



Functional Bureau Strategy

Office of Global Partnerships

FOR PUBLIC RELEASE

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1. Executive Statement and Mission Statement

The Office of Global Partnerships (GP) is a U.S. government leader in conducting private sector engagement, building public-private partnerships, and engaging with subnational political leaders. The office is led by the Special Representative for Global Partnerships, appointed by the President. GP's mission is to conduct private sector engagement, local public sector engagement, and build and institutionalize public-private partnerships that advance the Department of State's foreign policy and national security goals. The office is committed to carrying out the foreign policy imperatives underscored in the Administration's Interim National Security Strategic Guidance and February 4, 2021, National Security Memorandum (NSM-3) on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships to engage a diverse set of non-federal stakeholders including state, municipal, tribal, civil society, non-profit, diaspora, faith-based, and private sector actors in policy deliberations and implementation. GP recognizes the necessity and will realize the opportunities of harnessing the resources and capabilities of the private sector to succeed in the full range of activities conducted by the Department and leverage taxpayer dollars on a global scale to further the country's foreign policy and national security goals.

GP was created in 2008 on the recommendation of the Advisory Committee for Transformational Diplomacy to lead the Department's private sector engagement. GP had been part of the Office of the Secretary (S) for ten years until 2019, when it was realigned to report to the Under Secretary for Economic Growth, Energy, and the Environment (E). The position of Special Representative for Global Partnerships was reinstated to lead the office in June 2022. The office operates under two goals in the 2022-2026 State/USAID Joint Strategic Plan that directly support the Administration's policy priorities: to renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security, and to promote global prosperity and shape an international environment in which the United States can thrive.

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GP has established two bureau goals to contribute to the fulfillment of these higher-level policy imperatives. GP's first goal is to utilize private sector engagement to further the Department's top policy priorities and the second goal is to institutionalize the Department's private sector engagement. As the Department's lead on private sector engagement and partnership work, GP will work to advance the Administration's climate agenda, strengthen global supply chains, rebuild economies, promote democratic ideals, human rights, and gender equity by advancing economic opportunity and prosperity, particularly through steadfast support of entrepreneurship around the world. GP and the Special Representative for Global Partnerships intend to accomplish these priorities by leveraging private sector resources, capabilities, and expertise through engaging a range of private sector stakeholders.

The second goal references GP's enterprise-wide mandate to work across bureaus and missions to expand their capacity to establish and manage public-private partnerships, support the Administration's agenda to expand partnerships as outlined in NSM-3, and to protect the integrity of the Department as bureaus and missions participate in public-private partnerships. GP intends to achieve this through establishing a policy on private sector engagement for the Department, training of and consultations with Department staff, and maintaining the GP Vetting Unit's standard of excellence for conducting due diligence on potential partners and donors for the Department.

The Special Representative for Global Partnerships leads the Office of Global Partnerships and is accountable to the Under Secretary for Economic Growth, Energy, and the Environment (E). As a small, agile office, GP is uniquely suited to lead the Department in using its limited funding to leverage the nearly \$300 billion in private sector capital flowing to the developing world to advance the Administration's top policy priorities and maximize U.S. taxpayer dollars. Since 2008, GP has leveraged nearly \$4 billion in public and private sector commitments for diplomacy and development with over 1,600 partners around the world, equating to more than \$300 in private sector commitments for every \$1 of appropriated funds allotted to GP.

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On October 3, 2022, the Department appointed the new Special Representative for City and State Diplomacy and created the new Subnational Diplomacy Unit in GP. The new Special Representative operates as the Departmental lead for subnational engagement, coordinating subnational diplomacy policy internally, and developing new strategies for engagement and partnership among the Department, local elected leaders, businesses, and civil society. The Subnational Diplomacy Unit has three primary roles: 1) making the benefits of foreign policy more tangible at the local level; 2) encouraging U.S. cities and states to play a greater role on the international stage; and 3) encouraging the Department to use a subnational lens when it furthers foreign policy. Local leaders play a critical role in combatting transnational threats, particularly climate change, and can expand the influence of the United States on the world stage.

