that operate under Chief of Mission authority overseas, and the Ameri-

can public and businesses that rely on accurate Department and USAID data.

Risk

Modernizing legacy systems and training staff on these systems present risks to the agencies. Additionally, this will likely have higher costs up front, but the initial investment will lead to long-term payoffs and cost savings. There may be a risk in spending money to maintain old services rather than investing in newer cost saving technology.

Performance Goal 4.2.1

By 2022, provide USAID staff access to integrated and accurate foreign assistance portfolio data to better assess performance and inform decision-making.

Performance Goal 4.2.2

By 2022, establish a plan to expand and leverage analytics capabilities of the Department's integrated global logistics systems to drive data-informed decisions, efficiencies, and/or improved accountability in the supply chain.

Performance Goal 4.2.3

By 2022, improve or maintain the agencies' Megabyte Act grades to A to realize cost savings and efficiencies.

Performance Goal 4.2.4

By September 30, 2019, the Department will improve its IT service delivery by reducing the average time associated with providing new IT capabilities by 20 percent (baseline to be determined in FY 2018), managing 100 percent of workforce digital identities through a central Enterprise Identity Management solution, from a baseline of zero, and increasing workforce access to cloud-based email and business data from any device from 10 percent to 100 percent. (APG)

Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively

Strategic Objective Overview

The Secretary's Listening Report found that at both the Department of State and USAID, people are inspired by being of service and making a difference, and are passionate about the mission to serve humanity. In both cases, people are inspired by those with whom they work. The Report also identified human resource (HR) issues that the Department and USAID could each improve. Some of the findings for our agencies included distributed delivery of burdensome, duplicative transactions; redundant HR systems; and minimal quality assurance mechanisms to ensure accuracy and validity of data. The Department and

USAID will each create nimble and data-informed decision making processes that lead to greater employee engagement with HR services. We will bolster programs to hire, develop, assess, and align technical, managerial, and leadership talent (especially at the senior ranks) specific to each agency. By focusing on the issues identified above, the Department and USAID will maximize the impact of our foreign policy objectives while further diversifying and empowering an agile workforce.

Strategies for Achieving the Objective

The Department and USAID seek to improve flexibility, cost effectiveness, and strategic human capital support at each agency. As such, the Department's Impact Initiative and USAID's ReDesign as well as the Human Resources Transformation Initiatives will be important in achieving this objective. We will establish consistent, measurable standards for HR processes and procedures, performance goals, and continuous improvement initiatives where needed. We will review and enhance service level agreements that better enable customers to focus on the core business/mission. In addition, we will expand or create specialized work teams and processes for complex inquiries.

The Department and USAID will review HR functions and staff within each agency and recommend internal consolidation and outsourcing where appropriate to enhance flexible service delivery and provide global service and support to multiple bureaus more uniformly. Centralizing, consolidating, and automating transactions will allow HR staff at both agencies to provide more strategic human capital support. USAID

will continue to advance implementation of its HR Transformation Objectives to strengthen HR operations.

The Department and USAID will develop an integrated approach to talent management that maximizes transparency and employee engagement, motivation, and accountability. We will close the gap between current and desired workforce capabilities by adopting effective workforce planning tools and hiring programs with best practice metrics and targets. We will develop talent management platforms tailored to each individual agency to better align personnel with positions and streamline workforce strategic planning. USAID will complete implementation of its HR Transformation Objectives related to workforce planning and deployment of staff. The Department will complete and implement its TalentMap system and create full service websites for managers.

The Department and USAID will emphasize professional development and empower leadership at all levels. Our approach will promote diversity and inclusion and will help increase employee wellness. We will enhance performance management tools that enable frequent and substantive discussions, including multisource feedback, tied to performance expectations. Increasing leadership and diversity classes will contribute to these outcomes. To ensure greater employee and management accountability, we will better align performance objectives to measurable criteria, and we will enforce mandatory training requirements. The Department and USAID will identify promising leaders and invest in their growth.

Cross Agency Collaboration

The Office of Management and Budget (OMB) and Office of Personnel Management (OPM) guidance is instrumental in achieving this objective. The Department and USAID meet with Congressional stakeholders to discuss proposed budgets and approaches to delivering on our missions as well as on the status of pending legislation and our implementation of new laws affecting effectiveness and efficiency.

Risk

Consolidating HR functions within each individual organization while ensuring they are compliant with legislative requirements will be expensive and time consuming. The Department of State and USAID must demonstrate that centralization will increase efficiency and ultimately save money.

Centralization will challenge traditional HR structures and practices of the Department, particularly within regional bureaus. The Department and USAID must also ensure staffing levels align with the Department's Impact Initiative and USAID's Re-Design organizational structure and clearly communicate expectations for staff. As we implement new workforce planning tools and databases, there must be standard operating procedures that preserve the data quality of employee records. Finally, efforts to improve talent management within a merit-based system require sustained leadership within the Department and support from Congress and unions.

