



# Functional Bureau Strategy

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## Bureau of Economic and Business Affairs

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## **1. Executive Statement and Mission Statement**

Economic prosperity has never been more important to securing U.S. interests in the world. The State/USAID Joint Strategic Plan (JSP) and National Security Strategy (NSS) both reaffirm that American national security requires sustained economic prosperity.

The Bureau of Economic and Business Affairs (EB) works daily to create good-paying jobs for American workers, boost economic opportunities for all Americans, and keep America secure. EB is focused on rebuilding economic prosperity and collaboration harmed by the COVID-19 crisis. These efforts include restoring international transportation, diversifying critical supply chains to more reliable partners, investing in quality infrastructure, engaging with the private sector to drive support for foreign policy priorities, advocating for U.S. companies winning business overseas and driving inter-government efforts such the Deal Teams Initiative, supporting exporters from under-served communities and regions, establishing digital economy norms and standards, enhancing engagement with partners and international organizations, moving towards net-zero carbon emissions, combatting bribery to level the playing field for U.S. firms, and promoting food security globally.

We lead the State Department's efforts to expand trade, investment, and transportation links, including in international financial, technical, and development institutions. We also lead the State Department's efforts to combat terrorism finance and sanction malign actors.

EB works in tandem with an unparalleled network of professionals – approximately 1,500 State Department economic officers in more than 190 countries and the interagency – to inform and shape decisions that advance U.S. national security priorities around the globe. We work through a wide range of international organizations to advance U.S. goals and objectives and to ensure that these organizations remain accountable and continue to meet the needs of the American people.

We leverage the relationships and resources from international financial institutions and other economic agencies to help build more prosperous and resilient partner-nations that are able to fund their own development and security and to become better markets for American exports. This advances our national interests while seeking more equitable burden-sharing.

We protect the international financial sector from exploitation by terror groups and money launderers. We work with public and private partners to deter commercial-scale counterfeit and pirated goods networks. We produce annual country Investment Climate Statements and Fiscal Transparency Reports. Through these efforts, we gain partners abroad and support high quality jobs in the United States by growing our exports and attracting inward investment.

We are focused on ensuring global U.S. economic leadership, overcoming the geostrategic challenges of our time, and winning the great power competition with the People's Republic of China (PRC). We promote quality infrastructure through the Blue Dot Network, secure ports and facilities that may be vulnerable to malign influence through the Strategic Ports Initiative (SPI) and seek to increase our ability to support U.S. companies overseas through the Deal Teams Initiative.

We invest in the potential of our people and work to increase the effectiveness of our economic officer corps by developing staff-led training, engaging with outside experts, and nurturing a culture of mentorship and economic leadership, by providing professional development and educational opportunities through methods such as webinars, internal resource repositories like Econ@State, and regional training conferences that have a lasting, measurable effect on our ability to deliver results. In short, EB combines economic and foreign policy to advance American prosperity and security.

We will conduct, on an annual basis, a senior-level review of progress under this strategy to ensure alignment of policy, planning, resources, and programming. The Bureau remains committed to monitoring its performance and keeping metrics relevant.

## 2. Bureau Strategic Framework

**Bureau Goal 1:** Promote inclusive and sustainable global economic growth that expands jobs and opportunities for American workers and advances our foreign policy and national interests.

- **Bureau Objective 1.1:** Leverage multilateral and development economic tools to promote U.S. economic activities that support U.S. jobs and prosperity and to advance our foreign policy interests.
- **Bureau Objective 1.2:** Reduce barriers to trade and commerce through commercial diplomacy, awareness of commercial programs and best-value infrastructure investments.
- **Bureau Objective 1.3:** Support sustainable, high-quality, and best value investments in infrastructure and regional connectivity to create export and growth opportunities for U.S. strategic goals.
- **Bureau Objective 1.4:** Support the safe and secure recovery of international travel from the COVID-19 pandemic and future health-related events.
- **Bureau Objective 1.5:** Establish diverse and resilient supply chains for critical minerals to support long-term U.S. economic, environmental, and security objectives and help mitigate the PRC's dominance in the mining and processing of source materials.

**Bureau Goal 2:** Support a market-driven, rules-based, transparent economic order through increased cooperation with like-minded partners and enhanced engagement in international organizations.

