JOINT STRATEGIC PLAN FY 2022 - 2026 U.S. Department of State U.S. Agency for International Development

The Department of State and the United States Agency for International Development (USAID) play a critical role in tackling the global challenges that impact Americans' lives and livelihoods and contributing to international peace, security, and the wellbeing of people around the world. At a moment of profound challenges and disruptions – from the continuing COVID-19 pandemic and the climate crisis to rising authoritarianism, intensifying geopolitical rivalries, unprecedented global displacement, and a technological revolution that carries both enormous promise and peril – U.S. diplomacy and development efforts are essential to uphold democratic values around the world and ensure Americans' security and prosperity at home.

The Department of State and USAID Joint Strategic Plan (JSP) for Fiscal Years (FY) 2022 to 2026 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 Biden in the Interim National Security Strategic Guidance and presents how the Department of State and USAID will implement U.S. foreign policy and development assistance. The Department and USAID will use the JSP as a management tool to define success in international diplomacy and development, and as the foundation to measure progress 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 2022 through 2026.

Contents

U.S. Department of State (DOS)

Description:

The Department of State is the lead U.S. foreign affairs agency within the Executive Branch and the lead institution conducting 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 Secretary of State is the President's principal foreign policy advisor and 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 by:

- Promoting the welfare and safety of U.S. citizens abroad through diplomatic and consular operations in over 175 countries.
- Building a network of allies, partners, and institutions to advance U.S. interests, compete with our adversaries from a position of strength, and forge solutions to shared challenges from the climate crisis to global health security.
- Delivering prosperity for all Americans by leveling the playing field for U.S. workers and businesses; promoting inclusive and sustainable growth; protecting the U.S. innovation base; securing critical data, supply chains, and infrastructure; and shaping the rules and standards that govern transformative new technologies.
- Advancing international security by working with allies and partners to deter adversaries, counter transnational threats, and prevent and resolve conflicts.
- Upholding and advancing universal values by supporting democracy around the world, defending human rights, and combating corruption.
- Leading global humanitarian efforts in conjunction with USAID by providing lifesaving assistance and rallying international responses to humanitarian crises and natural disasters.
- Building understanding of and support for U.S. policies and values among foreign publics by providing credible and trustworthy information to global audiences, enhancing people-to-people ties, and countering disinformation.
- Developing and empowering a cutting-edge global workforce that has the tools, training, technology, and infrastructure to succeed in advancing U.S. interests and delivering for the American people.

Stakeholder(s):

Antony J. Blinken :
Secretary of State

Interagency Partners :
Interagency partners that will support implementation of the JSP include, but are not limited to [the following]

Department of Defense

Department of Treasury

Department of Justice

Department of Homeland Security

Department of Commerce

Department of Energy

Department of Labor

Department of Health and Human Services

Department of Interior

Department of Transportation

Department of Agriculture

Department of Veterans Affairs

Peace Corps

Intelligence Community

United States Agency for Global Media

Federal Communications Commission

National Aeronautics and Space Administration

Environmental Protection Agency

United States Trade Representative

U.S. International Development Finance Corporation

Inter-American Foundation

U.S.-African Development Foundation

U.S. Export-Import Bank

Millennium Challenge Corporation

Stakeholders (continued)

U.S. Trade and Development Agency

Office of Personnel Management

Office of Management and Budget

General Services Administration

Social Security Administration

Equal Employment Opportunity Commission

U.S. Agency for International Development (USAID)

Description:

As the U.S. government's lead international development, health and humanitarian assistance agency, USAID seeks to save lives, reduce poverty, strengthen democracy, and improve economic conditions across the world. USAID plans its development and assistance programs in coordination with the Department of State and collaborates with other U. S. government departments and agencies, Congress, multilateral and bilateral organizations, private companies, academic institutions, faith-based groups, and non-governmental organizations (NGOs). USAID is a key player in addressing national security priorities as a member of the National Security Council. If the world is to defeat the COVID-19 pandemic, mitigate and adapt to the climate crisis, prevent and stabilize conflicts, restore and strengthen democracy, and embrace diversity, USAID must take on challenges in new ways to deliver results on a global scale. USAID, working with the Department of State, supports U.S. national security, demonstrates American generosity, and promotes prosperity at home and abroad. Through the Agency's work and that of its partner organizations, development assistance from the American people transforms lives, communities, and economies around the world. USAID assistance exemplifies U.S. generosity consistent with American values, adhering to evidence-based, locally-driven initiatives and state-of-the art best practices, by:

- Providing humanitarian assistance with needs-based relief that is timely and effective in response to disasters and crises.
- Promoting global health through activities that save lives and protect Americans at home and abroad.
- Expanding sustained, inclusive economic growth and employment through regulatory reform, trade promotion, and entrepreneurial capacity development
- Mitigating climate change and addressing its impacts across all sectors by partnering with countries to reduce emissions, protect critical ecosystems, transition to renewable energy, build resilience against the impacts of climate change, and promote the flow of capital toward climate-positive investments.
- Revitalizing democracy with work that confronts corruption, defends and protects human rights, resists the authoritarian use of disinformation and digital repression, engages civil society, governments, local media, and other key actors, particularly those from under-represented and marginalized groups.
- Supporting global stability by reversing state and societal fragility, countering violent extremism and other forms of violence, implementing the Global Fragility Act, fostering inclusion and empowerment through initiatives such as Women, Peace and Security, and preventing atrocities.
- Catalyzing innovation and partnership by identifying new and innovative ways to engage with the private sector, philanthropy, faith-based organizations, and academic institutions here and abroad; promoting sustainable development; and supporting economic growth.
- Empowering women and girls in all their diversity, through support for equal access to opportunities in the household, society, and economy; education and leadership opportunities; and freedom from violence.
- Promoting equitable, inclusive, and accessible education for all children and youth through learning opportunities that promote quality and further learning outcomes.
- Ensuring the cost effective and efficient use of U.S. resources, by using experimental design and real observations of behavior and behavioral change to guide the development, iteration, and adaptation of our programs.
- Advancing diversity, equity, inclusion, and accessibility in our foreign affairs work and our workforce – through improvements in strategic planning, policy formulation, budgeting, programming, partnerships, training, outreach, learning, and reporting.

Stakeholder(s):

Samantha Power :
USAID Administrator

International & Multilateral Partners :
International and multilateral partners and donors will include organizations such as the [the following]

United Nations :
United Nations agencies, program and assemblies

World Bank :
World Bank Group

World Health Organization

GAVI Alliance

COVAX

Global Fund

International Committee of the Red Cross

Regional Bodies :
such as the [following]

Asia-Pacific Economic Cooperation

Association of Southeast Asian Nations (ASEAN)

African Union

Organization of American States

Vision

Americans can thrive in a freer, more equitable and more humane world

Mission

DOS ~ To protect and promote U.S. security, prosperity, and democratic values and shape an international environment in which all Americans can thrive. | USAID ~ We work to build a freer, more equitable and more humane world by amplifying local voices, advancing sustainable progress, and tackling the world's toughest problems.

Values

Security

Prosperity

Democracy

Freedom

Humanity

Locality

Sustainability

Diversity

Equity

Inclusion

Accessibility

1. Leadership & Coalitions

RENEW U.S. LEADERSHIP AND MOBILIZE COALITIONS TO ADDRESS THE GLOBAL CHALLENGES THAT HAVE THE GREATEST IMPACT ON AMERICANS' SECURITY AND WELL-BEING

Stakeholder(s)

Under Secretary for Political Affairs :
DOS Lead Agency

Bureau for Policy, Planning and Learning :
USAID Lead Agency

Americans :
U.S. foreign policy delivers security for the American people, creates economic opportunities, and addresses global challenges that affect Americans' lives directly.

Multilateral Institutions :
From COVID-19 and the climate crisis to unprecedented, forced migration and protracted humanitarian crises, some of the biggest challenges Americans face require collective global action, led by the United States working in concert with our partners and allies, and through international and multilateral institutions the U.S. helped build, shape, and lead.

Allies :
The United States' unmatched web of bilateral and multilateral alliances and local partnerships are our greatest force multiplier in maintaining a stable, open, rules-based international system. These alliances and partnerships enhance our ability to deter and disrupt threats before they reach our shores and to counter and compete with our adversaries. They amplify our humanitarian and development assistance and enable us to prevent and mitigate conflicts more effectively.

International Institutions :
To meet the challenges of this century, from climate change and global pandemics to cyber threats, disinformation, and digital repression, the U.S. will modernize alliances and revitalize international institutions.

Partners :
The Department of State and USAID will forge new partnerships across regions, bringing together sub-national
governments; the private sector; civil society; local organizations, including those representing marginalized and indigenous communities; and social and youth movements.

Sub-National Governments

Private Sector

Civil Society

Local Organizations

Marginalized Communities

Indigenous Communities

Social Movements

Social Movements

Partner Nations :
Both organizations will help build institutional capacity in partner nations and promote international cooperation to combat transnational threats, disinformation, and aggression.

Multilateral Organizations :
Further, the U.S. must resume a leadership role in multilateral organizations to ensure they continue to reflect the universal values, aspirations, and norms on which they were founded.

Foreign Publics :
To support all these efforts, both agencies will continue their work to enhance foreign publics' understanding of and support for the values and policies of the United States.

1.1. Health

Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora (Joint)

There is no more immediate priority for the Department of State and USAID than stopping the spread of COVID-19. Through the provision of safe and effective vaccines and therapeutics, the United States is leading the global fight against COVID-19 and putting global health security back at the top of the national security agenda as a complex, transnational challenge that requires integration into – and elevation within – U.S. foreign policy, diplomacy, and development efforts. The Department of State and USAID must also take steps now to prevent, detect, and respond to future pandemics. Strengthening global health security improves national and international security, economic resilience, and the well-being of all Americans.

Stakeholder(s):

Office of the U.S. Global AIDS Coordinator and Health Diplomacy :
DOS Lead Agency

Bureau of Oceans and International Environmental and Scientific Affairs :
DOS Lead Agency

Bureau for Global Health :
USAID Lead Agency

Global Health Security Agenda Participants :

The Global Health Security Agenda (GHSA) framework, led by the United States since 2014, positions countries to develop capacity, technical knowledge, and a collaborative foundation to prevent, detect, and rapidly respond to threats and sustain health security in the long term. GHSA is part of broader U.S. efforts to promote health security, which include multilateral engagement at the World Health Assembly, the World Trade Organization (WTO), and the World Organization for Animal Health; their work to strengthen international agreements; and their engagements around the Convention on Biological Diversity.

World Health Assembly

World Trade Organization (WTO)

World Organization for Animal Health

Public Health Sector :
The Department of State and USAID will also work to integrate the entire "life-cycle" of public health interventions to be more strategic, coherent, and effective. Both agencies work to prevent child and maternal death (PCMD), seek to eradicate malaria – one of the leading causes of child mortality – and make progress towards ending human immunodeficiency virus (HIV)/ acquired immunodeficiency syndrome (AIDS), including through the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), among other key priorities.

Vulnerable Populations :
To protect vulnerable populations from preventable deaths, the Department of State and USAID continue to employ cost-effective, high-impact interventions, including preventive health care, voluntary family planning and reproductive health, and delivery of essential medicines and health commodities, while improving access to high-quality healthcare for the most vulnerable and underserved populations.