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2. Bureau Strategic Framework

Bureau Goal 1: Private Sector Engagement Furthers the Department's Top Policy Priorities

- **Bureau Objective 1.1:** Advance the Administration's climate agenda by leveraging private sector resources, capabilities, and expertise.
- **Bureau Objective 1.2:** Leverage private sector partners to strengthen global supply chains, support entrepreneurship, promote gender equity, reduce malign economic influence, and enhance resiliency.
- **Bureau Objective 1.3:** Advance the Administration's Foreign Policy for the Middle Class through GP's partnerships, programs, and other initiatives.

Bureau Goal 2: Institutionalize the Department's Private Sector Engagement

- **Bureau Objective 2.1:** Bureaus and missions have the capacity to establish and manage public-private partnerships.
- **Bureau Objective 2.2:** Support the Administration's Agenda to Expand Partnerships as outlined in NSM-3.
- **Bureau Objective 2.3:** Protect the integrity of the Department as bureaus and missions participate in public-private partnerships and engage the private sector.

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Bureau Goal 3: Subnational Diplomacy Strengthens Foreign Policy and Brings a Positive Impact on Local Communities

- **Bureau Objective 3.1:** Make foreign investment and educational opportunities more transparent to our cities and localities, especially to underserved communities.
- **Bureau Objective 3.2:** Encourage U.S. cities to engage globally, including at the Cities Summit for the Americas.
- **Bureau Objective 3.3:** Spearhead efforts to strengthen Departmental engagement on the local level and develop mechanisms to measure successful subnational diplomacy.

Bureau Cross-Cutting Management Goal 1: GP Staff Are Subject Matter Experts in Conducting Private Sector Engagement.

- **Bureau Cross-Cutting Management Objective 1.1:** Establish core competencies and promote internal and external training to increase staff capacity to advise other bureaus and missions on private sector engagement.

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3. Bureau Goals and Objectives

Bureau Goal 1: Private Sector Engagement Furthers the Department's Top Policy Priorities

- **Bureau Goal 1 Description:** Unlike other functional bureaus, GP does not work on a static set of issues, but rather works to support and respond to various policy priorities as indicated by the White House, the Secretary, or E. Able to provide expertise in private sector engagement to address a variety of longstanding and emerging policy priorities, GP intends to advance top policy priorities by expanding its private sector networks, bridging public and private sector resources and expertise for greater development impact, and acting as a convener across a broad array of public and private sector stakeholders, including non-profit organizations and academia, to enable public-private partnerships. GP will coordinate and collaborate closely with offices and bureaus with the subject matter expertise in these policy areas to ensure GP's initiatives and program align with and complement their work.

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Bureau Objective 1.1: Advance the Administration's climate agenda by leveraging private sector resources, capabilities, and expertise.

- **Bureau Objective 1.1 Justification and Linkages:** GP has already collaborated with SPEC to engage the private sector to support the Department's climate initiatives like Connecting Climate Entrepreneurs (CCE). Through networking and engagement tools such as multistakeholder meetings, roundtables, and one-on-one meetings, GP will utilize and expand its private sector networks to engage new and existing partners on initiatives such as the CEED public-private partnership in support of climate solutions. GP will also consider the gender-climate nexus in its private sector outreach and climate programming.
- **Bureau Objective 1.1 Risk Considerations:** GP does not have expertise in climate issues or science, nor does it have ownership of the climate change priority. GP must, therefore, work collaboratively with SPEC, OES, ENR, and other department stakeholders to learn where it can add value to these areas while maintaining its reputation. By not leveraging the private sector's resources, GP, and the Administration writ large, run the risk of not tapping into the vast ecosystem of private sector resources available to mitigate the climate crisis and deploy innovative solutions.

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Bureau Objective 1.2: Leverage private sector partners to strengthen global supply chains, support entrepreneurship, promote gender equity, reduce malign economic influence, and enhance resiliency.

