

**2011-2016 STRATEGIC PLAN ADDENDUM FOR THE  
U.S. DEPARTMENT OF STATE  
and the  
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

Per the GPRA Modernization Act, P.L. 111-352, requirement to address Federal Goals in the agency Strategic Plan and Annual Performance Plan, please refer to [Performance.gov](http://Performance.gov) for information on Federal Priority Goals and the agency's contributions to those goals, where applicable.

*Mission Statement for the Department and USAID:* Shape and sustain a peaceful, prosperous, just, and democratic world and foster conditions for stability and progress for the benefit of the American people and people everywhere.

The National Security Strategy, the Presidential Policy Directive on Global Development (PPD), and the Quadrennial Diplomacy and Development Review (QDDR) define the strategic priorities that guide global engagement jointly at the Department of State and the U.S. Agency for International Development (USAID), and identify the diplomatic and development capabilities needed to advance U.S. interests.

Strategic planning and performance management are guided by the QDDR and the recently-enacted GPRA Modernization Act of 2010. The QDDR serves as the new State-USAID Joint Strategic Plan (JSP), and sets institutional priorities and provides strategic guidance as a framework for the most efficient allocation of resources. The QDDR also includes directives for improving how Posts do business, from strengthening interagency collaboration to increasing State and USAID engagement with civil society, the private sector and others. State and USAID are committed to using performance management best practices to meet their challenges in order to ensure the most effective U.S. foreign policy outcomes and greater accountability to the American people.

## THE PILLARS OF FOREIGN POLICY

Secretary Clinton's foreign policy vision lays the foundation for sustained American leadership on behalf of the security and prosperity of the American people. That policy rests on seven pillars:

- Deepening relationships with allies who share common values and interests
- Assisting developing nations to build their own capacities, address their own problems, and move their people out of poverty
- Engaging with emerging centers of influence and encouraging greater responsibility in solving common problems
- Renewing U.S. commitment as an active trans-Atlantic, trans-Pacific, hemispheric leader
- Re-engaging global institutions and modernizing them to meet evolving challenges
- Upholding and defending universal values enshrined in the U.N. Charter and the Universal Declaration of Human Rights
- Leading through example, and engaging directly with the people of the nations with which we work

## STATE AND USAID JOINT STRATEGIC GOALS

To achieve this overall mission, President Obama and Secretary Clinton have emphasized a number of strategic goals that respond to key U.S. foreign policy and national security priorities. Building upon the Secretary's vision and seven pillars of foreign policy, the Department and USAID have identified the following joint strategic goals:

1. Counter threats to the United States and the international order, and advance civilian security around the world.

Prevent the spread or use of nuclear weapons and other weapons of mass destruction to disrupt, dismantle, and defeat al-Qa'ida, its affiliates and other terrorist organizations and violent extremists. Prevent and respond to crisis, conflict and instability. Support security and justice sector reforms. Protect women and children in conflict, and promote women's engagement in securing enduring peace.

2. Effectively manage transitions in the frontline states.

Effective transitions in Iraq and Afghanistan are critical to U.S. national security. In Iraq, State and USAID are pursuing a comprehensive strategy aimed at mitigating crisis and promoting development through economic assistance, provincial outreach, and a continuing commitment to Iraq's security services. In Afghanistan and Pakistan we will build on the progress of military and civilian surges launched in FY 2010 through a continued military offensive against al-Qaida terrorists and Taliban insurgents; continue to support a civilian campaign to bolster the governments, economies, and civil societies of both countries, and an intensified diplomatic push to support an Afghan-led political process aimed at splitting the Taliban from al-Qa'ida and ending the Afghan war.

3. Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being.

Promote effective, accountable governance and vibrant civil societies. Advance human rights. Promote sustainable, broad based economic growth. Advance peace, security and opportunity in the greater Middle East. Effectively implement Presidential Initiatives that bring the full set of U.S. diplomatic and development assets to bear on key determinants of human welfare. Promote global health and strong health systems. Increase food security and reduce climate change impacts.

4. Provide humanitarian assistance and support disaster mitigation.

Humanitarian assistance is provided on the basis of need, according to principles of universality, impartiality and human dignity. State and USAID focus on building host nation capacity to prepare for and mitigate the consequences of disasters on their own, fostering the transition from relief, through recovery, to development. Humanitarian assistance links to long-term development programs,

reducing the long-term cost of conflict and natural disaster.

5. Support American prosperity through economic diplomacy.

The foundation of America's leadership abroad is a prosperous American economy. State is elevating economic diplomacy as an essential element of foreign policy, promoting and supporting awareness within the U.S. of potential market opportunities abroad in support of the President's National Export Initiative. This work includes the especially critical role and relationship of energy security through a range of energy supply and conservation strategies and technologies.

6. Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world.