Underserved Populations

Performance Indicators

Performance Goal 1.1.1 COVID-19 Pandemic

Description	Type	Status	Start Date	End Date
Collaborate and Manage the Effects of COVID-19 Globally to End the Pandemic (Joint) ~ By September 30, 2024, manage the effects of COVID-19 globally to end the pandemic by ensuring safe and equitable distribution of vaccines and other lifesaving interventions.	Target	Ended		2024-09-30
	Actual			2024-09-30

Performance Goal 1.1.2 Technical Areas

Description	Type	Status	Start Date	End Date	Number
Global Health Security Agenda (Joint) ~ By September 30, 2024, strengthen capacities in intensive support countries, in a minimum of five technical areas that are critical to the country to equitably and rapidly prevent, detect, and respond to infectious disease or other biological threats.	Target	Target Met		2024-09-30	5
	Actual				

Performance Goal 1.1.3 HIV Epidemic

Description	Type	Status	Start Date	End Date
Accelerate Progress of all PEPFAR Countries Toward Achieving the UNAIDS 95-95-95 Goals (Joint Agency Priority Goal) ~ Achieve control of the HIV epidemic in PEPFAR-supported countries. To achieve and sustain control of the HIV/AIDS epidemic, PEPFAR will continue to deliver equitable, people-centered HIV prevention and treatment services for millions of men, women, and children. By September 30, 2023, PEPFAR will 1) support eight 1 additional countries to achieve 72 percent community viral load suppression (CVLS), a marker of progress toward the UNAIDS goal to achieve 95-95-95 (95 percent of people living with HIV know their status, 95 percent of those with known status are on treatment, and 95 percent of those on treatment are virally suppressed) and 2) ensure that all nine PEPFAR-supported countries 2 that have achieved 72 percent CVLS sustain that progress; through the leadership of the Department of State and implementation by United States Governmental Agencies, including USAID.	Target	Controlled		
	Actual			

Performance Goal 1.1.4 Annual Reduction in Deaths per 1000 Live Births

Description	Type	Status	Start Date	End Date	Number
Prevent Child and Maternal Deaths (USAID Agency Priority Goal) ~ Advance the global effort to prevent child and maternal deaths. By September 30, 2023, U.S. global leadership and assistance to prevent child and maternal deaths will contribute to an average annual reduction of 2 deaths of children under-5 per 1000 live births in U.S. government (USG) priority countries through evidence-based maternal child health, malaria, health systems, nutrition, reproductive health / family planning, and WASH activities.	Target	Target Met		2023-09-30	2
	Actual			2023-09-30	

Strategy 1.1.1. COVID-19

End the COVID-19 Pandemic

The Department of State and USAID will work to end the COVID-19 pandemic by mitigating transmission and strengthening health systems, including to reduce morbidity and mortality from COVID-19. Both agencies will emphasize the acceleration of widespread and equitable access and delivery of safe and effective COVID-19 vaccines and strengthening vaccine readiness in partner countries. There is also an urgent need to reduce morbidity and mortality from COVID-19 by increasing oxygen and therapeutics, as well as the need to increase testing and access to personal protective equipment to mitigate transmission.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.2. Health Security Architecture

Strengthen the Global Health Security Architecture

Both agencies will strengthen global health security by increasing countries' capacities and preparation to prevent, detect, and respond to biological threats and infectious disease agents. The Department of State and USAID will support efforts to develop a set of sustainable financing options for global health security, including

making use of bilateral and multilateral channels and institutions to assist developing countries to address the ongoing COVID-19 pandemic and to prevent future threats.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.3. Partnerships

Leverage Partnerships

A primary risk to this objective is the lack of political will in some countries to invest in global health security, with limited capacity to improve systems to prevent, detect and respond to infectious disease threats.

Stakeholder(s):

International Community :
The Department of State and USAID lead the international community, multilateral organizations, and private institutions to promote and attain goals in the priority global health areas.

Multilateral Organizations

Private Institutions

World Health Organization (WHO) :
These efforts are focused on supporting the GHSA by strengthening organizations like the United Nations World Health Organization (WHO), and building effective systems and platforms, including for medical countermeasures and supply chains; strengthening international norms and standards; ensuring sustainable, predictable financing; and improving transparent and accountable governance.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.4. Maternal & Child Mortality

Prevent maternal and child mortality

U.S. government programs seek to reduce child mortality to 20 or fewer deaths per 1,000 live births in every country by 2035. USAID will work to improve maternal child mortality outcomes and link health programs, including those in maternal and child health, malaria, voluntary family planning, nutrition, sanitation, and hygiene.

Stakeholder(s):

Mothers   **Children**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.5. HIV/AIDS

Achieve the 95-95-95 Goal

The U.S. has made the largest commitment by any nation to address a single disease in history. Under American leadership, PEPFAR is partnering with over 50 countries to successfully control the HIV/AIDS pandemic without a vaccine or a cure. The U.S. is committed to maintaining this achievement by working in partnership to attain the UNAIDS 95-95-95 goal (95 percent of people living with HIV know their status, 95 percent of those with known status are on treatment, and 95 percent of those on treatment are virally suppressed) that lays out a blueprint for the possible eradication of HIV/AIDS.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2. Climate

Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation (Joint)

The United States and the world face an existential climate crisis that can only be mitigated through aggressive, ambitious global action. More than 85 percent of the greenhouse gas (GHG) emissions driving the planet's warming come from beyond U.S. borders – a figure forecasted to rise as emerging economies lead global emissions growth. The global community will need to act urgently to transform economies and reduce GHG emissions dramatically by 2030 to avoid the most catastrophic impacts of climate change, from disasters and extreme weather events to new waves of climate-related displacement. To meet this challenge, the Department of State and USAID will accelerate urgent climate actions and integrate climate considerations across their foreign policy, development, and humanitarian work, including to address the impact of climate change on global economic, security, and health outcomes. The Paris Agreement, which the United States played a leading role in negotiating, is the framework for the global response to this crisis and sets the goal of holding the temperature increase to well below 2 degrees Celsius and pursuing efforts to limit it to 1.5 degrees Celsius. The Department of State and USAID will work with their partners to secure ambitious commitments and support the implementation of substantial emission reductions in this critical decade. Actions to secure new or improved commitments on emissions reductions will go hand-in-hand with increased ambition on climate adaptation to strengthen the resilience of populations vulnerable to climate variability and change that is already occurring. Development and humanitarian assistance will strengthen U.S. international climate leadership and play a crucial role in supporting adaptation, advancing locally led climate solutions, improving resilience, and mobilizing the necessary finance.

Stakeholder(s):

Bureau of Oceans and International Environmental and Scientific Affairs :
 DOS Lead Agency

Bureau for Development, Democracy, and Innovation :
 USAID Lead Agency

Performance Indicators

Performance Goal 1.2.1 Net Zero Emissions Development

Description	Type	Status	Start Date	End Date
Climate Change (Joint Agency Priority Goal) ~ Combat global climate change by advancing climate-resilient, net zero emissions development around the world.	Target	Advanced		
	Actual			

Performance Goal 1.2.1.1 NAP Countries

Description	Type	Status	Start Date	End Date	Number
Adaptation: By September 30, 2023, the United States establishes or strengthens collaboration with 75 countries resulting in the development and implementation of National Action Plans (NAPs) or other national adaptation planning documents, including those that may be reflected in Nationally Determined Contributions (NDCs) or other adaptation communications, to increase adaptive capacity, enhance resilience, and reduce vulnerability to climate change by 2030.	Target	Target Met		2023-09-30	75
	Actual			2023-09-30	

Performance Goal 1.2.1.2 Collaborating Countries

Description	Type	Status	Start Date	End Date	Number
Mitigation: By September 30, 2023, the United States establishes or strengthens collaborations with 27 countries that will result in support for enhanced implementation of at least 24 NDCs and/or net zero emission strategies.	Target	Target Met		2023-09-30	27
	Actual			2023-09-30	

Performance Goal 1.2.1.3 Supported Countries

Description	Type	Status	Start Date	End Date	Number
Reporting: By September 30, 2023, the United States has provided technical, financial, and diplomatic support to 30 countries to enhance the institutional frameworks and capacity in order to deliver the first National Inventory Reports and Biennial Transparency Reports by December 31, 2024.	Target	Target Met		2023-09-30	30
	Actual			2023-09-30	

Strategy 1.2.1. Engagement & Mitigation

Coordinate Climate Engagement and Mitigation

The Department of State and USAID leadership will guide coordinated climate engagement with priority countries that leverage the strength and expertise of each organization. Both agencies will harness their diplomatic, development, and technical expertise, as well as their experience partnering with the private sector, to help increase the climate ambition of other countries – particularly major emitting economies – to achieve substantial emission reductions now and facilitate a future net-zero emission world.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.2. Adaptation & Resilience

Enhance Climate Adaptation and Resilience

The Department of State and USAID will embed climate adaptation across their international programs and operations; enhance developing country national adaptation planning and implementation; accelerate the flow of and access to finance; support the efforts of Indigenous Peoples, other racially and ethnically underserved communities, women, youth, and both marginalized and front-line communities and populations; and propel regional, sectoral, and global efforts to enhance climate adaptation.

Stakeholder(s):

Indigenous Peoples   **Women**

Racially Underserved Communities   **Youth**

Ethnically Underserved Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.3. Justice

Promote A Just Transition

The Paris Agreement recognized the importance of aligning the interests of workers and communities so the path to decarbonization provides fair incomes for workers and better prospects for communities. The Department of State and USAID will consider the indirect and often complex social and inequality impacts of climate mitigation and adaptation policies.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3. Disasters & Crises

Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas (Joint)

At a time of unprecedented and overlapping crises, the United States will continue to prioritize saving lives, responding to international disasters and crises, and protecting refugees. The scale of global humanitarian needs has grown rapidly in the past decade, with an estimated 274 million people – including over 80 million forcibly displaced people – in need of humanitarian assistance. The United States remains the world's largest donor of humanitarian aid. The COVID-19 pandemic and the climate crisis have exacerbated the vulnerability of millions and, for the first time in more than 20 years, extreme poverty is on the rise. U.S. humanitarian leadership is essential to drive and sustain international responses and ensure shared responsibility among governments... Achieving and sustaining durable solutions requires a holistic approach across their diplomatic, development, and relief efforts and effective linkages between humanitarian and development programs.

Stakeholder(s):

Bureau of Population, Refugees, and Migration :
 DOS Agency Lead

Bureau for Humanitarian Assistance :
 USAID Agency Lead

Refugees :
Department of State and USAID humanitarian assistance, coupled with active diplomacy, helps meet the basic needs of refugees, victims of conflict and disasters, and other vulnerable populations through the provision of food, water and sanitation, nutrition, healthcare, livelihoods support, and emergency shelter, while also preventing and responding to gender-based violence and child protection issues.

Victims of Conflict

Victims of Disasters

Children

Vulnerable Populations :
The Department and USAID strive to ensure that humanitarian principles are respected in U.S. foreign policy and advocate for the protection of the most vulnerable populations in crises, including refugees, conflict victims, internally displaced and stateless persons, and individuals from marginalized racial, ethnic, indigenous, and religious communities, persons with disabilities, LGBTQI+ individuals, women, and older persons.

Internally Displaced Persons

Stateless Persons

Stakeholders (continued)

Marginalized Communities	**Persons with Disabilities**
Racial Communities	**LGBTQI+ Individuals**
Ethnic Communities	**Women**
Indigenous Communities	**Older Persons**
Religious Communities	

Performance Indicators

Performance Goal 1.3.1 Physical Well-Being

Description	Type	Status	Start Date	End Date
Humanitarian Assistance (State) ~ By September 30, 2026, U.S. government assistance provides refugees, stateless persons, asylum seekers and others experiencing forced displacement, measurable increases in physical well-being, from the baseline established for FY 2022, in line with the Global Compact on Refugees and relevant guidelines.	Target	Increased		2026-09-30
	Actual			2026-09-30

Performance Goal 1.3.2 Disaster Response

Description	Type	Status	Start Date	End Date
Humanitarian Assistance (USAID) ~ By September 30, 2026, the United States responds quickly to U.S. government-declared international disasters, supporting a rapid and effective response to new onset disasters.	Target	Rapid & Effective		2026-09-30
	Actual			2026-09-30

Strategy 1.3.1. Partnerships

Partner Engagement and Diplomacy

The Department of State and USAID will work through multilateral systems to build global partnerships and to ensure compliance with international norms and standards and foster improved coordination among humanitarian actors and stakeholders. Additionally, both agencies will promote best practices in humanitarian response and advance reforms that improve the efficiency and effectiveness of aid.

Stakeholder(s):

Humanitarian Actors	**Humanitarian Stakeholders**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.2. Research

Leverage Research

The Department of State will support effective humanitarian diplomacy by using research insights to inform communications with strategically important foreign audiences, using content and messaging strategies that achieve diplomatic objectives.

Stakeholder(s):

Foreign Audiences

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.3. Collaboration

Collaborate with Donor and Host Countries

The Department of State and USAID will work with donors and host countries to identify solutions to displacement, protect people at risk, encourage relief-development coherence, promote disaster risk reduction, and foster resilience. Both agencies will give particular attention to mitigating gender-based violence, sexual exploitation, and abuse in emergency contexts.