- **Bureau Objective 2.1:** Improve global macroeconomic stability by promoting sustainable development, transparent debt management and government procurement, financial stability, and fiscal transparency.
- **Bureau Objective 2.2:** Give U.S. companies a fair opportunity to compete by combatting corruption and foreign bribery through effective investigation and prosecution and improving private sector transparency and business integrity practices.
- **Bureau Objective 2.3:** Give U.S. companies fair access to markets by leveling the playing field and enforcing adherence to international treaties.
- **Bureau Objective 2.4:** Promote private sector-led investment that supports U.S. economic prosperity and foreign policy objectives, including respect for labor rights, environmental protection, and human rights.
- **Bureau Objective 2.5:** Encourage the OECD to take a leadership role for a post-COVID green, inclusive, and resilient recovery for all.

**Bureau Goal 3:** Enhance economic and national security through coordinated efforts to sanction malign actors, combat terrorist financing, prevent investments that threaten national security, and strengthen aviation and maritime security.

- **Bureau Objective 3.1:** As a statutory member of the interagency Committee on Foreign Investment in the United States (CFIUS), ensure that State's review of inbound investments reflects CFIUS objectives of protecting U.S. national security while maintaining open investment policies.
- **Bureau Objective 3.2:** Expand investment screening outreach to assist partners and allies with adopting, implementing, or strengthening a national security-focused investment screening regime to address national security risks arising from nefarious investments.
- **Bureau Objective 3.3:** Sanction malign actors to protect U.S. national security and further foreign policy goals.
- **Bureau Objective 3.4:** Safeguard seaports from opaque economic activity, which threatens host country sovereignty or U.S. global interests.

**Bureau Cross-Cutting Management Goal 1:** Develop and empower economic officers in Washington and around the world.

- **Bureau Cross-Cutting Management Objective 1.1:** Ensure economic officers are adequately trained and have access to current regional and policy information and resources to advance strategic goals.
- **Bureau Cross-Cutting Management Objective 1.2:** Provide a safe work environment to advance USG goals, offering workplace flexibilities uniformly and transparently, while promoting diversity, equity, inclusion, and accessibility in recruiting and retaining superior staff for the Department's post-pandemic workforce.

### 3. Bureau Goals and Objectives

**Bureau Goal 1:** Promote inclusive and sustainable global economic growth that expands jobs and opportunities for American workers and advances our foreign policy and national interests.

- **Bureau Goal 1 Description:** EB has a vital role to play to renew America's competitive advantage for sustained and inclusive economic growth and U.S. job creation. EB and the over 270 U.S. diplomatic missions abroad are front-line platforms to help U.S. business succeed in global markets and attract foreign investment to the United States. The United States is the world's largest and most innovative economy, but retaining our preeminence requires constant vigilance to ensure that American companies and American workers can continue to compete and thrive in a rapidly changing global economy. As the United States integrates further with global trading partners, key risks to the American economy and our collective prosperity include disruptive technologies; intellectual property theft; the rise of authoritarian, state-led, and protectionist economic development models; and geopolitical tensions.



**Bureau Objective 1.1:** Leverage multilateral and development economic tools to promote U.S. economic activities that support U.S. jobs and prosperity and to advance our foreign policy interests.

- **Bureau Objective 1.1 Justification and Linkages:** EB leverages economic tools which advance U.S. prosperity. EB informs USG positions and advances policy priorities on commercial and development initiatives through coordination engagement with the five Multilateral Development Banks (MDBs), the U.S. International Development Finance Corporation (DFC), the Millennium Challenge Corporation (MCC), the U.S. Export Import Bank (EXIM), the Trade and Development Agency (TDA), and through fora such as the United Nations, G-20, G-7, and the Organization for Economic Co-operation and Development (OECD). EB supports new opportunities for U.S. companies through various means including the Business Information Database System (BIDS) and the EB/CBA's Direct Line Program, which connects U.S. businesses with local market intelligence through mission leadership overseas, and the Business Facilitation Incentive Fund (BFIF) that supports post driven U.S. trade promotion projects and engagements. Objective 1.1 supports the Department of State and USAID Joint Strategic Plan (JSP) Goal 2 (Promote global prosperity and shape an international environment in which the United States can thrive) and JSP Objective 2.1 (Economic Governance: Promote a global economy that creates opportunities for all Americans).
- **Bureau Objective 1.1 Risk Considerations:** The United States, although the largest shareholder at the MDBs, does not have unilateral veto and barring major concerns from other shareholders, most projects the U.S. votes against still proceed. EB mitigates this risk by raising concerns from a variety of stakeholders, asking pointed questions to MDB staff, and directing U.S. voting in MDBs in accordance with legislative mandates. Both publicly available MDB projects and post generated leads are uploaded to the BIDS website. Failure to engage on these issues would diminish opportunities for U.S. companies in overseas markets and would compromise the U.S. role in the world economy relative to our competitors. As the United States integrates further with global trading partners, key risks to the American economy and our collective prosperity