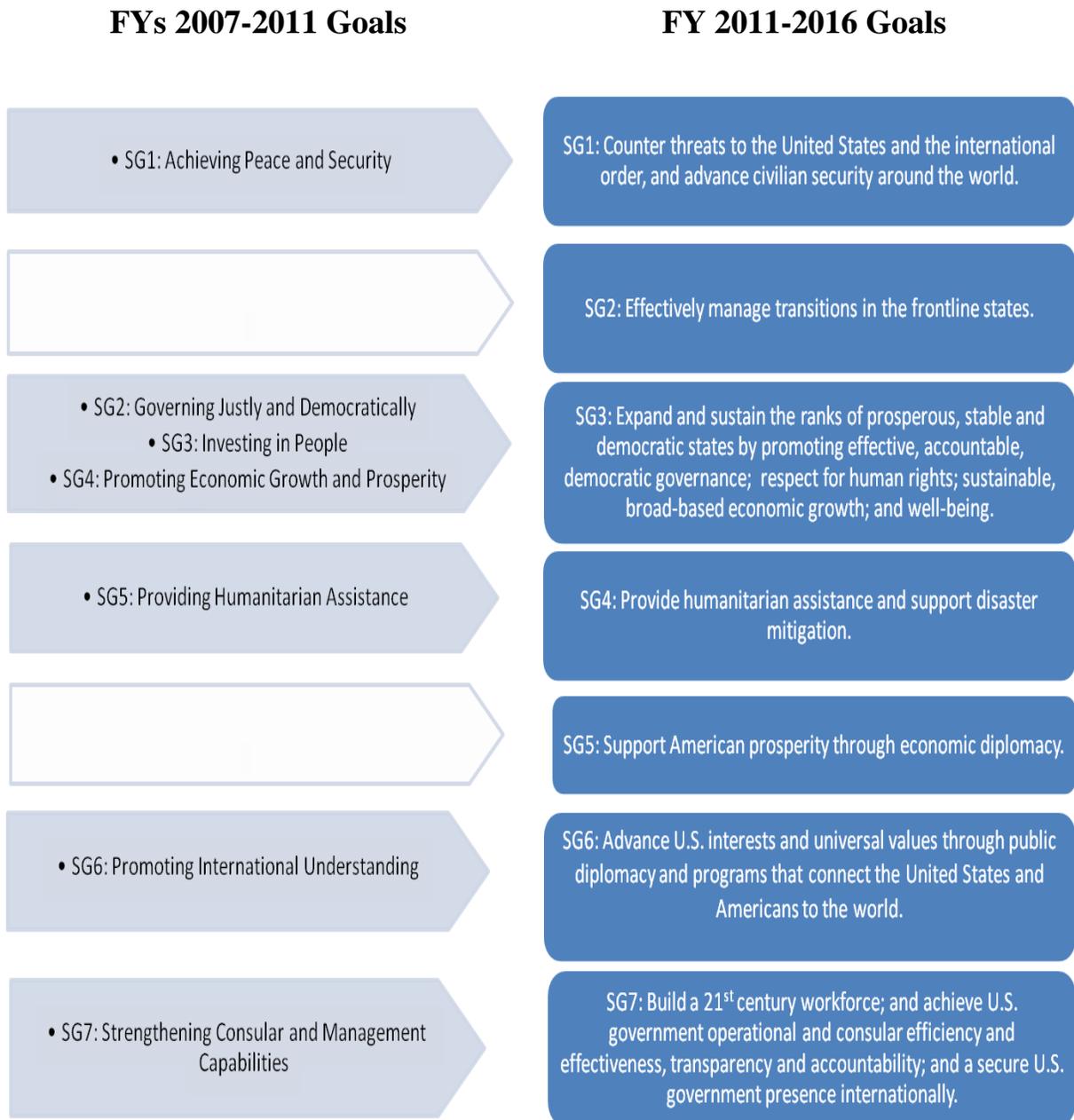
State and USAID exchange programs and public affairs work in the field foster positive perceptions of the United States and sustain long-term relationships between Americans and the world based on mutual interest, mutual respect, and mutual responsibility. Mutual efforts focus on developing proactive outreach strategies to inform, inspire, and persuade audiences, counter violent extremism, and connect Americans to counterparts abroad, reaching out from behind the podium to use new media and engagement tools.

7. Build a 21st century workforce; achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; secure U.S. government presence internationally.

The primary aims of our management platforms are to assist American citizens to travel, conduct business and live abroad securely; facilitate travel to and connections with the United States for foreign citizens; efficiently and effectively support all U.S. government agencies operating internationally; and ensure a high-quality workforce with appropriate skill sets for today's global context. A major goal for State and USAID is fully consolidating the State-USAID management platform. USAID is also implementing the reforms encompassed in USAID Forward, including but

not limited to the areas of human resources, procurement, monitoring and evaluation of operational efficiency and impact, and application of science, technology and innovation.