Stakeholder(s):

Donor Countries   **Host Countries**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4. Alliances & Partnerships

Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security (Joint)

The United States' unmatched network of alliances and partnerships is among our greatest competitive advantages and central to America's enduring security and prosperity. When the U.S. strengthens alliances, it amplifies our ability to keep pace with competitors, deter aggression, and disrupt threats before they can reach our shores. Together with their partners – including local partners – the Department of State and USAID will promote international peace and security, champion universal values, and address enduring threats such as terrorism, transnational crime, and the proliferation of nuclear weapons and other weapons of mass destruction. Through active engagement in multilateral fora, the Department of State and USAID will shape the rules and

norms of the international order and prevent others from advancing ideas and policies that are contrary to our national interests.

Stakeholder(s):

Bureau of Conflict and Stabilization Operations :
DOS Lead Agency

Bureau of Arms Control, Verification and Compliance :
DOS Lead Agency

Bureau of International Security and Nonproliferation :
DOS Lead Agency

Bureau of Political-Military Affairs :
DOS Lead Agency

Bureau for Conflict Prevention and Stabilization :
USAID Lead Agency

NATO :
The U.S. has reaffirmed our ironclad commitment to NATO and are working with our Allies to ensure we can take on the evolving threats of today and tomorrow.

Allies

European Union :
We have renewed our engagement with the European Union and ...

Partners :
elevated new partnerships, such as ...

The Quad :
the quadrilateral cooperation between Australia, India, Japan, and the United States ("the Quad"), to meet current and emerging challenges.

Australia

India

Japan

Regional Institutions :
The Department of State and USAID are re-engaging with regional institutions from the Association of Southeast Asian Nations (ASEAN) to the African Union to the Organization of American States to spur joint action on shared priorities.

Association of Southeast Asian Nations (ASEAN)

African Union

Organization of American States

Multilateral Institutions :
Importantly, the Department of State is resuming its leadership role in multilateral institutions and working to meet its financial obligations on time and in full, even as the Department works to update these institutions to better meet the challenges of this century.

Local Partners :
Both agencies will also work with their local partners to prevent and resolve conflicts and mitigate their destabilizing effects. The Department and USAID will seek to address the causes of regional and intra-state conflicts, extremism, and instability, such as deteriorating or inequitable economies, weak or illegitimate political institutions, and competition over natural resources. The Department and USAID will also work to ensure that their partners' security sectors, including law enforcement and defense institutions, have strong governance that reflects democratic values and rule of law.

Performance Indicators

Performance Goal 1.4.1 Countries

Description	Type	Status	Start Date	End Date	Number
Improved Peace and Security through Partnerships (Joint) ~ By September 30, 2026, build the capacity of at least five priority countries or regions aligned with U.S. national interests, to prevent and resolve conflict and violence, address fragility, and promote stability.	Target	Capacity Strengthened		2026-09-30	5
	Actual			2026-09-30	

Performance Goal 1.4.2 Cyberspace

Description	Type	Status	Start Date	End Date
Promote a Stable Cyberspace (State) ~ By September 30, 2026, sustain and enhance international cooperation to promote the U.S. vision of an open, interoperable, reliable, and secure internet and a stable cyberspace; and strengthen the capacity of the United States and partner nations to detect, deter, mitigate, and respond to international cyber threats and incidents.	Target	Stable		2026-09-30
	Actual			2026-09-30

Strategy 1.4.1. Alliances & Institutions

Modernize alliances and invest in international institutions

The Department of State and USAID will continue to reinvigorate U.S. leadership of the multilateral system by providing forward-looking, values-based leadership to address global challenges, advance shared interests, and deter common threats.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.2. Security Challenges

Address Shared Security Challenges

The Department of State and USAID will support security sector governance, law enforcement, and criminal justice capacity-building and accountability. Both agencies will lead efforts to formulate, negotiate, sustain, verify, and promote compliance with arms control, nonproliferation, disarmament agreements and commit-

ments, and international drug control treaties. These efforts will deter insurgents and terrorists from establishing themselves, prevent the corrupt diversion of arms, minimize the impact of transnational organized crime, promote stability while promoting accountability and a rules-based international environment, and enable local civilian leaders to exert authority over their forces in pursuit of joint security interests.

Stakeholder(s):

Local Civilian Leaders

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.3. Violence

Break Cycles of Violence

The Department of State and USAID will lead an integrated U.S. government response to address conflict and fragility which will aim to elevate prevention, address the political drivers of fragility, and support locally driven solutions to instability, guided by the Global Fragility Act of 2019 and the U.S. Strategy to Prevent Conflict and Promote Stability; the Women, Peace, and Security Act of 2017 and U.S. Strategy on Women, Peace, and Security; and the Elie Wiesel Genocide and Atrocities Prevention Act of 2018. U.S. efforts will lead with diplomatic engagement, supported by building the core capacities of key partners and stakeholders to prevent, mitigate, and respond to conflict and insecurity, including via support for peace building and reconciliation, countering violent extremism, and atrocity prevention; effective civil-military cooperation; and ensuring the unique protection needs, meaningful participation, and leadership of women, youth, persons with disabilities, individuals from marginalized racial, ethnic, indigenous, and religious communities, and LGBTQI+ persons in building peace and security.

Stakeholder(s):

Women

Youth

Persons with Disabilities

Marginalized Communities

Racial Communities

Ethnic Communities

Indigenous Communities

Religious Communities

LGBTQI+ Persons

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.4. Security Cooperation

Strengthen Security Cooperation

The Department of State will strengthen defense, deepen security and law enforcement cooperation with allies and partners, enable citizen security, and reinforce commitment to the rule of law and respect for human rights through international cooperation and collective action. The Department will revitalize its approach to emerging security challenges and lead, along with our allies and partners, in addressing emerging security threats, such as bolstering security in outer space and countering malign cyber activities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.5. Values & Policies

Enhance foreign publics' understanding of and support for the values and policies of the United States (Joint)

Building understanding and support for U.S. policies and values among foreign publics and their governments furthers U.S. foreign policy goals, advances U.S. interests and values, and enhances U.S. national security... Both agencies will work to bolster public perceptions of U.S. credibility on key issues, including democracy, inclusion, equity, tolerance, and representative forms of government. Breaking through the "noise" of false or distorted views of the United States, often a result of state-sponsored disinformation campaigns, will take the highest professional capacity from our country's representatives overseas. The Department of State and USAID accomplish these goals through strategically oriented public diplomacy, engagement, and development efforts to understand, inform, and influence foreign publics; shape information environments; and build relationships between the people of the United States and the rest of the world.

Stakeholder(s):

Under Secretary for Public Diplomacy and Public Affairs :
 DOS Lead Agency

Bureau for Legislative and Public Affairs :
 USAID Lead Agency

Foreign Audiences :
The Department of State and USAID will reinforce and strengthen their outreach to and engagement with foreign audiences in an increasingly complex information environment, employing modern tools that expand their reach, enhance people-to-people ties, counter disinformation and support a trustworthy information environment, and enable data-driven analysis. It is essential that we listen, as well as inform.

Performance Indicators

Description	Type	Start Date	End Date
U.S. Values and Foreign Policy (State) ~ By September 30, 2026, increase support among foreign publics for U.S. foreign policies and the democratic values at the heart of the American way of life.	Target		
	Actual		

Performance Goal 1.5.2 Relationships

Description	Type	Status	Start Date	End Date
Strengthen Relationships (Joint) ~ By September 30, 2026, establish or strengthen relationships between American people and foreign publics, as well as American and foreign institutions or groups of institutions to increase alliances at all levels of interaction.	Target	Strengthened		2026-09-30
	Actual			2026-09-30

Strategy 1.5.1. Networks

Build Networks of Champions

The Department of State and USAID will build the capacity and networks of individuals, organizations, and states who share and advance democratic values by fostering open and resilient information environments where democracies can thrive; leading the global distribution of accurate information about U.S. policy, development efforts, and shared values; and modernizing their public diplomacy and development outreach capabilities to compete effectively. Both agencies will conduct audience research and analysis, crafting targeted development efforts and public diplomacy initiatives and activities, formulating nuanced messaging, conducting rigorous monitoring and evaluation activities that foster organizational learning, countering mis- and disinformation, and designing programs that bring influential foreign participants into direct contact with American life and values.

Stakeholder(s):

Individuals :
 who share and advance democratic values

States :
 who share and advance democratic values

Organizations :
 who share and advance democratic values

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.2. Ideation

Facilitate International Exchanges of Ideas

It is vital that the Department of State and USAID provide opportunities for American citizens to engage directly with their foreign counterparts to build a global network of future leaders who share firsthand positive experiences and personal connections to America's policies, values, and people. The Department and USAID will create crucial opportunities for American citizens – our Nation's greatest resource – to engage directly with their foreign counterparts, build Americans' networks, create economic partnership opportunities for Americans

and foreign publics, and promote the growth of global skills and professional opportunities. Both agencies will work to ensure foreign publics are aware of the generosity of the American people to continue to promote American values such as free markets, free press, and democratic ideals.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.3. Factuality

Foster Facts First

Failing to capture audience attention with accurate, fact-based information in today's congested, competitive information landscape is the paramount risk to any public diplomacy and development outreach effort. The Department of State and USAID will be scrupulous in their use of fact-based information platforms, training programs and strategic communications, so they cannot credibly be accused of engaging in misinformation and disinformation. Lagging access to technology and cultural gaps will continue to impede the mutual benefits long associated with in-person public diplomacy.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2. Prosperity

PROMOTE GLOBAL PROSPERITY AND SHAPE AN INTERNATIONAL ENVIRONMENT IN WHICH THE UNITED STATES CAN THRIVE

Stakeholder(s)

U.S. Middle Class :
A strong U.S. middle class, resilient and equitable democracy, domestic competitiveness, and national security are mutually reinforcing.

Foreign Partners :
At the same time, the COVID-19 pandemic and its disruptions to economic systems, communities, and livelihoods across the globe have illustrated more clearly than ever that our domestic prosperity is intertwined with the success and stability of our partners abroad.

International Community :
The Department and USAID will lead the international community in ensuring that the promise of transformative new technologies delivers for people, including by shaping norms and standards to ensure they protect U.S. interests, boost our competitiveness, and uphold our values.

Supply Chains :
And both agencies will work to increase economic resilience at home and abroad, diversify and protect critical supply chains, and defend against cyber threats and other disruptions that directly impact U.S. citizens' lives and livelihoods.

Future Generations :
All of these efforts will be grounded in a commitment to future generations to protect the environment; promote democratic values; combat corruption; develop human capital, including science, technology, engineering and mathematics (STEM) skills for the workers of the future; and enhance diversity, equity, inclusion, and accessibility for all.

Trends in inequality and stresses on middle-class livelihoods have emerged as defining challenges for democratic governments around the world. Together with our partners, the Department and USAID will promote inclusive, sustainable growth, and build economic, environmental, and technology systems and infrastructure that are resilient to present and future shocks and challenges, delivering for all our citizens while improving lives overseas. To enable sustainable, inclusive growth at home and abroad, the United States must maintain its leading edge in innovation and entrepreneurship, while using foreign assistance to make smart and effective investments that will build open, market-based economies around the globe. The Department and USAID will support a level playing field, fair competition, and the rule of law, and build the networks and coalitions to support these aims.

2.1. Economy

Promote a global economy that creates opportunities for all Americans (Joint)

In today's world, economic security is national security. The Department of State and USAID must protect and promote U.S. competitiveness and ensure that the global economy delivers for all Americans. The U.S. should pursue an international approach to economic policies – on issues from trade and investment to commercial and labor diplomacy, international tax issues, and anti-corruption – that aim to raise standards of living, create new and well-paying U.S. jobs, enable needed public investments, and secure and diversify critical supply chains upon which the American people rely.

Stakeholder(s):

Bureau of Economic and Business Affairs :
DOS Lead Agency

Bureau for Development, Democracy, and Innovation :
USAID Lead Agency

U.S. Workers :
Diplomacy will aim to level the playing field for U.S. workers and businesses, including small and medium-sized enterprises and those from underrepresented or disadvantaged communities.

U.S. Businesses

International Economic Institutions :
The Department and USAID will re-engage in international economic and trade institutions and work with likeminded partners to empower workers, combat unfair and coercive trade practices including forced labor and intellectual property theft, and create opportunities for all U.S. citizens.

International Trade Institutions

American Families :
And we will place a high priority on detecting, preventing, and managing global economic shocks that hit American families hard.