include disruptive technologies; intellectual property theft; lack of competition with dominate monopolies; the rise of authoritarian, state-led, and protectionist economic development models; and geopolitical tensions.

**Bureau Objective 1.2:** Reduce barriers to trade, investment and commerce through commercial diplomacy, awareness of commercial programs and best-value infrastructure investments.

- **Bureau Objective 1.2 Justification and Linkages:** The 2019 Champion American Business Through Diplomacy Act (CABDA) gives the Secretary of State and Department greater leadership of interagency coordination to promote U.S. economic and business interests abroad. CABDA requires creating a new interagency coordinating committee titled “Economic Diplomacy Action Group (EDAG)” chaired by the Secretary of State or the Secretary’s designee and vice-chaired by the U.S. Trade Representative (USTR) and Secretary of Commerce or their designees. Additionally, CABDA mandates the establishment of a Trade Expansion Advisory Committee (TEAC) with select representatives of the U.S. private sector and other organizations, including labor organizations, to provide comment and advice on priorities for trade expansion. EB leverages its global reach through embassies to mobilize a whole-of-government approach to advancing U.S. economic and commercial interests and implement EB-led CABDA legislated mandates. The Department’s commercial support efforts have historically focused on large companies with established government relations offices. While we continue to advocate for large firms who are major job creators, we have an opportunity to create awareness of the Office of Commercial and Business Affairs programs for Embassies to support exporters in the under-served communities and region, as well as mid-size companies. The EB Special Representative and CBA drives this outreach in partnership with industry associations, inter-government partners, and sub-national stakeholders. Objective 1.2 supports the Department of State and USAID Joint Strategic Plan (JSP) Goal 2 (Promote global prosperity and shape an international environment in which the United States can thrive) and JSP Objective 2.1 (Economic Governance: Promote a global economy that creates opportunities for all Americans).

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- **Bureau Objective 1.2 Risk Considerations:** The Department is not the only agency with obligations under CABDA, and full compliance will require actions by other agencies with their own equities and considerations. Effective implementation of EB-led CABDA requirements requires new staff and resources. CABDA includes a provision for the Department to consult with the Office of Management and Budget regarding the administrative and human resources needs required. Trade barriers that disproportionately impact minority/historically disadvantaged groups need to be addressed.

**Bureau Objective 1.3:** Support sustainable, high-quality, and best value investments in infrastructure and regional connectivity to create export and growth opportunities for U.S. strategic goals.

- **Bureau Objective 1.3 Justification and Linkages:** The United States supports improved regional connectivity and better infrastructure around the globe for both commercial reasons and as a matter of national security. The developing world faces a significant shortfall in investment in infrastructure, leading some countries to accept financing from countries with little regard for quality, life cycle costs, environmental and social impacts, debt sustainability, and long-term effects on diplomatic and commercial relationships. Assistance to make infrastructure projects economically viable while meeting high standards construction quality and sustainability will contribute to global economic recovery and open commercial opportunities for U.S. companies that specialize in quality infrastructure services and equipment. The Blue Dot Network (BDN) will give companies confidence a certified project meets those standards. This creates a number of natural incentives for private sector companies to join the initiative. EB, with USAID, strengthens countries capacities to evaluate projects and coordinates U.S. assistance and private-sector-led infrastructure investment through the Infrastructure Transaction and Assistance Network (ITAN) and its associated Transaction Advisory Fund (TAF), which promotes transparency and levels the playing field for U.S. businesses. These efforts contribute to the free, fair, and reciprocal trade, open investment environments, and good governance goals under the Indo-Pacific strategy. EB, partnering with the Department of Commerce and other agencies including TDA, DFC, and EXIM, can work to better support U.S. business in competing for key opportunities in major markets. EB's outreach to fora such as the Association of Southeast Asian Nations (ASEAN) and the Asia-Pacific Economic Cooperation (APEC) organization informs U.S. positions and advances policy priorities in the region. Objective 1.3 supports the Department of State and USAID Joint Strategic Plan (JSP) Goal 2 (Promote global prosperity and shape an international environment in which the United States can

thrive) and JSP objective 2.1.1 (Reforms and Standards).