- **Bureau Objective 1.2 Justification and Linkages:** GP has already successfully launched the COVID-19 Private Sector Engagement and Partnership Fund, leveraging more than \$6 million in U.S. government funds in partnership with the private sector to rebuild economies globally. GP has also engaged OCE regarding the Department's focus on strengthening the global supply chain and is engaged with E front office and WHA in exploring Central America's possible role in "near-shoring" and lessening U.S. dependence on China in the supply chain. GP's extensive contacts with the private sector will provide an entry point into seeking and leveraging expertise, resources, networks, and capital from private sector entities in support of resilient and innovative economic solutions with U.S. allies.
- **Bureau Objective 1.2 Risk Considerations:** Without U.S. leadership and U.S. private sector-led engagement in addressing the impacts from the COVID-19 pandemic globally, the United States runs the risk of losing its leadership position and influence, allowing malign influence to fill the void of rebuilding economies in a manner that is unsustainable and that are misaligned with U.S. values. To mitigate these risks, we are engaging the U.S. private sector to lead and influence these key policy areas of economic recovery.

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Bureau Objective 1.3: Advance the Administration's Foreign Policy for the Middle Class through GP's partnerships, programs, and other initiatives.

- **Bureau Objective 1.3 Justification and Linkages:** GP can help implement the Foreign Policy for the Middle Class by tapping into its diverse contacts across the private sector, including U.S. corporations, NGOs, civil society groups, academia, and diaspora networks across the United States.
- **Bureau Objective 1.3 Risk Considerations:** The FPMC has a wide-ranging scope that touches on many facets of the Department's work. GP risks limiting the impact of its work if it were to try to address every aspect of the FPMC. GP will continue to consult with S/P to identify priority areas of focus and will continue to widen its aperture on diversity of partner engagement with the knowledge that greater diversity in its private sector engagement will not negatively impact our portfolio.

Bureau Goal 2: Institutionalize the Department's Private Sector Engagement

- **Bureau Goal 2 Description:** The Administration's Interim National Security Strategic Guidance and February 4, 2021, National Security Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships underscore the imperative to engage a diverse set of non-federal stakeholders including state, municipal, tribal, civil society, non-profit, diaspora, faith-based, and private sector actors in policy deliberations and implementation. To support the Department more effectively and efficiently in this effort, GP seeks to institutionalize private sector engagement across Missions, bureaus, and offices. GP aims to not only refresh its training offerings and develop a formal policy on partnerships and private sector engagement, but also amplify the partnerships in which the Department engages. Through the reimagined Franklin Fellowship, which is a two-way exchange of staff between the Department and the private sector, GP will also help to catalyze collaboration with the private sector and crosspollinate best practices. By widely adopting and institutionalizing private sector engagement, the Department can more fully and consistently leverage the nearly \$300 billion in private sector capital flowing to the developing world each year.

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Bureau Objective 2.1: Bureaus and missions have the capacity to establish and manage public-private partnerships.

- **Bureau Objective 2.1 Justification and Linkages:** By empowering and equipping bureaus and missions to establish and manage their own partnerships, GP will be able to further institutionalize private sector engagement at the Department and increase the Department's capacity to achieve policy priorities. The Department's ability to tap into private sector expertise, reach, and resources to address global issues will enhance the Department's ability to affect change in these policy areas around the world.
- **Bureau Objective 2.1 Risk Considerations:** Failing to institutionalize private sector engagement and public-private partnerships at the Department will limit the Department's impact of its efforts to address global challenges. GP is determined to engage with stakeholders in the Department to promote private sector engagement and public-private partnerships as tools for missions and bureaus to address their priorities. In 2023, GP will launch its revamped training State of Partnerships, now an official FSI course, to broaden awareness of and provide staff with the requisite skills and tools to conduct private sector outreach and explore opportunities for public-private partnerships in support of their goals.