Performance Indicators

Performance Goal 2.1.1 Trade Barriers

Description	Type	Status	Start Date	End Date
International Economic Leadership (Joint) ~ By September 30, 2026, demonstrate support for U.S. exports and related economic policy priorities through progress concerning standards-related barriers to trade reported through international organizations.	Target	Reduced		2026-09-30
	Actual			2026-09-30

Performance Goal 2.1.2 Trade Preference Increase

Description	Type	Status	Start Date	End Date	Percentage
Global Economic Partnerships (State) ~ By September 30, 2026, preference for the U.S. as an economic partner increases by 10 percent over the baseline of 39 percent.	Target	Increased		2026-09-30	10
	Actual			2026-09-30	

Strategy 2.1.1. Innovation & Competition

Maintain a Competitive and Innovative Edge

The Department of State and USAID will conduct U.S. foreign and international economic policy with the welfare of the American people in mind by linking U.S. domestic and foreign economic policy through our trade partnerships, investments in research and development, and intellectual property protections. The U.S. will maintain its competitive and innovative edge by championing strategic and standards-setting policies internationally and expanding opportunities in critical and emerging technologies at home and abroad. We will work to strengthen transparency and accountability of economies; revitalize markets for U.S. goods, services, and businesses; promote a fair and rules-based system; and create jobs at home.

Stakeholder(s):

U.S. Businesses   **U.S. Workers**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.2. Middle Class

Advance a Foreign Policy for the Middle Class

The Department and USAID will utilize diplomatic and foreign policy tools to protect, advance, and accelerate U.S. domestic renewal... The Department will elevate and expand labor diplomacy and engage a broader range of U.S. stakeholders on the global issues that impact them at home.

Stakeholder(s):

Middle Class :
Underpinned by an updated approach to international economic policy that focuses on creating opportunities for all Americans, both agencies will prioritize in U.S. bilateral and multilateral relationships the issues that would level the playing field and advance the well-being of the middle class, including *enforcement of labor and environmental trade standards, intellectual property protections, illegal subsidies, currency manipulation, international tax policies, legal and regulatory reforms, and anti-trust laws.*

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.3. Infrastructure

Invest in High-Standard Infrastructure

Stakeholder(s):

G7 Partners :
The Department and USAID will support the "Build Back Better World" initiative that the United States is undertaking with G7 partners to meet infrastructure needs in low- and middle-income countries, particularly in the areas of climate, health, digital technology, and gender equity.

American Firms :
Through this initiative, the Department and USAID will help enable partners to build the infrastructure necessary for modern society while raising labor and environmental standards, promoting transparency and anti-corruption, and ensuring American firms and workers compete globally on every aspect of infrastructure.

American Workers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2. Growth & Opportunity

Support inclusive and sustainable economic growth and opportunity for communities around the globe (Joint)

The Department and USAID support the growth of a strong, sustainable, and inclusive global economy. Inclusive economic growth is the most effective means of addressing the unprecedented increase in poverty caused by the COVID 19 pandemic, particularly in low- and middle-income countries. Economic inequality and disparities in health, education, or access to food or basic services are closely linked to insecurity, conflict, and irregular migration, and with the rise of autocracies. A global economy founded on greenhouse gas emissions, or which pollutes our air, land, or waters, threatens our livelihoods and wellbeing, both at home and abroad, and both now and in the future. Reducing inequality and reducing our collective environmental footprint is critical

for fostering more equitable, democratic, and sustainable economies while expanding markets for American goods and knowledge.

Stakeholder(s):

Bureau of Oceans and International Environmental and Scientific Affairs :
 DOS Lead Agency

Bureau of Economic and Business Affairs :
 DOS Lead Agency

Bureau for Resilience and Food Security :
 USAID Lead Agency

Low-Income Countries

Middle-Income Countries

Performance Indicators

Performance Goal 2.2.1 Sales Assisted

Description	Type	Status	Start Date	End Date	Billion Dollars
Sales by Farms and Firms in Agriculture and Food System (USAID Agency Priority Goal) ~ Facilitate inclusive, resilient growth in the agriculture and food system to sustainably reduce poverty, food insecurity, and malnutrition. By September 30, 2023, annual sales by assisted farms and firms in the agriculture and food system will exceed the pre-pandemic level of $3 billion.	Target	Target Met		2023-09-30	3
	Actual			2023-09-30	

Performance Goal 2.2.2 People Benefitting

Description	Type	Status	Start Date	End Date	Number
Economic Benefits from Natural Resource Management and Conservation (Joint) ~ By September 30, 2026, on average, more than 600,000 people annually will derive economic benefits from sustainability managing natural resources or conserving biodiversity	Target	Target Met		2026-09-30	600,000
	Actual			2026-09-30	

Performance Goal 2.2.3 Laws, Policies & Regulations

Description	Type	Status	Start Date	End Date
Inclusive and Sustainable Economic Growth (State) ~ By September 30, 2026, U.S. leadership in multilateral and bilateral discussions and negotiations will result in implementation of laws, policies, and regulations that achieve inclusive and sustainable economic gains.	Target	Implemented		2026-09-30
	Actual			2026-09-30

Strategy 2.2.1. Policies & Programs

Broaden Policy and Program Reach

Stakeholder(s):

Workers :
The Department and USAID will support inclusive and sustainable global economic growth and invest in policies and programs that support workers, families, and middle-class livelihoods around the world.

Families

Middle-Class

Marginalized Peoples :
Both agencies will support the full and empowered participation and prosperity of the world's most marginalized peoples and small and medium enterprises; and promote economic ecosystems based on transparency, efficiency, and the rule of law.

Small Enterprises

Medium Enterprises

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.2. Local Capacity

Build Local Capacity

The Department of State and USAID will build local capacities to support and propel inclusive growth, and to tackle local problems with local ingenuity and solutions. Both agencies will mobilize public and private sector actors to improve the enabling environment and informal norms, leveraging the business case for these changes.

Stakeholder(s):

Localities

Public Sector Actors

Private Sector Actors

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.3. Economic Leadership

Bolster Multilateral Economic Leadership

The Department of State and USAID will also reestablish U.S. leadership in multilateral processes, multi-stakeholder partnerships, and international agreements that support both economic growth and the inclusive and sustainable governance and management of land and natural resources. They will promote the use and uptake of U.S. innovations in green and blue technology and develop solutions that enable climate change adaptation and mitigation, protect and restore natural systems, and safeguard global health security while simultaneously supporting growing economies and household incomes.

Stakeholder(s):

International Fora :
The Department and USAID will strengthen U.S. leadership in international fora through concerted effort to elect leaders and place experts in multilateral and international organizations, particularly in technical bodies charged with standards- and rules-setting responsibilities.

Multilateral Organizations

International Organizations

Technical Bodies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3. Innovation, Technology & Competitiveness

Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world (Joint)

Technology and innovation empower us to address some of the world's most pressing challenges, and the United States' longstanding scientific, technological, and innovation edge is a strategic asset that underpins U.S. national security, economic strength, and democratic values. A global digital technology revolution is underway, with leading powers racing to develop and deploy emerging technologies like artificial intelligence and quantum computing that will shape our lives and the 21st-century global economy. The United States has a major stake in ensuring that the ongoing technological and digital transformations serve our people, protect our interests, boost our competitiveness, and uphold our values. The internet must remain a transformative force for learning, connection, and economic growth – not a tool of repression. The Department of State and USAID are committed to designing and deploying technology for the benefit of all people, strengthening open and interoperable systems, encouraging the freedom of thought and expression at the heart of innovation, and defending against the harms of technology theft, misuse, and accidents. The Department and USAID will work to shape the standards that govern new technology, so they ensure quality; protect consumer health and safety; facilitate trade; and respect people's rights and human dignity. The Department of State and USAID will facilitate improved development and use of key enabling digital technologies, platforms, and services across sectors (e.g., health, agriculture, education, finance). Both agencies will build resilience to counter digital repression, protect against disinformation, stand up for internet freedom, oppose the misuse of surveillance technology, and work to prevent malicious cyber activity that puts our people, networks, companies, and critical infrastructure at risk. Both agencies will strengthen regulatory and enabling environments for digital ecosystems so that they align with highest global standards and facilitate sustainable growth. We will ensure that protection of human rights and promotion of democratic values remain at the center of future innovation and technological advances. In all these efforts, the Department of State and USAID will work hand in hand with their likeminded partners.

Stakeholder(s):

Office of the Science and Technology Advisor :
 DOS Lead Agency

Bureau of Cyberspace and Digital Policy :
 DOS Lead Agency

Bureau of Economic and Business Affairs :
 DOS Lead Agency

Bureau of Arms Control, Verification and Compliance :
 DOS Lead Agency

Bureau of Oceans and International Environmental and Scientific Affairs :
 DOS Lead Agency

Bureau for Development, Democracy, and Innovation :
 USAID Lead Agency

Bureau of Energy Resources :
 DOS Lead Agency

Performance Indicators

Description	Type	Start Date	End Date
Strengthen U.S. Leadership and Competitiveness in Technology (Joint) ~ By September 30, 2026, strengthen and expand our international partnerships and alliances to help drive American innovation and support responsible innovation by like-minded partners while protecting U.S. technology through existing export control regimes and bilateral arrangements.	Target		
	Actual		

Performance Goal 2.3.2 Research & Technologies

Description	Type	Status	Start Date	End Date
Leverage Technology to Improve Lives Around the World (Joint) ~ By September 30, 2026, drive the responsible development, deployment, use, and governance of rigorous scientific research and trustworthy technologies, and secure U.S. innovation against theft, abuse, misuse, and accidents.	Target	Deployed, Used & Governed		2026-09-30
	Actual			2026-09-30

Strategy 2.3.1. Leadership & Alliances

Strengthen Global Leadership and Alliances

Stakeholder(s):

Congress :
With the support of Congress, the Department of State will establish a new bureau for cyberspace and digital policy headed by an ambassador-at-large and name a new special envoy for critical and emerging technology to coordinate international cyber and digital policy.

Networks :
The Department of State and USAID will work to strengthen and expand the networks of countries, companies, civil society organizations, and higher education institutions united by a determination to use technology in a way that serves all people, protects U.S. interests, enhances our national security, and upholds our democratic values.

Countries

Companies

Civil Society Organizations

Higher Education Institutions

International Fora :
The Department of State and USAID will continue to promote U.S. leadership and support the participation of likeminded partners in international fora, including standards-setting bodies, and in the responsible development, deployment, and governance of technology.

Standards-Setting Bodies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.2. Industry & Infrastructure

Bolster U.S. and Allied Industry and Infrastructure

Stakeholder(s):

Supply Chains :
The Department and USAID will coordinate efforts to protect intellectual property and promote reliable and responsible supply chains from diverse sources, with a special focus on diversifying supply chains in key sectors, including semiconductors, critical minerals, and batteries.

Semiconductors Sector

Critical Minerals Sector

Batteries Sector

Internet Users :
The Department and USAID will work with allies, partner countries, and companies to promote an open, interoperable, reliable, and secure internet; protect their communications and information infrastructure from disruption; and responsibly advance emerging network infrastructure technologies.

Allies

Partners

Countries

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.3. Technology & Innovation

Harness and Protect Technology and Innovation

The Department and USAID will support the development of institutional capacity, policy reforms, and human capital. These are critical to drive technological innovation that is durable over the long term, protects human rights and dignity, delivers services for communities, and creates an enabling environment to catalyze private sector investment.

Stakeholder(s):

Allies :
The Department of State and USAID will work closely with allies and partners to harness critical and emerging technologies to promote U.S. national security and address the challenges of this century.

Partners :
Both agencies will mobilize to address attacks on their physical and digital infrastructure, enterprises, and citizens and they will work to support allies and likeminded partners to oppose similar attacks.

USAID Chief Digital Development Officer :
USAID has recently established the Chief Digital Development Officer, who will lead on the implementation of the Agency's Digital Strategy.

DOS Bureau of Cyberspace and Digital Policy :
Meanwhile, the Department is establishing a new Bureau of Cyberspace and Digital Policy and a new Special Envoy for Critical and Emerging Technology.

DOS Special Envoy for Critical and Emerging Technology

Regional Technology Officer Program :
The Department will use its newly established Regional Technology Officer Program, to assess trends and develop networks among academia, research labs, start-ups, and government agencies in order to coordinate with Embassy colleagues, liaise with the Washington-based interagency, participate in policy development, and engage persuasively in these bodies.