- **Bureau Objective 1.3 Risk Considerations:** The developing world faces numerous challenges to identifying and completing infrastructure projects that are economically viable and attractive to investment. EB will provide assistance to specific projects but also look at greater capacity building for governments and other stakeholders to improve governance around infrastructure development. Risks include global economic shocks and economic slowdowns in middle-income countries, which could result in fewer opportunities for U.S. companies. The Department is not the only agency contributing to the efforts of BDN, ITAN, and TAF and requires active engagement and ongoing funding for U.S. infrastructure tools from other agencies such as USTDA, Commerce, USAID, DFC, and Treasury. Additionally, effective implementation and monitoring requires new staff and resources.

**Bureau Objective 1.4:** Support the safe and secure recovery of international travel from the COVID-19 pandemic and future health-related events.

- **Bureau Objective 1.4 Justification and Linkages:** The COVID-19 pandemic devastated the U.S. airline industry and sectors dependent upon international travel and transportation. EB plays an important role in the recovery as the lead negotiator for commercial air transport agreements and via our sustained engagement with foreign governments on aviation and maritime transportation. Our challenge goes beyond regaining the international air connectivity lost during the pandemic and includes enabling expansion of international air markets, which will foster economic prosperity and job growth. The recovery in the travel and tourism sector will be dependent upon smooth implementation and operation of new health related travel measures, which took effect November 8, 2021. EB will continue to work with other stakeholders within the Department, as well as the White House COVID-19 Task Force and the interagency, to advance the resumption of international transportation and travel. This will include ongoing refinement of the reopening methodology, evolution of U.S. policy on digital health certificates and vaccination verification, and continued participation in industry and international working groups. This objective is aligned with Joint Strategic Plan Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation.
- **Bureau Objective 1.4 Risk Considerations:** While State is the lead negotiator for new Air Transport Agreements, we must coordinate extensively with the Departments of Transportation and Commerce on aviation negotiations and enforcement matters. At times, capacity constraints and different priorities at other agencies affect the pace and direction of EB action. When negotiating with foreign governments, we occasionally lack the required leverage to achieve our objectives.

**Bureau Objective 1.5:** Establish diverse and resilient supply chains for critical minerals to support long-term U.S. economic, environmental, and security objectives and help mitigate the PRC's dominance in the mining and processing of source materials.

- **Bureau Objective 1.5 Justification and Linkages:** This objective is aligned with Joint Strategic Plan Objective 2.1 and 3.1. JSP Objective 2.1: To Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation. JSP Objective 3.1: Transition nations from assistance recipients to enduring, diplomatic, economic, and security partners is meant to be implemented by, “prioritizing programs that assist countries in improving their policies to stimulate economic growth, strengthen their democratic institutions, foster co-investments, share the burden of addressing common challenges, and mobilize domestic resources for self-sufficiency.”
- **Bureau Objective 1.5 Risk Considerations:** Not achieving this objective will lead to the continuing vulnerability of our critical minerals supply chains to external shocks, such as PRC non-market interventions for political reasons, natural disasters, or pandemics. Such disruptions would lead to increased prices for American consumers, decreased production of goods, and ultimately damage to U.S. national and economic security.

**Bureau Goal 2:** Support a market-driven, rules-based, transparent economic order through increased cooperation with like-minded partners and enhanced engagement in international organizations.