The new Strategic Goal Framework was developed to address key U.S. foreign policy and national security priorities. The chart below depicts the State Department and USAID’s new strategic goals in comparison to the previous strategic goal framework.



The new strategic goals are linked to the Department of State and USAID’s new Agency Priority Goals (APGs). Per the GPRM Modernization Act of 2010, the Department and USAID have submitted to the Office of Management and Budget (OMB) eight outcome-focused APGs that reflect the Secretary’s and USAID Administrator’s highest priorities. These near-term goals advance the Joint Strategic Goals, reflect Department and USAID strategic and budget priorities and will continue to be of particular focus for the two agencies through FY 2013. The table below shows the relationship of each APG and the new joint Department of State-USAID Strategic Goal Framework. Complete information for each APG has been provided per OMB Memorandum M-11-31. Visit [www.performance.gov](http://www.performance.gov) for more information on this initiative.

*At-A-Glance: Agency Priority Goals (APGs), FY 2012-FY 2013\**

Agency Priority Goal (APG)	Impact and Goals Statements
<b>Strategic Goal 2: Effectively manage transitions in the frontline states.</b>	
<b>Afghanistan</b>	<p><b>Impact Statement:</b> With mutual accountability, assistance from the United States and the international community will continue to help improve the Government of the Islamic Republic of Afghanistan’s (GIROA) capacity to meet its goals and maintain stability. Bonn Conference commitments call on GIROA to transition to a sustainable economy, namely improve revenue collection, increase the pace of economic reform, and instill a greater sense of accountability and transparency in all government operations.</p> <p><b>Goal Statement:</b> Strengthen Afghanistan's ability to maintain stability and development gains through transition. By September 30, 2013, U.S. Government assistance delivered will help the Afghan government increase domestic revenue level from sources such as customs and electrical tariffs from 10% to 12% of GDP.</p>
<b>Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being.</b>	
<b>Democracy, Good Governance, and Human Rights</b>	<p><b>Impact Statement:</b> Advance progress toward sustained and consolidated democratic transitions in Egypt, Jordan, Lebanon, Morocco, Tunisia, Libya, Bahrain, Yemen, Iran, Syria, and West Bank/Gaza.</p> <p><b>Goal Statement:</b> By September 30, 2013, support continued progress toward or lay the foundations for transitions to accountable electoral democracies in 11 countries in the Middle East and North Africa (MENA) that respect civil and political liberties and human rights.</p>

<p><b>Climate Change</b></p>	<p><b>Impact Statement:</b> Advance low emissions climate resilient development.</p> <p><b>Goal Statement:</b> Lay the groundwork for climate-resilient development, increased private sector investment in a low carbon economy, and meaningful reductions in national emissions trajectories through 2020 and the longer term. By the end of 2013, U.S. assistance to support the development and implementation of Low Emission Development Strategies (LEDS) will reach 20 countries (from a baseline of 0 in 2010). This assistance will be strategically targeted and will result in strengthened capacity for and measureable progress on developing and implementing LEDS by the end of the following year.</p>
<p><b>Food Security</b></p>	<p><b>Impact Statement:</b> Increase food security in Feed the Future initiative countries in order to reduce prevalence of poverty and malnutrition.</p> <p><b>Goal Statement:</b> By the end of the FY 2013, agricultural profitability will improve, on average, by 15% among FTF beneficiary farmers, and one million children under age 2 will experience improved nutrition due to increased access to and utilization of nutritious foods (prevalence of receiving a minimum acceptable diet).</p>
<p><b>Global Health</b></p>	<p><b>Impact Statement:</b> By the end of FY 2013, the Global Health Initiative will seek to improve the health of populations by supporting the creation of an AIDS-free generation, saving the lives of mothers and children, and protecting communities from infectious diseases through USAID- and State-supported programs.</p> <p><b>Goal Statement:</b> By September 30, 2013, the Global Health Initiative (GHI) will support the creation of an AIDS-free generation, save the lives of mothers and children, and protect communities from infectious diseases by: a) decreasing incident HIV infections in the President’s Emergency Plan for AIDS Relief (PEPFAR)-supported Sub-Saharan African countries by more than 20%<sup>1</sup>; b) reducing the all-cause mortality rate for children under five by 4.8 deaths/1,000 live births in USAID priority countries<sup>2</sup>; c) increasing the percent of births attended by a skilled doctor, nurse, or midwife by 2.1% in USAID priority countries<sup>3</sup>; and d) increasing the number of people no longer at risk for lymphatic filariasis (in the target population) from 7.7 million to 63.7 million in USAID-assisted countries<sup>4</sup>.</p>

<sup>1</sup>PEPFAR-supported countries in Sub-Saharan African are: Angola, Botswana, Burundi, Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Sudan, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe.