Embassies

Academia

Research Labs

Start-Ups

Government Agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4. Resilience

Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks (Joint)

The COVID-19 pandemic underscored the interconnectedness of the major systems on which we rely. Shocks and stressors have been increasing in frequency and severity, from acute events such as disease outbreaks and extreme weather to protracted issues such as weak governance, social exclusion, environmental degradation, and climate change. Chronic poverty and recurrent shocks are driving communities into crisis year after year. Recent supply chain disruptions and cyber threats have revealed the extent to which economic integration and technological change have increased U.S. interdependence with both partners and competitors. Strengthening resilience both at home and abroad is essential to protect communities, sustain growth, reduce world hunger, and prevent conflict and democratic backsliding. The Department and USAID will seek to prepare their own systems – economic, political, financial, ecological, health, technological, and social – and those of partners to withstand the challenges and crises of today and tomorrow.

Stakeholder(s):

Bureau of Oceans and International Environmental and Scientific Affairs :
 DOS Lead Agency

Bureau of Economic and Business Affairs :
 DOS Lead Agency

Office of the Chief Economist :
 DOS Lead Agency

Bureau for Resilience and Food Security :

 USAID Lead Agency

Performance Indicators

Performance Goal 2.4.1 Biologically Significant Areas

Description	Type	Status	Start Date	End Date	Million Hectares
Biologically Significant Areas under Natural Resource Management (Joint) ~ By September 30, 2026, on average, more than two hundred million hectares of biologically significant areas will be under improved natural resource management annually.	Target	Improved Management		2026-09-30	200
	Actual			2026-09-30	

Performance Goal 2.4.2 Cultivated Area

Description	Type	Status	Start Date	End Date	Million Hectares
Cultivated Area with Climate Adaptation (USAID) ~ By September 30, 2026, more than 2.5 million cultivated hectares will be under improved climate adaptation practices.	Target	Improved Practices		2026-09-30	2.5
	Actual			2026-09-30	

Strategy 2.4.1. Shocks

Build Capacity to Anticipate and Prevent Shocks

The Department of State and USAID will invest in building the capacity of people, groups, and systems to manage and address the dynamic challenges of today's global environmental, economic and technology systems, and in more resilient communities. They will build and support local adaptive capacities, and ensure that institutions, communities, and systems are both strong and sufficiently supported. The Department and USAID will prioritize systems for identifying political, economic, environmental, or technological shocks or disruptions at their earliest stages. Where possible, the Department and USAID will mobilize resources to address potentially global disturbances at their source, where they may be addressed at relatively low cost, or before they threaten the American public or its allies and partners.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.2. Supply Chains, Data & Infrastructure

Secure critical supply chains, data, and infrastructure

The Department of State and USAID will address U.S. vulnerabilities by countering threats to critical U.S. data and infrastructure and encouraging diversified supply chains through support for on-shoring, near-shoring, and friend-shoring opportunities where it makes economic sense and can strengthen ties with likeminded partners. The Department and USAID will foster a dynamic and resilient innovation ecosystem to drive new areas of economic activity in products, processes, and services. And both will cultivate productive, creative relationships with the private sector and civil society to leverage their work with partners and allies to encourage global economic growth that is values-driven and sustainable.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3. Democracy, Values & Dignity

STRENGTHEN DEMOCRATIC INSTITUTIONS, UPHOLD UNIVERSAL VALUES, AND PRO-MOTE HUMAN DIGNITY

Stakeholder(s)

Under Secretary for Civilian Security, Democracy, and Human Rights :
 DOS Lead Agency

Bureau for Development, Democracy, and Innovation :
 USAID Lead Agency

Our world is at an inflection point. 2020 marked the 15th consecutive year of global democratic decline, and the pace of decline has accelerated. Sixty-eight percent of the world's population now lives in autocracies. Meanwhile, pro-democracy movements are facing the headwinds instigated by new emergency laws instituted in the name of public health, and other means of "legally justified" autocratic repression. Authoritarian competitors to the United States seek to challenge the very ideas inspiring democratic institutions, human rights, and societal cohesion on the global stage and at international fora – both to protect regimes abusing the concept of sovereignty to cloak their domestic abuses and to discredit U.S. global leadership. The affirmative case for democracy, however, remains strong. The attendant principles of consent of the governed, limits on executive authority, transparency and accountability, and the rule of law, continue to underpin the peaceful advancement of societies, especially in terms of global stability and prosperity. In this context, the revitalization of democracy in the 21st century has been elevated as a top national security priority. The Department of State and USAID are committed to revitalizing democracies that are accountable to and deliver for their citizens. To this end, the Department and USAID will join in common cause with likeminded allies and partners the world over to promote and protect democracy while helping democracies deliver for their citizens, elevate human rights, combat corruption, and humanely manage migration.

3.1. Governance

Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens (Joint)

The authoritarian assault on democratic principles, processes, and institutions is happening not only at the national and sub-national levels, but across borders and through multilateral relationships that shape global politics. To mitigate these risks and increase demand for democracy, foreign assistance and public diplomacy programs will demonstrate how democratic governance tangibly leads to improvements in citizens' daily lives; bolster judicial and legislative oversight; empower civil society to play a crucial watchdog role; and train and fund local media organizations to address disinformation in local and national contexts.

Stakeholder(s):

Bureau of Democracy, Human Rights, and Labor :
 DOS Lead Agency

Bureau for Development, Democracy, and Innovation :
 USAID Lead Agency

Performance Indicators

Performance Goal 3.1.1 Gain in Confidence

Description	Type	Status	Start Date	End Date	Percentage
Demand for Democracy (Joint) ~ By September 30, 2026, State and USAID will see a 5 percent gain in citizen confidence in and demand for democracy, including functioning institutions that respect open and competitive political processes, more resilient and legitimate civil society organizations, enhanced media and digital literacy, enhanced ability to counter disinformation and propaganda, and more inclusive civic engagement in countries where they operate as measured by the V-dem liberal democracy index. This will be reinforced by the Presidential Initiative for Democratic Renewal launched at the 2021 Summit for Democracy and by commitments to protect and promote democracy made by participating countries and donors at the Summit.	Target	Target Met		2026-09-30	5
	Actual			2026-09-30	

Performance Goal 3.1.2 Number of Countries

Description	Type	Status	Start Date	End Date	Percentage Increase
Democracies that Deliver (Joint) ~ By September 30, 2026, there is a 3 percent gain in the total number of countries where citizens are able to use the executive, legislative, and/or judicial tools of democracy to meet their basic needs.	Target			2026-09-30	3
	Actual			2026-09-30	

Performance Goal 3.1.3 Participation Index Increase

Description	Type	Status	Start Date	End Date	Percentage
Democracy and Governance (USAID Agency Priority Goal) ~ USAID will seek to increase democratic demand in countries experiencing democratic openings. By September 30, 2023, more effective USAID programming will contribute to a 5 percent increase in the V-Dem Civil Society Participation Index in these target countries. (Target country list includes 10-12 such countries with recent democratic openings and is available on Performance.Gov.)	Target	Increased		2023-09-30	5
	Actual			2023-09-30	

Strategy 3.1.1. Effectiveness

Demonstrate Democracy Delivers

The Department of State and USAID will help partner nations demonstrate that democracy can deliver for people around the world and at home. Both agencies will elevate diplomatic engagement and foreign assistance to protect and promote democratic values and alliances, competitive political processes, resilient and open information environments, technology that respects democracy and human rights, and responsive and accountable institutions that deliver for citizens.

Stakeholder(s):

Nascent Institutions :
The Department of State and USAID will provide technical and material assistance to nascent institutions, local organizations, and activists working to revitalize democracy around the world.

Local Organizations

Activists

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.2. Collective Strength

Employ Collective Strength

Stakeholder(s):

Multilateral Fora :
The Department of State and USAID will continue to build alliances based on shared democratic values with likeminded partners and will use all opportunities to pool the collective strength of U.S. allies and partners in multilateral fora to promote democratic values, accountability, and equal rights for all.

U.S. Allies

U.S. Partners

Institutions :
Both agencies will also focus on supporting key areas for strengthening democratic values and institutions at the bilateral level.

Political Parties :
For example, information integrity and countering disinformation and propaganda; election integrity and competitive political processes are all foundational to democratic legitimacy. U.S. diplomatic engagement and foreign assistance will support democratic political party development, bolster democratic political leadership, and improve election administration and oversight.

Political Leaders

Election Officials

Journalists :
Additionally, to maintain a resilient and open information environment worldwide, the Department of

State and USAID will continue to support interventions to counter disinformation/propaganda; protect the safety of journalists, the operation of independent media outlets, the integrity of the journalistic process, democratic and human rights principles across the digital realm; and the protection of accessible and free Internet.

Media Outlets

Civil Society Partners :
Crucially, the Department of State and USAID will seek to build accountable and inclusive institutions, including in the security and justice sectors, by engaging with civil society partners.

Security Sector

Justice Sector

United Nations Human Rights Council :
Both agencies will also work with willing and credible partners to build capacity The Department of State will embrace international cooperation and multi-stakeholder diplomacy by reengaging the United Nations Human Rights Council, a key multilateral forum for furthering democracy and human rights protection. The Department will use this and other opportunities to pool the collective strength of our allies and partners in multilateral fora to promote information integrity, democratic values, accountability, and equal rights for all.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2. Equity, Accessibility & Rights

Advance equity, accessibility, and rights for all (Joint)

Systemic inequality is a national security threat that exacerbates economic, health, and education disparities and contributes to violence, violent extremism, and restrictions on freedoms. The imperative to advance human rights and foster equitable, inclusive societies around the world has become even more urgent as U.S. strategic competitors seek to exploit fractures in democratic societies to challenge societal cohesion; foment polarization, disinformation, and instability; and ultimately undermine the credibility of democracy and universal human rights. Promoting diversity, equity, inclusion, and accessibility (DEIA) through diplomacy and development work advances U.S. interests and values and makes us better informed.

Stakeholder(s):

Secretary's Office of Global Women's Issues :
 DOS Lead Agency

Bureau for Development, Democracy, and Innovation :
 USAID Lead Agency

Marginalized People :
The Department and USAID are committed to empowering marginalized people and communities and will ensure that DEIA is a critical part of their diplomatic engagement and assistance programming.

Marginalized Communities

Performance Indicators

Performance Goal 3.2.1 Respect for Human Rights

Description	Type	Status	Start Date	End Date
Human Rights (Joint) ~ By September 30, 2026, enhance respect for human rights of all, with a particular focus on the challenges and realities of the most marginalized populations by preventing human rights abuses, protecting human rights defenders, and responding to human rights violations.	Target	Enhanced		2026-09-30
	Actual			2026-09-30

Performance Goal 3.2.2 Equity & Inclusion

Description	Type	Status	Start Date	End Date
Equity and Inclusion (Joint) ~ By September 30, 2026, increase U.S. government actions across diplomacy and foreign assistance to advance accessibility, equity, and inclusion of marginalized populations in decision-making spaces, government service delivery, and at multilateral and regional fora.	Target	Increased		
	Actual			

Performance Goal 3.2.3 Equity Infrastructure

Description	Type	Status	Start Date	End Date
Equity Across Foreign Affairs Work (State Agency Priority Goal) ~ Advance equity and support for underserved communities in the development and conduct of foreign policy. By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.	Target	Developed		2023-09-30
	Actual			

Description	Type	Start Date	End Date
Diversity, Equity, Inclusion, and Accessibility in USAID Programs (USAID Agency Priority Goal) ~ Increase equitable outcomes with USAID partners* globally. By September 2023, USAID will conduct inclusive development analyses and assessments in six additional Missions, and 100 percent of USAID Missions will have an Inclusive Development Champion** to inform program design as USAID implements the five actions prioritized in USAID's Equity Action Plan. *Including implementing partners **Inclusive Development Champions include Inclusive Development Advisors or other Mission points of contact responsible for overseeing inclusive development in program design.	Target		
	Actual		

Strategy 3.2.1. Outcomes

Advance Accountable, Equitable, and Inclusive Outcomes

Advancing human rights and putting the United States' democratic values into practice requires real partnerships with groups that face vulnerabilities. This includes inviting their inputs and perspectives to help shape the design, implementation, and monitoring of the U.S. government's work and to help hold the U.S. accountable for equitable and inclusive outcomes.