- **Bureau Goal 2 Description:** EB and the over 270 U.S. diplomatic missions abroad are front-line platforms to help U.S. business succeed in global markets and attract foreign investment to the United States. EB leverages its global reach through embassies to mobilize a whole-of-government approach to advancing U.S. economic and commercial interests while making the public case for free, fair, and reciprocal trade. The United States is the world's largest and most innovative economy, but retaining our preeminence requires constant vigilance to ensure that American companies and American workers can continue to compete and thrive in a rapidly changing global economy. American exporters face a range of tariff and non-tariff barriers that limit the benefits of international trade, erode U.S. competitiveness in overseas markets, and undermine domestic political support for the international trading systems. Achieving free, fair, and reciprocal access for American goods and services abroad helps our companies to compete successfully, which directly supports American prosperity by creating jobs, attracting further investment, and generating tax revenues to finance infrastructure, education, and other public investments that can support sustained economic growth. EB will pursue this objective by identifying and promoting new opportunities for American exporters; by engaging trading partners bilaterally and through multilateral fora to identify and correct unfair trading practices; and by shaping the U.S. government's policy response to persistent unfair trading practices.



**Bureau Objective 2.1:** Improve global macroeconomic stability by promoting sustainable development, transparent debt management and government procurement, financial stability, and fiscal transparency.

- **Bureau Objective 2.1 Justification and Linkages:** EB lines of efforts to secure global financial and economic stability, increase fiscal transparency, and manage sovereign debt are central to strengthening broad-based economic growth and the economic empowerment of women and minority/historically disadvantaged groups. By ensuring that U.S. foreign and economic policy interests are well represented at the International Monetary Fund (IMF) and in IMF lending and technical assistance programs, we support the economic reforms critical to economic and political stability and the broad-based global economic growth needed to drive demand for U.S. products and services. By promoting fiscal transparency through issuance of the annual Fiscal Transparency Report and management of the Fiscal Transparency Innovation Fund, EB improves financial management and government accountability. This helps to level the playing field for U.S. business, increases market confidence, and reduces the costs of corruption that lowers economic growth, investment, and the tax revenues needed to fund health and education expenditures vital to broad-based economic growth and opportunity. By leveraging coordinated action in the Paris Club to resolve sovereign debt failures, we maximize repayment to U.S. taxpayers and promote economic stability for U.S. investors overseas. We also provide coordinated financial assistance with appropriate burden-sharing to the most vulnerable debtor nations, a key step to restore sustainable growth in those nations. Objective 2.1 supports the Department of State and USAID Joint Strategic Plan (JSP) Goal 2 (Promote global prosperity and shape an international environment in which the United States can thrive) and JSP Objective 2.1 (Economic Governance: Promote a global economy that creates opportunities for all Americans).
- **Bureau Objective 2.1 Risk Considerations:** International financial and economic instability can slow global economic growth and put U.S. interests at risk by limiting opportunities for the U.S. private sector and preventing growth of the U.S. middle

class; these instabilities put U.S. investments in overseas markets at risk. By not supporting global efforts to improve debt transparency standards and practices, host governments will be more likely to engage in illicit or non-competitive deals with malign actors and/or assume unsustainable debt loads, hurting U.S. economic and foreign policy interests in those countries.

**Bureau Objective 2.2:** Give U.S. companies a fair opportunity to compete by combatting corruption and foreign bribery through effective investigation and prosecution and improving private sector transparency and business integrity practices.

- **Bureau Objective 2.2 Justification and Linkages:** The U.S. Strategy on Countering Corruption established anticorruption as a core United States national security priority. By mandating that signatory countries criminalize bribery of foreign officials in international business transactions and creating a monitoring mechanism to ensure robust enforcement of those laws, the OECD Anti-Bribery Convention has helped to establish an international approach to rooting out a global problem. Going forward, U.S. leadership and engagement in the OECD Working Group on Bribery (WGB), which monitors compliance with the Convention, will continue to be crucial to strengthen the organization's effectiveness and advance U.S. interests. The United States should continue cooperating with the WGB to increase enforcement of bribery laws and seek to secure commitments by governments of key emerging economies to combat corruption. Contributing risk factors include the rise of authoritarian, state-led, and protectionist economic development models. Objective 2.2 supports the Department of State and USAID Joint Strategic Plan (JSP) Goal 2 (Promote global prosperity and shape an international environment in which the United States can thrive) and JSP Objective 2.1 (Economic Governance: Promote a global economy that creates opportunities for all Americans) and JSP Objective 3.3 Prevent, expose and reduce corruption.
- **Bureau Objective 2.2 Risk Considerations:** Bribery skews the playing field for law-abiding businesses and threatens good governance, sustainable development, and democratic processes. Corruption also corrodes public trust in countries, both rich and poor, and inflicts particular harm on emerging economies.