<sup>2</sup>USAID priority countries for Maternal and Child Health (MCH) programs are: Afghanistan, Bangladesh, Benin, Cambodia, the Democratic Republic of the Congo, Ethiopia, Ghana, Guatemala, Haiti, India UP, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, Tanzania, Uganda, Yemen, and Zambia. Although Southern Sudan is an MCH priority country, there is no data for Southern Sudan.

<sup>3</sup>USAID priority countries for MCH programs are referenced in the above footnote.

<sup>4</sup>Countries receiving USAID assistance for Neglected Tropical Diseases (NTDs) include: Burkina Faso, Ghana, Mali, Niger, Uganda, Sierra Leone, Haiti, Nepal, Cameroon, Togo, Tanzania, Indonesia, Guinea, Bangladesh, Philippines, Vietnam and South Sudan.

<b>Strategic Goal 5: Support American prosperity through economic diplomacy.</b>	
<b>Economic Statecraft</b>	<p><b>Impact Statement:</b> Through our more than 200 diplomatic missions overseas, the Department of State will promote U.S. exports in order to help create opportunities for U.S. businesses.</p> <p><b>Goal Statement:</b> By September 30, 2013, our diplomatic missions overseas will increase the number of market-oriented economic and commercial policy activities and accomplishments by 15 percent.</p>
<b>Strategic Goal 7: Build a 21<sup>st</sup> Century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure US government presence internationally.</b>	
<b>Management</b>	<p><b>Impact Statement:</b> Strengthen diplomacy and development by leading through civilian power.</p> <p><b>Goal Statement:</b> By September 30, 2013, the State Department and USAID will reduce vacancies in high priority positions overseas to 0% and 10 % respectively and will reduce instances of employees not meeting language standards to 24% and 10% respectively.</p>
<b>Procurement Management/Local Development Partners</b>	<p><b>Impact Statement:</b> Strengthen local civil society and private sector capacity to improve aid effectiveness and sustainability, by working closely with our implementing partners on capacity building and local grant and contract allocations.</p> <p><b>Goal Statement:</b> By September 30, 2013, USAID will expand local development partners from 746 to 1200.</p>

*\*As of February 13, 2012.*

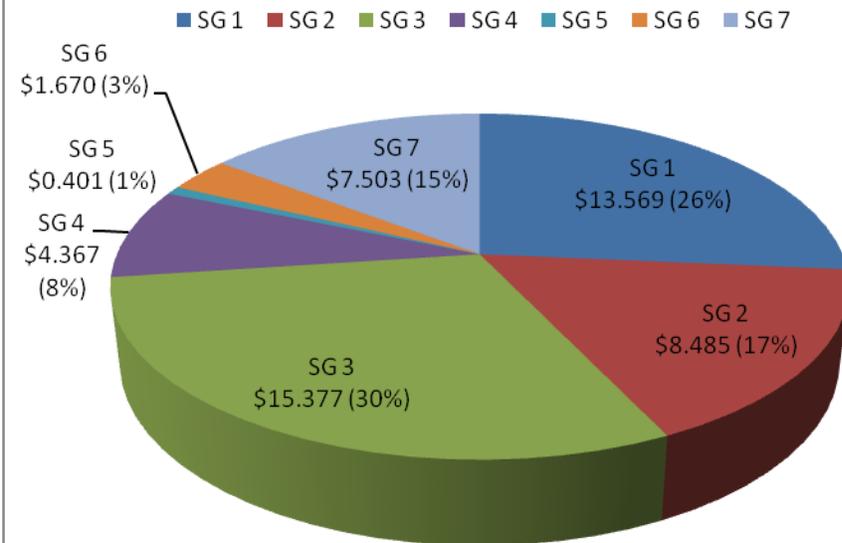
## BUDGET BY STRATEGIC GOAL

The Fiscal Year 2013 budget request supports a large portion of the U.S. Government's civilian presence overseas and sustains critical functions, allowing for the effective conduct of U.S. diplomacy and development at more than 270 posts worldwide. Below is an illustration of how the Department and USAID align resources to our Strategic Goals.

## Figure 1: State Operations and Foreign Assistance Resource Request by Strategic Goals FY 2013<sup>1,2</sup>

Total Request: \$51.372B

(\$ in billions)



\*NOTE: As of February 9, 2012

1. Resources allocated by strategic goal include all appropriated funds (including OCO), except Office of the Inspector General, International Commissions, Buying Power Maintenance, Foreign Service National Separation Liability Trust Fund Payment, and the Foreign Service Retirement and Disability Fund.
2. Due to numerical rounding, percentages may not add up to 100 percent.