Stakeholder(s):

Marginalized Populations :
The U.S. government will partner with host country governments, civil society, and communities to ensure that the voices of marginalized populations are considered in the development of policies that might affect them, while promoting healthy interaction and dialogue.

Host Country Governments :
In addition, the U.S. government will work with governments, civil society, the private sector, local actors including marginalized populations, and the international community to prevent human rights abuses, protect human rights defenders, and respond to human rights abuses/violations, including mass atrocities.

Civil Society

Communities

Private Sector

Local Actors

International Community :
Respect for human rights promotes fundamental democratic values and helps create a more secure, stable, and prosperous world for all.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.2. Marginalized Peoples

Support Marginalized Peoples

This will extend to how the Department and USAID engage in strategic planning, policy formulation, budgeting, programming, training, outreach, learning, and reporting. This requires investments in efforts to redress inequities that serve as barriers to equal access and opportunity. This is in addition to ongoing commitments to the International Religious Freedom Act of 1998, the Convention on the Rights of Persons with Disabilities, and the Americans with Disability Act.

Stakeholder(s):

Marginalized Peoples :
The Department of State and USAID will further equity, inclusion, accessibility, support for human rights, and resilience of marginalized peoples, including individuals from marginalized racial, ethnic, indigenous, and religious communities, persons with disabilities, LGBTQI+ individuals, women, and older persons, by improving and adapting policy, public diplomacy, foreign assistance, and humanitarian aid.

Racial Communities

Ethnic Communities

Indigenous Communities

Religious Communities

Persons with Disabilities

LGBTQI+ Individuals

Women

Older Persons

USAID Staff :
Additionally, USAID intends to strengthen implementation of its nondiscrimination policy for beneficiaries to ensure that staff and contract and grant recipients do not discriminate against any beneficiary in the management or implementation of a program.

USAID Contract Recipients

USAID Grant Recipients

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3. Corruption

Prevent, expose, and reduce corruption (Joint)

Corruption is a threat to U.S. national security, economic prosperity, and democracy itself. It wastes public resources, undermines development efforts, exacerbates inequalities in access to services and exercise of rights, fuels transnational crime, and is increasingly weaponized by authoritarian states to undermine democracy and governance... The Department of State and USAID are at the forefront of efforts to promote anticorruption, transparency, and good governance reforms; ensure effective oversight and enforcement; and galvanize action to impose costs and deter future corrupt acts.

Stakeholder(s):

Bureau of International Narcotics and Law Enforcement Affairs :
DOS Lead Agency

Bureau for Development, Democracy, and Innovation :
USAID Lead Agency

International Businesses :
Corruption imposes costs and risks for international businesses and creates an unfair competitive environment for U.S. firms and workers. For all these

reasons, the President has declared combating corruption a national security priority.

U.S. Firms

U.S. Workers

Partner Governments :
The Department and USAID support and engage partner governments, multilateral institutions, civil society, the media, private sector, and other key

actors and institutions to prevent, detect, and expose corruption.

Multilateral Institutions

Civil Society

The Media

Private Sector

Global Financial System :
Both agencies are working to enhance transparency in the global financial system, secure international commitments, and build capacity to curb illicit finance and its linkages to transnational corruption and organized crime. We promote the adoption of international best practices in the form of legally binding treaties and political commitments, which are vital to good governance, prosperity, and making democracy deliver. It is also essential to improve governance across sectors – including the security sector – to ensure accountability and transparency.

Performance Indicators

Performance Goal 3.3.1 Enforcement & Accountability Mechanisms

Description	Type	Status	Start Date	End Date	Number
Anticorruption Enforcement and Accountability Initiatives (State) ~ By September 30, 2026, priority countries will adopt, or improve through amendment, a combined total of 20 anticorruption initiatives of the following types to improve enforcement and accountability mechanisms both within each priority country and in their international engagement on corruption issues: Whistle-Blower Protections, Non-Conviction Based Forfeiture, Foreign Corruption Accountability Tools, Beneficial Ownership, Foreign Bribery.	Target	Target Met		2026-09-30	20
	Actual			2026-09-30	

Performance Goal 3.3.2 Measures, Processes & Initiatives

Description	Type	Status	Start Date	End Date	Number
Prevention, Detection, and Oversight of Corruption (USAID) ~ By September 30, 2026, partner countries will have stronger prevention, detection, and/or oversight of corruption, including transnational corruption, due to empowered and protected government reformers and civic change agents, whose work leads to the adoption, improvement, or implementation of a combined total of 350 measures, processes, and/or initiatives focused on: Procurement and Contract Transparency Requirements and Processes, Asset Declaration Systems, Open Government Processes and Mechanism, Independent Audit and Oversight (including Legislative) Requirements and Processes, and Tax and Budget Transparency.	Target	Target Met		2026-09-30	350
	Actual			2026-09-30	

Strategy 3.3.1. Standards, Fora & Processes

Set international standards and leverage multilateral fora and compliance processes

The Department of State and USAID, often in partnership with other U.S. government agencies, set international standards and leverage multilateral fora and compliance processes. In addition to pressing for action through bilateral diplomacy and public messaging – including public reporting – the Department and USAID apply foreign assistance to build partner will and capacity. These efforts enhance the impact of U.S. enforcement and deterrence measures and foster international legal cooperation.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.2. Leadership

Lead International Efforts

Stakeholder(s):

Anticorruption Fora :
The Department of State is renewing U.S. leadership in anticorruption fora, reinforcing the prioritization of combating corruption at major political groupings such as the G7 and G20, and strengthening implementation of treaty obligations and international standards for preventative measures and enforcement.

Major Political Groupings

G7

G20

International Partners :
The Department also works to promote measures against illicit financing, combat foreign bribery, and deny safe havens for corrupt actors by implementing sanctions and visa restrictions. The Department is working with international partners to enact similar enforcement and deterrence measures.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.3. Capacity

Enhance the capacity of countries to build good governance and to prevent, detect, mitigate, and sanction

Root Out Corruption ~ The Department of State and USAID seek to systematically enhance the long-term and sustainable capacity of countries to build good governance and to prevent, detect, mitigate, and sanction... USAID's programs also seek to build anti-corruption safeguards across the climate, health, education, economic growth, biodiversity, humanitarian response, and post-conflict sectors to ensure public resources are used for human development outcomes.

Stakeholder(s):

Watchdogs :
The Department and USAID balance support to civil society and media to serve as watchdogs and expose corruption, with the equally critical work of enhancing the effectiveness, independence, and accountability of public sector actors and institutions.

Civil Society

The Media

Partner Nations :
U.S. foreign assistance will also promote comprehensive strategies that enhance partner nations' ability to detect, investigate, and prosecute corruption and related financial crimes at all levels. Emphasis will be placed on curbing transnational corruption, corruption that undermines the functioning or legitimacy of democracy, and corruption that directly impacts the United States and its citizens.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.4. Immigration & Asylum

Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons (Joint)

The Collaborative Migration Management Strategy promotes a whole-of-government approach to offer protections and broaden legal pathways for migrants who have chosen to leave their home countries. Collaborative migration management also calls for active engagement with likeminded governments.

Stakeholder(s):

Bureau of Population, Refugees, and Migration :
DOS Lead Agency

Bureau for Latin America and the Caribbean :
USAID Lead Agency

Migrants :
The Department of State and USAID's migration programs advance the overarching goal of protecting migrants at risk, reintegrating returned migrants, and building governments' capacity to humanely manage internal and external migration.

Governments :
Migration management is a shared responsibility, and the U.S. government collaborates with other governments that recognize and fulfill that responsibility. Unmanaged irregular migration leads to hu-manitarian crises, transnational crime, and the diversion of U.S. resources intended for other ends.

Western Hemisphere :
In particular, migration in the Western Hemisphere lies at the heart of migration policy and collaborative migration management.

Central America :
It is in the United States' national security interest to promote a democratic, prosperous, and secure Central America, a region closely connected to the United States by culture, geography, and trade.

Central Americans :
The U.S. government's Root Causes Strategy focuses on a coordinated, place-based approach to mitigate the underlying causes that push Central Americans to migrate.

Performance Indicators

Performance Goal 3.4.1 Refugee Admissions

Description	Type	Status	Start Date	End Date	Percentage
Refugee Resettlement (State) ~ By September 30, 2026, demonstrate U.S. leadership on refugee resettlement by meeting 100 percent of the regional refugee admissions allocations established by Presidential Determination.	Target	Target Met		2026-09-30	100
	Actual			2026-09-30	

Performance Goal 3.4.2 Violence & Opportunity

Description	Type	Status	Start Date	End Date
Root Causes of Migration (Joint) ~ By September 30, 2026, community violence and economic opportunity will improve from 2020 levels to discourage irregular migration to the United States.	Target	Improved		2026-09-30
	Actual			2026-09-30

Strategy 3.4.1. Insecurity & Inequality

Focus on Economic Insecurity and Inequality

Stakeholder(s):

Migrant Source Countries :
The Department of State and USAID will work to address economic insecurity and inequality in migrant source countries.

Women :
This will be done by fostering a business environment that is free of corruption and that enables inclusive economic growth, with a particular focus on integrating women and girls in all their diversity, securing land and property rights, increasing and diversifying trade, and enhancing workforce development, health, education, democratic governance, and protection of human rights.

Girls

Governments :
Both agencies will support governments in efforts to counter and prevent violence, extortion, and other crimes perpetrated by criminal gangs, trafficking networks, and other organized criminal organizations. Programming will combat sexual, gender-based, and domestic violence and target populations with acute needs. The Department and USAID will engage with such governments, through bilateral discussions, regional cooperation, and multilateral fora, to increase refugee resettlement, reintegrate migrants, expand lawful pathways for migration, and offer protections for vulnerable migrants.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.2. Safety & Security

Strengthen Safety and Security

Stakeholder(s):

Northern Central America :
The Department and USAID will seek to strengthen the safety, security, and access to basic services by citizens throughout northern Central America so that individuals have access to protection and services within their countries of origin or in the region.

Laborers :
Work will also support safe and secure third-country labor migration programs, as well as support for the reception and reintegration of returned migrants or internally displaced persons to allow them to safely return home with dignity.

Returned Migrants

Internally Displaced Persons

Regional Governments :
The Department of State will increase support for humane and effective border practices that enable regional governments to regulate the movement of people into and out of their territory and respond to large-scale migration events.

Migrant Families :
The Department of State will also collaborate to expand existing lawful pathways for protection and family reunification in the United States.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.5. Health, Education & Livelihood

Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups (USAID)

Equitable access to and availability of education, health, food and water, and livelihood support services are critical to alleviating poverty and building stable, inclusive, democratic societies. U.S. security and prosperity are bolstered when other countries achieve social, economic, and political stability through inclusive responsive investments in these areas that are responsive to gender, youth, vulnerable and marginalized groups. These strategic investments foster stability, create and open new markets for U.S. businesses, and build the capacity of individuals and systems in the youngest and fastest growing regions of the world. Quality education from pre-primary to higher education; access to voluntary family planning; and improved food security, nutrition, water and sanitation support greater economic growth, better health outcomes, sustained democratic governance, and more peaceful and resilient societies globally.

Stakeholder(s):

Bureau for Development, Democracy, and Innovation :
 USAID Lead Agency

Women

Youth

Marginalized Groups

Performance Indicators

Performance Goal 3.5.1 Health & Food Countries

Description	Type	Status	Start Date	End Date	Number
Strengthen Health, WASH, Food and Nutrition Services (USAID) ~ By September 30, 2026, USG programs will improve access to quality health, WASH, food, and nutrition services – especially amongst women, youth, and marginalized groups in 45 countries.	Target	Target Met		2026-09-30	45
	Actual			2026-09-30	

Performance Goal 3.5.2 Educational Outcome Countries

Description	Type	Status	Start Date	End Date	Number
Strengthen Educational Outcomes (USAID) ~ By September 30, 2026, children and youth – including girls and people with disabilities – in 25 countries will experience improved educational outcomes.	Target	Target Met		2026-09-30	25
	Actual				

Strategy 3.5.1. Local Capacity

Invest in Local Capacity

The Department of State and USAID are committed to locally driven, sustainable development that yields strengthened, inclusive, and equitable service delivery systems. Investments in local capacity strengthening will be critical to achieving sustained improvements in essential health, water, sanitation, and hygiene (WASH), food and nutrition, education, and livelihood support services and systems. As stated in the U.S. Global Food Security Strategy, efforts will include capacity strengthening of local organizations, individuals, and communities to develop the skills and agency necessary to shape their systems... Further, USAID will continue to address the secondary impacts of COVID-19 by strengthening and capacity development to reduce global poverty, hunger and malnutrition, and learning loss effects of the pandemic while ensuring access to safe water and sanitation for all.