**Bureau Objective 2.3:** Give U.S. companies fair access to markets by leveling the playing field and enforcing adherence to international treaties.

- **Bureau Objective 2.3 Justification and Linkages:** A worker-centered trade policy is an essential part of the Biden Administration’s agenda. U.S. trade can and must drive wage-driven economic growth by ensuring fair competition under a rules-based trading system. U.S. companies must not be disadvantaged by adhering to high standards in labor, intellectual property, the environment, and in supply chain management. The COVID-19 pandemic has shown the importance of supporting industry in improving the transparency, resiliency, adaptability, and diversity of their supply chains, making them more competitive and secure. EB will seek to make full use of the wide range of tools available under existing trade agreements to ensure a level playing field for U.S. companies, farmers, ranchers, and workers. Non-scientific regulatory barriers hold back innovation for U.S. farmers and ranchers and from advancing climate smart solutions to agriculture to address food security and value chains. Functioning markets are critical to global and national security. EB will also work with the interagency to identify opportunities to develop new tools to support these objectives, such as through the USTR-led Trade Task Force. Objective 2.3 supports the Department of State and USAID Joint Strategic Plan (JSP) Goal 2 (Promote global prosperity and shape an international environment in which the United States can thrive) and JSP Objective 2.1 (Economic Governance: Promote a global economy that creates opportunities for all Americans).
- **Bureau Objective 2.3 Risk Considerations:** Non-market-based trading regimes distort markets through illegal subsidies and below market access to critical inputs such as energy, capital, resources, and financing. These non-market-based systems also enable corruption and other anti-competitive actions.

**Bureau Objective 2.4:** Promote private sector-led investment that supports U.S. economic prosperity and foreign policy objectives, including respect for labor rights, environmental protection, and human rights.

- **Bureau Objective 2.4 Justification and Linkages:** The Department's support for market-driven, rules-based, transparent, private-sector led investment in foreign markets creates economic opportunities domestically and around the world. This objective connects the Department's foreign policy work to the needs and aspirations of the American people and U.S. companies. The Administration has emphasized that the best investments are not only economically sound but also adhere to high standards, like protecting the environment and respecting human rights, including workers' rights. (This objective supports JSP Objectives 2.1, 2.2, and 2.3).
- **Bureau Objective 2.4 Risk Considerations:** A risk to this objective is that market barriers can limit investment opportunities for U.S. companies. Barriers to overseas markets can include a lack of transparency, corruption, challenges to doing business responsibly, and a lack of intellectual property rights protections. The Department monitors these barriers and promotes appropriate reforms to create fair, open, sustainable, and transparent markets that attract foreign direct investment.

**Bureau Objective 2.5:** Encourage the OECD to take a leadership role for a post-COVID green, inclusive, and resilient recovery for all.

- **Bureau Objective 2.5 Justification and Linkages:** As a unique multilateral organization of like-minded democracies, the OECD is key to advancing the administration's global economic goals of bolstering multilateral leadership processes to respond to the climate crisis, shaping the global economy in a sustainable way, and addressing deep-rooted inequities. At the same time, the OECD can advance economic innovations and standards that facilitate new and emerging green and blue technologies. This objective captures how our success at OECD supports JSP Goal 2 to promote global prosperity and shape an international environment in which the United States can thrive. and JSP Strategic Objective 2.1 promoting a global economy that creates opportunities for all Americans and Strategic Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe. OECD directly contributes to Performance Goal 2.1.1: on international economic leadership. To increase the efficiency of our economic leadership in the OECD, EB is continuing to push for budget reform at the OECD, including the increased review and management of voluntary contributions.
- **Bureau Objective 2.5 Risk Considerations:** Risk factors include an expanding workload caused by the accession of up to six new members, and potential policy dilution effect from increased reliance on voluntary contributions, including from non-member states.

**Bureau Goal 3:** Enhance economic and national security through coordinated efforts to sanction malign actors, combat terrorist financing, prevent investments that threaten national security, and strengthen aviation and maritime security.