Performance Goal 4.3.1

By 2022, the Department of State will reduce the costs of HR service delivery by 14 percent.

Performance Goal 4.3.2

By 2022, the Department of State and USAID will achieve a 5.08 overall satisfaction score in the Human Capital function of GSA's Customer Satisfaction Survey.

Performance Goal 4.3.3

By 2022, the Department of State will increase its FEVS calculated Employee Engagement Index to 72 percent.

Strategic Objective 4.4: Strengthen security and safety of workforce and physical assets

Strategic Objective Overview

Crime, terrorist attacks, civil disorder, health, and natural disasters threaten U.S. government personnel, their family members, and U.S. government facilities around the world. The Department of State and USAID aim to ensure its people and assets are safe by strengthening security programs, protective operations, and physical building infrastructure.

The Department and USAID will secure U.S. foreign affairs activity in all operat-

ing environments by providing safe, secure, functional, and sustainable facilities. Department and USAID facilities must comply with stringent security, protective, health, safety, environmental, and building code requirements, while ensuring a level of openness and accessibility that enables diplomatic priorities.

Diplomatic Security's International Program (DS/IP) and High Threat Program (DS/HTP) Directorates will help to achieve this objective through risk-based analysis and recommendations. The USAID Space Matters Program and the Department of State's Impact Initiative and USAID's Re-Design will also contribute to this objective.

Strategies for Achieving the Objective

The Department and USAID must proactively assess risks and strengthen the ability to respond. Achieving this requires strategies in priority areas, which includes fulfilling the Department's key responsibilities of developing and ensuring compliance with security standards, being a leader in protective security operations, and ensuring operationally safe facilities that adhere to occupational health and safety standards. This will require yearly review of all high threat, high risk posts by senior Department leadership using the Post Security Program Review (PSPRs) process and Program Management Review (PMRs) process to ensure adherence to Overseas Security Policy Board (OSPB) policy and compliance with procedures. Each year, the Department will review and validate our continued, or new, presence at all high threat, high risk posts using the Senior Committee on Overseas Risk Evaluation (SCORE) process.

The Department and USAID will establish and institutionalize an “Expeditionary Platform Working Group” in instances when foreign policy goals dictate a diplomatic or development presence in new or non-traditional operating environments. This Working Group would incorporate subject matter experts from appropriate Department of State bureaus. Relevant representation from USAID and the Department of Defense should also be included to reflect an approach that encompasses defense, diplomacy, and development.

Staff plays a vital role in strengthening the security posture for both the Department and USAID. We will promote efforts to improve staff proficiency in mitigating organizational and individual staff security. We will emphasize a risk profile that balances risk and operational effectiveness and prepare people to operate wherever our work takes us, including in increasingly complex, unstable, and risky environments. The Department and USAID will centralize lessons learned with respect to both risk management and security concerns, thus making it easy to search and data mine security-related information to improve the institutionalization of corrective actions and create a true learning organization. We will also develop a mission analysis and policy planning process that is consistent, credible, and actionable, and that balances risk and resources.

Finally, the Department and USAID will codify our cooperation with other agencies (for example, Department of Defense, allied forces, United Nations, NGOs, etc.) by establishing standing authorities, protocols, and global mechanisms to improve opera-

tional effectiveness overseas, especially in non-permissive environments.

Cross Agency Collaboration

We will collaborate with the Department of Defense (DoD), United States Marine Corps (USMC), Intelligence Community, Overseas Security Policy Board (OSPB) members, private sector (architecture and engineering firms, construction firms, etc.), Office of Management and Budget (OMB), General Services Administration (GSA), and Congress to achieve this objective.

Risk

The Department and USAID have increased diplomatic presence in dangerous places to accomplish U.S. foreign policy and development objectives. In those environments, it is harder to protect our people and to build and operate safe facilities.

Political behavior that destabilizes existing governance structures or distribution of power complicates our ability to negotiate with government officials and obtain the support needed for our security programs and construction of facilities. Events in countries where we maintain presence, such as war, terrorism, and civil disturbance, have impacts that could range from temporarily disrupting operations to threatening the physical safety of our employees, especially local employed staff.

Certain countries and property owners are unable or unwilling to provide full site transparency, which stifles fair pricing and access to preferential locations that provide a safer and more secure environment for

our operations and staff. Such constraints are exacerbated by our need to assess and operate under a variety of complicated local construction conditions, environments, laws, and regulations.

Performance Goal 4.4.1

By 2022, ensure that Diplomatic Missions reviewed through the Post Security Program Review (PSPRs) process receive a 95-100 percent rating.

Performance Goal 4.4.2

By 2022, Department of State will move overseas U.S. government employees and local staff into secure, safe, and functional facilities at a rate of 3,000 staff per year.

Performance Goal 4.4.3

By 2022, domestically, USAID will improve safety and efficiency by consolidating scattered smaller spaces into more efficient larger locations.