Stakeholder(s):

Local Organizations

Individuals

Communities

Partner Governments :
Collaboration and coordination with partner governments, local civil society partners, target beneficiaries, bilateral donors, multilateral organizations, *the private sector, and international organizations will be key to achieving results, optimizing resource allocation, and effectively responding to crises as they arise.*

Partner Governments

Local Civil Society Partners

Target Beneficiaries

Private Sector

Bilateral Donors

International Organizations

Multilateral Organizations

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.5.2. Marginalized Groups

Uplift Marginalized Groups

The Department and USAID are committed to uplifting the rights of the marginalized. Investments will build essential services and systems' responsiveness to youth, gender, and the needs of marginalized groups by engaging, elevating, and empowering local voices to shape and sustain policies and programs. USAID will continue to advocate for and support the drafting, adoption, and enforcement of legal and regulatory reforms for providing equitable opportunities and services for women, youth, gender and sexual minorities, and marginalized and vulnerable groups. USAID will strive to support prevention and response to gender-based violence, which affects women's and girls' ability to be safe, thrive, and succeed.

Stakeholder(s):

Marginalized Groups

Girls

Women

Youth

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4. Workforce & Institutions

REVITALIZE THE DIPLOMATIC AND DEVELOPMENT WORKFORCE AND INSTITUTIONS

Stakeholder(s)

DOS Employees :
The Department of State and USAID will build new capabilities, draw a wider range of expertise and experience into government, and empower employees to innovate and lead. Central to these efforts must be a renewed commitment to ensure both agencies' workforces fully reflect the richness and diversity of the nation they represent.

USAID Employees

Taxpayers :
The Department of State and USAID will also remain good stewards of taxpayer investments, promote continuous learning and improvement, and streamline processes and reduce bureaucratic burden.

The Department of State and USAID's diplomatic and development workforce and institutions play a vital role in promoting security and prosperity, and contributing to an equitable, effective, and accountable government that delivers results for all Americans. The Department of State and USAID will continue to build, develop, and empower a cutting-edge global workforce that has the tools, training, technology, and infrastructure to succeed in a world that is increasingly crowded, competitive, and complex. Meeting this moment will require ingenuity, creativity, and initiative. New challenges and accelerating change – geopolitical, economic, social, environmental, and technological – mean that the Department of State and USAID must also adapt and transform. Both agencies will leverage technology to reach new audiences and forge new connections, even as they protect against ongoing threats to the security of their personnel and information.

4.1. Workforce

Build and equip a diverse, inclusive, resilient, and dynamic workforce (Joint)

The Department of State and USAID field the world's most effective diplomatic and development workforce across nearly 200 countries to advance American interests and values.

Stakeholder(s):

Bureau of Global Talent Management :
DOS Lead Agency

Foreign Service Institute :
DOS Lead Agency

Office of Human Capital and Talent Management :
USAID Lead Agency

National Security Workforce :
The President has made it a priority to strengthen and empower the national security workforce, and the Department of State and USAID will do this by

investing in their people, rewarding initiative and expertise, and evolving to reflect the workplace of tomorrow.

Americans :
Perhaps most critically, both agencies will work with urgency to break down barriers to entry and advancement for Americans of all backgrounds and ensure that all employees feel valued and engaged.

Performance Indicators

Performance Goal 4.1.1 USAID Customer Satisfaction

Description	Type	Status	Start Date	End Date	Score
Customer Satisfaction Score (USAID) ~ By September 30, 2026, USAID will achieve a score of 4.5 in overall satisfaction with the Human Capital function on USAID's Customer Satisfaction Survey.	Target	Target Met		2026-09-30	4.5
	Actual			2026-09-30	

Performance Goal 4.1.2 Employee Viewpoint Survey

Description	Type	Status	Start Date	End Date	Scores
Federal Employee Viewpoint Survey and Career Satisfaction Index Results (Joint) ~ By September 30, 2026, the Department of State and USAID will enhance training, development, and work-life programs to increase employee engagement, career satisfaction, and retention, as measured by improved Federal Employee Viewpoint Survey scores.	Target	Increased		2026-09-30	
	Actual				

Performance Goal 4.1.3 Employees with Disabilities

Description	Type	Status	Start Date	End Date	Percentage
Diversity, Equity, Inclusion, and Accessibility (Joint Agency Priority Goal) ~ Expand inclusive and equitable recruitment, hiring, and retention practices that contribute to diverse Department of State and USAID workforces across demographic groups, including groups inequitably represented at the Department and USAID. By September 30, 2023, the Department of State will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 15.3 percent of their workforce, with 2.4 percent of their workforce being persons with targeted disabilities, and USAID will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 12 percent of their workforce, with 2 percent of their workforce being persons with targeted disabilities.	Target	Target Met		2023-09-23	15.3
	Actual			2023-09-23	

Strategy 4.1.1. Recruitment, Retention & Development

Build, Retain, and Equip a Dynamic 21st-Century Workforce

The Department of State and USAID will promote an agile global workforce through updated recruitment, hiring, and retention practices that ensure both agencies keep pace with the private sector in the competition for talent. This includes building on the lessons learned during the COVID-19 pandemic, leveraging best practices from the public and private sectors to expand workplace flexibilities and virtual work options, better promoting work-life balance, and supporting continued resilience among the workforces. The Department of State and USAID will also work to reduce security clearance processing timelines; improve personnel information systems and customer service; and work closely with Congress to ensure their workforces have the personnel, tools, training, and professional development opportunities to succeed in an increasingly complex geopolitical

landscape. The Department of State and USAID will also implement new programs to promote retention, career development, diversity, and institutional knowledge sharing.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.2. DEIA

Promote Diversity, Equity, Inclusion, and Accessibility

To finally and meaningfully deliver on the promise of workforces that look like the nation they represent, the Department of State and USAID will identify and eliminate barriers to equity, implement targeted recruitment and retention efforts, and establish provisions for DEIA accountability... Analyzing workforce data and taking actions to address barriers to equity are a priority for both agencies.

Stakeholder(s):

Employees with Disabilities :
The Department of State and USAID will build on their successes in supporting employees with dis- *abilities by promoting enhanced career opportunities and workplace accommodations.*

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.3. Expertise

Integrate Expertise in Key Areas

Today's global challenges, from the climate crisis to pandemics to the potential misuse of transformative new technologies, require new skills and expertise to address. The Department of State and USAID will prioritize opening new pathways to service for those with a background in STEM fields, procurement, and information technology (IT), among other areas.

Stakeholder(s):

STEM Graduates   **IT Professionals**

Procurement Professionals

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2. IT

Modernize IT and leverage data to inform decision-making and support mission delivery (Joint)

The Department of State and USAID must elevate the use of data as an integral tool of American diplomacy, development, and humanitarian efforts: the world demands it, leaders require it, and the workforce expects it. This commitment includes delivering innovative, accessible, and secure technologies to support their respective missions. Additionally, it requires nimble, user-centric technology solutions and infrastructure that provide timely, high-quality data to inform decisions at the strategic, programmatic, and tactical levels.

Stakeholder(s):

Bureau of Information Resource Management :
 DOS Lead Agency

Office of Management Strategy and Solutions :
 DOS Lead Agency

Bureau for Management :
 USAID Lead Agency

Foreign Affairs Community :
Optimizing the IT environment ensures greater internal, external, and cross-domain interoperability, improved access to information, and enhanced collaboration across the Foreign Affairs community and strengthened global communications.

Analysts :
Technology optimization and data-informed operations will also enable the development of joint analytical products to streamline decision-making and refine tactics and methodologies.

Decision Makers

IT Specialists :
The use of cloud technologies will enable secure access to IT anytime, anywhere, and lower their organizations' carbon emissions.

Federal Workforce :
These advances are essential for any global organization in the 21st century; however, the global pandemic underscores their importance as the Department and USAID begin thinking in earnest about the "future of work" for the Federal workforce.

Performance Indicators

Performance Goal 4.2.1 Analytics Products Usage Increase

Description	Type	Status	Start Date	End Date	Percentage
Data Informed Diplomacy (State Agency Priority Goal) ~ Ensuring that data is a critical instrument of diplomacy, the Department's global workforce is empowered with the skills and tools to derive actionable mission insights from data, and its data assets are securely shared and effectively managed. By September 30, 2023, and in alignment with the eight implementation themes of its first-ever Enterprise Data Strategy, the Department will have doubled workforce training in data analytics, increased the use of enterprise analytics products by 50 percent, increased the number of organizational units leveraging common analytics infrastructure, quadrupled the ingestion of data assets into the Department's Data Inventory/Data Catalog, and published a modern enterprise data policy.	Target	Target Met		2023-09-30	50
	Actual			2023-09-30	

Performance Goal 4.2.2 Analytics Capacity

Description	Type	Status	Start Date	End Date
Data Informed Development and Humanitarian Assistance (USAID) ~ By September 30, 2026, USAID will expand its capacity to use advanced analytic solutions such as data science, machine-learning, geospatial, and artificial intelligence tools to improve operations and inform decision-making for development and humanitarian assistance programs.	Target	Expanded		2026-09-30
	Actual			2026-09-30

Performance Goal 4.2.3 Zero Trust Mobility

Description	Type	Status	Start Date	End Date
Innovative IT (State) ~ By September 30, 2025, the Department will deploy enterprise-wide mobility technologies in a multi-cloud environment secured through zero trust principles.	Target	Deployed		2025-09-30
	Actual			2025-09-30

Strategy 4.2.1. Data Culture

Cultivate a Data Culture

The Department of State and USAID must keep pace with the rapid changes that are occurring in technology and data science... The Department of State and USAID will adopt more agile processes to deliver value early and incrementally.

Stakeholder(s):

Decision Makers :
The Department of State and USAID will cultivate a data culture that routinely seeks, values, rationalizes, and uses data for decision-making.

Analysts :
Cultivating a data culture globally will strengthen data fluency, enhance collaboration, and improve hiring for the future. The Department and USAID will also accelerate decisions through analytics by providing easy access to agency data assets, modern analytics tools, and customer service to enable their use.

Data Scientists :
Previous efforts to make information available across the enterprise have produced mixed results as malicious actors remain persistent in exploiting technological and social engineering vulnerabilities. To address this challenge, the Department of State and USAID will adopt technology pilots that focus on data science innovation to rapidly deploy new business capabilities.

Business Process Managers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.2. IT Governance

Improve IT Governance

Both the Department of State and USAID will enhance enterprise data and IT governance through effective stewardship, policies, process controls, and investment decisions that appropriately value data and IT. In addition, the Department and USAID will establish mission-driven data management to implement and maintain technology solutions to enable the creation, collection, storage, protection, standardization, and sharing of higher-quality statistical, geospatial, and other types of data across bureaus and offices, the interagency, and the public.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.3. Tech

Adopt Tech for the 21st Century

The Department of State and USAID will adopt new technologies for collaboration and flexible work, allowing them to build more innovative solutions for customers and promote work-life flexibilities commensurate with 21st century best practices. Both agencies will identify business process efficiencies and areas where technology modernization has enabled greater focus on high-value, mission critical work. The Department and USAID will prioritize cloud capabilities that are mobile-first, device agnostic, highly connected, and readily available across the globe irrespective of the state of host country infrastructure. Both agencies will reduce the number of cloud platform instances by using shared cloud platforms.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3. Threats

Protect our personnel, information, and physical infrastructure from 21st century threats (Joint)

Stakeholder(s):

Bureau of Diplomatic Security and Overseas Building Operations :
DOS Lead Agency

Bureau for Management :
USAID Agency Lead

DOS Workforce :
The Department of State and USAID workforces serve in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks.

USAID Workforce

Family Members :
Protecting personnel, data, and physical and IT infrastructure from 21st century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State and USAID to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more

critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.

Congress :
Further, the Department of State and USAID will work with Congress to ensure they are able to adjust operations overseas to respond to emerging opportunities and challenges, operate cost-effectively, engage beyond embassy walls, and extend the United

States' reach to urban, commercial, and regional centers beyond national capitals.