- **Bureau Goal 3 Description:** Economic security is a key element of national security. We use a variety of economic tools to achieve the national security objectives set forth in the United States' National Security Strategy and the Department of State and USAID Joint Strategic Plan, including JSP Objective 1.2: Defeat ISIS, al-Qa'ida and other Transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests. The tools include combating terrorist financing through designations that block terrorists' assets, imposing sanctions on individuals and entities that threaten U.S. security, closely managing the international trade in rough diamonds to avoid armed groups from benefitting from conflict diamonds, encouraging industry to use enhanced due diligence to source minerals responsibly, and screening certain foreign investments for national security reasons.

**Bureau Objective 3.1:** As a statutory member of the interagency Committee on Foreign Investment in the United States (CFIUS), ensure that State's review of inbound investments reflects CFIUS objectives of protecting U.S. national security while maintaining open investment policies.

- **Bureau Objective 3.1 Justification and Linkages:** CFIUS provides for the review of certain foreign investments in the United States based solely on national security concerns. This focused mandate reinforces the U.S. government's commitment to welcoming foreign investment while protecting U.S. national security. This objective supports JSP Objectives 2.2 and 2.3.
- **Bureau Objective 3.1 Risk Considerations:** CFIUS faces a rising number of cases requiring Department review due to the expanded scope of CFIUS reviews arising from 2018 legislation (FIRRMA). The Department must ensure our review processes are resourced, streamlined, and efficient to handle the steady increase of cases. Failure to have the resources or processes in place to thoroughly review each case could have serious national security implications.



**Bureau Objective 3.2:** Expand investment screening outreach to assist partners and allies with adopting, implementing, or strengthening a national security-focused investment screening regime to address national security risks arising from nefarious investments.

- **Bureau Objective 3.2 Justification and Linkages:** Strategic efforts by competitor nations to acquire technological advantages through investment are convincing many countries to adopt or strengthen mechanisms and policies for reviewing inward investments for national security reasons. By encouraging partners to strengthen their screening mechanisms, and working with new partners as they develop fledgling screening systems, we protect our own national security, as well as the national security of other nations, against malign actors. (This objective supports JSP Objectives 1.4 and 2.1.)
- **Bureau Objective 3.2 Risk Considerations:** Partner nations may not perceive the same national security risks from certain foreign investment as the United States and choose not to adopt or implement investment screening regimes or other authorities to guard against such risks. This failure could threaten the national security of the United States and its partners. Additionally, some countries may use investment screening for non-national security purposes, with the aim of protecting domestic industries or interests – potentially limiting business opportunities for U.S. companies.

**Bureau Objective 3.3:** Sanction malign actors to protect U.S. national security and further foreign policy goals.

- **Bureau Objective 3.3 Justification and Linkages:** Sanctions are intended to allow U.S. policymakers to impose a material cost on adversaries to deter or disrupt behavior that undermines U.S. national security and signal a clear policy stance. Sanctions may be imposed across multiple geographic regions, against individuals and entities, and involve blocking access to the U.S. financial system, or constraining resources of adversaries and malign actors. With a commitment to multilateral engagement, we will also increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors. The application of sanctions can also advance U.S. economic security by ensuring energy security and combating corruption. This objective supports JSP 1.4 and 2.3.
- **Bureau Objective 3.3 Risk Considerations:** Lack of resources is one key internal risk. As the use of sanctions increases in response to national security concerns, the ability of EB to respond to demands will depend on our staffing levels, ability to deliver appropriate training and build expertise, and ability to secure necessary funding to support targeting research and international engagement. A significant external risk is the proliferation of technological innovations such as digital currencies, alternative payment platforms, and new ways of hiding cross-border transactions, all of which potentially reduce the efficacy of American sanctions. These technologies offer malign actors opportunities to hold and transfer funds outside the traditional financial system. They also empower our adversaries seeking to build new financial and payments systems intended to diminish the dollar's global role.

**Bureau Objective 3.4:** Safeguard seaports from opaque economic activity, which threatens host country sovereignty or U.S. global interests.

- **Bureau Objective 3.4 Justification and Linkages:** Seaports form a key link between security and prosperity. Countries with a track record of irresponsible lending, abusing commercial arrangements at host country ports to support military functions, and commercial disruptions through malicious cyber activities undermine free and open ports. This objective is aligned with Joint Strategic Plan Objective 3.1: Strengthen investment screening regime of key partners to protect partners from malign actors because seaports, by virtue of their economic weight and security implications, are frequently the target of strategic investments from malign actors. The Interim National Security Strategy Guidance also cites the need to support allies and partners on infrastructure-related matters.
- **Bureau Objective 3.4 Risk Considerations:** The Strategic Ports Initiative can surpass goals and expectations with the support and buy-in from likeminded governments and the private sector. Perceptions that the Strategic Ports Initiative seeks solely to further U.S. interests risk alienating partners and strengthening strategic competitors. At the same time, the USG must move quickly to identify threats and respond to evolving strategic challenges with stakeholders both inside and outside the Department, or risk falling behind.

#### 4. Bureau Cross-Cutting Management Goal

**Bureau Cross-Cutting Management Goal 1:** Develop and empower economic officers in Washington and around the world.

- **Bureau Cross-Cutting Management Goal 1 Description:** Strengthening our economic and commercial diplomacy requires professionals versed in both economic fundamentals and bilateral contexts and an agreed-upon set of strategic priorities. Through this goal, EB will strengthen and diversify both its staff in the bureau as well as those working on economic issues in other bureaus and in posts around the world. EB will focus on retention, DEIA, professional and leadership development.

**Bureau Cross-Cutting Management Objective 1.1:** Ensure economic officers are adequately trained and have access to current regional and policy information and resources to advance strategic goals.

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** Ensuring a top-notch cadre of economic officers will involve both enhancing the way EB transmits information to officers as well as improving coordination. Coordination with regional bureaus remains vital to successfully implementing and amplifying economic policies and achieving the market-oriented economic reforms articulated in Joint Strategic Plan Objective 2.3. EB will empower EB's Regional Coordinators, who serve in a liaison position between the bureau and regional bureaus and develop joint economic strategies with regional bureaus. Promoting and increasing staff use of economic resources will result in a more efficient and effective workforce. A lack of access to and/or knowledge of technological solutions available to personnel constrain our work. Some staff are often unaware of existing resources such as Haver and Econ@State. EB personnel have uneven technology skills, hampering bureau-wide productivity. With improved access and training, EB could be more agile, ensuring it is well prepared to confront 21st century global challenges. Stakeholders include the Bunche librarians, E-Diplomacy, Department of Commerce Analytics section, and School of Professional Studies – Economic and Commercial Studies at the Foreign Service Institute (FSI). Quality economic analysis informs and improves policy decisions, both economic and broader strategic policy. It provides important context to social and political developments and quantifies effects. EB plays a central role in improving State's economic analysis by leveraging its own expertise and producing analytic products and by providing and encouraging officers to use economic data resources. One risk is that policy formulation will occur without the economic angle being fully considered, leading to a disempowering of economic staff throughout the State Department.

- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** To succeed, this goal will require buy-in from Bureau leadership throughout the State Department. Additionally, the continuing allure of closed economic systems as alternative models remains a risk to global prosperity. Developing countries that pull back on market reform efforts tempt other governments to de-prioritize these critical initiatives. Commercial diplomacy officers must have training and practice to counter the dead-end appeal of closed systems.

**Bureau Cross-Cutting Management Objective 1.2:** Provide a safe work environment to advance USG goals, offering workplace flexibilities uniformly and transparently, while promoting diversity, equity, inclusion, and accessibility in recruiting and retaining superior staff for the Department's post-pandemic workforce.

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:**  
Workplace programs, such as Telework and Alternate Work Schedules, allow employees to balance the demands of their personal and professional lives, while ensuring operational effectiveness. The flexible workplace environment also provides a degree of autonomy and intrinsic motivation required by the modern workforce. Ubiquitous availability of remote access ensures regular meetings and consistent communication are maintained, producing a naturally collaborative environment. The EB Bureau lags behind Department trends in diversity-hiring. An active strategy to equitably recruit, mentor, and retain a diversified staff will make EB a stronger and more effective team. This objective supports JSP Objective 3.2 (Enhance Workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively).
- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** Lack of objective and transparent criteria in the provision of workplace flexibilities will severely disadvantage the Bureau in the recruitment, retention, and advancement of superior human capital. A common fear of loss of control, culture, and collaboration require adoption of new management techniques to overcome. Failure to focus on diversity and equity will cause the Bureau to lose the war for talent, stifle alternative viewpoints, and suppress innovation and creativity.