Urban Centers

Commercial Centers

Regional Centers

Performance Indicators

Performance Goal 4.3.1 Zero Trust Maturity

Description	Type	Status	Start Date	End Date
Cybersecurity (State Agency Priority Goal) ~ Through implementation of the Federal Zero Trust Strategy, the Department will improve its security posture by fully securing its infrastructure, networks, and data against internal and external cyber threats. By September 30, 2023, the Department will improve the maturity of all five Zero Trust pillars to the Advanced level as defined by the CISA Zero Trust Maturity Model.	Target	Improved		2023-09-30
	Actual			2023-09-30

Performance Goal 4.3.2 Secure Sites Upgraded

Description	Type	Status	Start Date	End Date	Percentage
Enhancing Security Monitoring Solutions (State Agency Priority Goal) ~ Update technical security countermeasures for Department of State facilities worldwide by enhancing security monitoring solutions paramount to securing Department of State personnel, information, and facilities. To date, the Bureau of Diplomatic Security has enhanced the security monitoring solutions of approximately 17 percent of Department facilities. By September 30, 2023, 35 percent of domestic and overseas sites will be upgraded.	Target	Enhanced		2023-09-30	35
	Actual			2023-09-30	

Performance Goal 4.3.3 Readiness Scorecard Rating

Description	Type	Status	Start Date	End Date	Percentage
Operational Readiness (USAID) ~ By September 30, 2026, USAID will achieve an overall Readiness Scorecard rating of 85 percent.	Target	Target Met		2026-09-30	85
	Actual			2026-09-30	

Performance Goal 4.3.4 Safety, Security & Resilience

Description	Type	Status	Start Date	End Date
Physical Safety and Footprint (Joint) ~ By September 30, 2026, strengthen the safety, security, and climate resilience of the Department of State and USAID's global real property platform and protect personnel through advanced building and sustainable asset management programs.	Target	Strenthened		2026-09-30
	Actual			2026-09-30

Strategy 4.3.1. Infrastructure

Demonstrate a Stable and Secure Infrastructure

To achieve sustainable long-term operational readiness and protect physical and IT infrastructure and the health and safety of the workforce, the Department of State and USAID will demonstrate consistent commitment and leadership in support of continuity initiatives; improve their cyber hygiene; and establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures. Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, coercive influences, and biological and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks. The Department and USAID's physical infrastructure is extensive and widely dispersed in countries around the world. Planning, designing, and executing construction projects at high-risk posts, in developing economies, and harsh environments prone to natural disasters, and maintaining a widely varied physical and aging infrastructure present formidable challenges and risks. Both agencies will continue to deliver on their mission to provide secure, safe, functional, and resilient diplomatic and development facilities. The Department and USAID will do so through modernizing their building programs to optimize performance and continuously improve critical project delivery drivers; employing a full life-cycle asset management approach to maintaining and sustaining their facilities; and developing post-specific climate security adaptation strategies to identify and mitigate risks to their infrastructure.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.2. Cyber Safety

Promote Safer Cyber

A focus on cybersecurity remains central given both agencies' significant cyber footprint, the increasing use of mobile and agile technologies, and the large number of data collection efforts. To maintain a strong cybersecurity stance and reduce risk, the Department of State and USAID are making significant investments in tools and platforms that will continue to help secure their networks and data globally, such as Continuous Diagnostics and Mitigation, Identity Credential and Access Management, and implementing a Zero Trust security model. Both agencies will continue work to improve cybersecurity hygiene to ensure systems and data are protected. The Department and USAID will provide regular training to help staff identify and respond effectively to cyberattacks. Anti-phishing campaigns, information security and privacy training (both initial and annual and role-based), remedial training, and organization-wide notices are some of the techniques used to develop a strong level of cyber hygiene.

Stakeholder(s):

DOS Staff   **USAID Staff**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5. Travel & Citizens Abroad

SERVE U.S. CITIZENS AROUND THE WORLD AND FACILITATE SECURE INTERNATIONAL TRAVEL

Stakeholder(s)

U.S. Citizens :
The State Department's highest priority is to protect the lives and serve the interests of U.S. citizens overseas, as was illustrated during the unprecedented work to bring more than 100,000 U.S. citizens back to the United States in response to the outbreak of the COVID-19 pandemic in 2020.

International Travelers :
The Department of State supports U.S. citizens in many other ways, including by facilitating international travel, providing passport and visa services, enabling international adoptions and family reunification through immigration, documenting American children's citizenship overseas, and providing special citizen services when needed.

Students :
The United States' long tradition of openness to travelers, students, entrepreneurs, and immigrants from every country and background is a critical foundation of our prosperity and competitiveness.

Entrepreneurs

Immigrants

Tourists :
Tourists, business representatives, international students, and exchange visitors contribute ideas, innovations, and billions of dollars to the U.S. economy.

U.S. Partners :
The State Department will continue its vital mission of facilitating international exchange and legitimate travel while working with U.S. partners overseas, within the U.S. interagency, and with state and local governments to share information and keep Americans safe at home and abroad.

State Governments

Local Governments

Business Representatives

Bureau of Consular Affairs :
DOS Lead Agency

The Department will prioritize modernization efforts that enhance efficiency and expand equitable access to information and services.

5.1. Travelers & Residents

Support and serve American citizens traveling or residing abroad (State)

The Department has always been able to adapt to new circumstances and provide the support U.S. citizens need to travel, live, and work abroad. The Department can take its best practices from adapting to the pandemic and incorporate them into ongoing improvements in processes and technology to provide a more efficient standard of service and ensure access to information and routine and crisis services are equitable and accessible. By 2026, its ability to seamlessly support the travelling public will be achieved.

Stakeholder(s):

Bureau of Consular Affairs :
DOS Lead Agency

U.S. Citizens :
The State Department recognizes the need to provide consular services to, and share information with, U.S. citizens in accordance with 21st century service standards.

DOS Staff :
In response to the COVID-19 pandemic, the Department demonstrated this ability to adapt to new challenging circumstances. Whether it was repatriating U.S. citizens or providing passport and visa services, the Department's staff accomplished this all while abiding by public health, safety, and social distancing requirements around the world.

Performance Indicators

Performance Goal 5.1.1 Fee Collection Sites

Description	Type	Status	Start Date	End Date	Percentage
Improve Consular Fee Collection through Pay.Gov (State) ~ By September 30, 2026, the Department improves U.S. citizens' access to services and payment by implementing the Overseas Pay.gov for Adult Passport Renewal (form DS-82) program at 90 percent of missions abroad.	Target	Target Met		2026-09-30	90
	Actual			2026-09-30	

Performance Goal 5.1.2 Travel.State.Gov Enhancements

Description	Type	Status	Start Date	End Date
Accessibility and Process Improvement of Travel.State.Gov ~ By September 30, 2024, the Department will assess, design, and implement a Travel.State.Gov content review and update process informed by Department and interagency stakeholders that ensures accessible and timely operational, safety, security, and crisis information for U.S. citizens traveling or residing abroad.	Target	Implemented		2024-09-30
	Actual			

Strategy 5.1.1. Citizen Services

Improve Citizen Services

This objective highlights the need for the Department to be adaptable in how it provides routine and crisis services and information to U.S. citizens.

Stakeholder(s):

U.S. Citizens :
The Department is already incorporating lessons learned from the global repatriation of U.S. citizens in 2020 to update the processes, tools, and technology it uses, such as the deployment of crisis management software.

Travelers :
Since an informed traveler is a safe traveler, the Department will continue to adapt how it communicates with U.S. citizens about traveling and living abroad.

Communication Platforms :
The Department will review how we use its communication platforms to improve who we are reaching, as well as how diverse populations receive information so all travelers can make informed decisions and plans for traveling to and from the United States.

Diverse Populations

Other Countries :
The State Department must respond to events in other countries, disasters, or global health issues. The Department can learn what went right from past events and identify opportunities to improve, particu-

> *larly where the Department needs to overcome institutional, administrative, and technical barriers.*

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.1.2. Consular Systems

Enable Seamless Support

These new services will also include support for public-facing interfaces for these online services and incorporate the use of data to better track how the Department provides these services.

Stakeholder(s):

Consular Systems :
None of this can be done without improving consular systems.

Overseas Posts :
By 2026, several pilots for digital and electronic services begun under the previous Joint Strategic Plan will be completed and full services expanded to all overseas posts and passport agencies.

Passport Agencies

Pay.Gov :
These include, but are not limited to, the use of Pay. Gov for passport renewal applications, electronic Certificates of Report of Birth Abroad, electronic immigrant visa processing, as well as other services.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.2. Travel

Advance U.S. interests by facilitating legitimate travel to and from the United States (State)

Facilitating and enhancing legitimate travel tangibly impacts the domestic economy and interests of the United States. The Department will continue to work with its international partners to enhance bilateral and multilateral relationships. Through travel we can build new relationships, advance U.S. interests, promote ties (cultural, academic, and others), and increase influence. The Department seeks to protect the security of the American people by investing in the modernization of systems and processes responsible for the timely issuance of travel documents to those who are eligible to receive them, thereby enhancing the expansion of economic prosperity and opportunity. Investing in a more interconnected and interdependent international security landscape creates a more secure environment for all travelers. The Department will continue to inform and assist foreign partners to enhance international border and transportation security efforts, and the capabilities of foreign partners. Through broad collaborative efforts, we will further seek to implement international standards and recommended practices.

Stakeholder(s):

Bureau of Consular Affairs :
DOS Lead Agency

International Partners :
The Department of State seeks to bolster international partnerships, alliances, and institutions through the facilitation and expansion of legitimate travel, including for commercial and intellectual exchanges and in support of economic and other interests of the United States.

Allies

Performance Indicators

Performance Goal 5.2.1 Passport Processing Time

Description	Type	Status	Start Date	End Date	Weeks
Improved Customer Service (State) ~ By September 30, 2026, annual average passport processing times are under 11 weeks for routine service and 6 weeks for expedited service.	Target	Less Than		2026-09-30	11
	Actual			2026-09-30	

Performance Goal 5.2.2 Partner Countries Increase

Description	Type	Status	Start Date	End Date	Number
Expanded Information Sharing with Partners (State) ~ By September 30, 2026, increase information sharing and connectivity to international criminal and terrorist databases with five additional partner nations in order to better identify individuals with derogatory information seeking to enter the United States.	Target	Target Met		2026-09-30	5
	Actual			2026-09-30	

Strategy 5.2.1. Harmonization

Harmonize with Partners

To maintain secure borders, the Department of State will continue to work with partner agencies to harmonize uniform screening and vetting standards and procedures across the travel and immigration spectrum.

Stakeholder(s):

Interagency Partners :
The Department will work with interagency partners, foreign partners, and the transportation industry to enhance global transportation security efforts including by sharing non-imminent persistent threats information to spur international border and transportation security efforts, and by implementing international standards and recommended practices.

Foreign Partners

Transportation Industry

Countries :
The Department 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.

International Partners :
The Department will continue to work with its 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.

Travelers :
The Department of State seeks to enhance two-way travel and expand more equitable access to visas. The

Stakeholders (continued)

Department seeks to continuously refine its business model for visa operations to secure prompt visa *issuances to qualified travelers, while enhancing mechanisms to protect U.S. borders.*

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.2.2. Modernization

Modernize Border Protection

Both agencies continue to provide significant assistance to foreign partners/partner countries to enhance their capabilities in terms of border screening and processing travelers, to better identify and interdict terrorist travel.

Stakeholder(s):

Interagency Partners :
The Department will work with interagency and industry partners to enhance security processes in global travel and connect with international partners to modernize methods of effective border security to include identity verification and traveler documentation.

Industry Partners

International Partners

Qualified Travelers :
To secure U.S borders efficiently, the State Departments plan to enhance operations that investigate and address visa fraud to ensure only qualified travelers are issued visas.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Administrative Information

Start Date: 2021-10-01
End Date: 2026-09-30

Publication Date: 2022-04-26
Source: https://www.state.gov/wp-content/uploads/2022/03/Final-State-USAID-FY-2022-2026-Joint-Strategic-Plan_29MAR2022.pdf

Submitter:
Given Name: Owen
Surname: Ambur
Email: Owen.Ambur@verizon.net
Phone:

_033160e2-c516-11ec-89ed-96f91283ea00

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