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Bureau Objective 2.2: Implement Support the Administration's Agenda to Expand Partnerships as outlined in NSM-3

- **Bureau Objective 2.2 Justification and Linkages:** Pursuant to the President's February 4, 2021, Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships, the National Security Council produced a report that assesses and summarizes the challenges and opportunities identified by the White House, departments and agencies across government, and outside voices, for modernizing and increasing the efficiency and efficacy of partnership engagement. The report describes the potential of harnessing partnerships, as well as effective external outreach, to advance national security objectives; outlines the challenges to improving current efforts; and provides a set of recommendations for enhancing the efficiency and efficacy of partnership engagement. As the Department's lead for private sector engagement and public-private partnerships, GP intends to work with stakeholders across the enterprise to implement the report recommendations to further institutionalize partnerships and private sector engagement at State.
- **Bureau Objective 2.2 Risk Considerations:** Failing to implement the report's recommendations risks jeopardizing the Department's leadership in the Interagency in private sector engagement and public-private partnerships. Maintain the status quo risks limiting and undermining the Department's capacity to fulfill the Administration's ambitious policy priorities. From the Special Representative for Global Partnerships' participation in S-level meetings, to consultations, courtesy calls and highlighting the results of our work internally and externally, GP intends to showcase the impact of working with the private sector. GP will continue to consult with relevant stakeholder to develop a Department-wide strategy on private sector engagement and public private partnership, that incorporates the input and needs of the Department.

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Bureau Objective 2.3: Protect the integrity of the Department as bureaus participate in public-private partnerships and engage the private sector.

- **Bureau Objective 2.3 Justification and Linkages:** GP helps to facilitate an enabling environment to conduct private sector engagement and build public-private partnerships by helping to maintain the integrity of the Department as bureaus and missions engage in partner and donor relationships with private sector entities. In accordance with 2 FAM 960 and 2 FAM 970, GP conducts due diligence on potential private sector donors and partners. GP's work helps the Department avoid conflicts of interest, appearances of conflicts, and avoid any other issues that might cause the Department harm or embarrassment.
- **Bureau Objective 2.3 Risk Considerations:** Failure to identify and flag derogatory information on potential donors and partners through the due diligence process would hamper the ability of the Under Secretary for Management to make fully informed decision when reviewing the suitability of proposed partners and donors and could result in legal and/or reputational risk for the Department and for soliciting officials. Unmitigated legal and reputational risk could have a chilling effect on the enabling environment to pursue public-private partnerships and engage the private sector, jeopardizing progress on key foreign policy priorities. To mitigate potential reputational risk, GP will continue to provide Department staff with guidance on the due diligence process, understanding the reports and how to determine if a partner is appropriate. GP will also encourage Department staff to consult with L/M and their bureau's legal team with any concerns regarding a potential partner's suitability. In GP's new FSI training course, trainers will include information and activities on the due diligence process and legal considerations for public-private partnerships.

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Bureau Goal 3: Subnational Diplomacy Strengthens Foreign Policy and its Positive Impact on Local Communities

- **Bureau Goal 1 Description:** As a new unit within the State Department, the Subnational Diplomacy Unit has wide latitude for building out a unique role that advances the Administration's foreign policy for the middle class and benefits all Americans. In support of this effort, the Subnational Diplomacy Unit seeks to both establish strong connections with local leaders in the U.S. and abroad as well as develop new initiatives, whether they are technical assistance arrangements, Department-local partnerships, grants, or sustained dialogues, that positively impact our local communities. The Unit will, with the help of other Department bureaus and the Interagency, help bridge the gap between the Federal and local level and foster mutual understanding of U.S. foreign policy priorities, as mayors and other officials are increasingly looking for guidance on how to operate on the international stage.

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Bureau Objective 3.1: Make foreign investment and educational opportunities more transparent to our cities and localities, especially to underserved communities.

- **Bureau Objective 3.1 Justification and Linkages:** Initiatives that create jobs, bring investment into communities, and strengthen both businesses and citizen livelihoods remain a top priority for mayors, governors, and other local elected officials throughout the United States. The Subnational Diplomacy Unit is working with EB and Commerce to increase awareness among these leaders of Department programs that can provide new avenues to attract foreign investment. The team is also working with ECA and GTM to publicize opportunities among subnational leaders for youth to engage internationally.
- **Bureau Objective 3.1 Risk Considerations:** While the Subnational Unit holds expertise in engaging with our local elected partners, it does not have expertise on the mechanics of foreign direct investment. The Unit therefore will work with EB and the Commerce Department to not only ensure coordination on policy, but to leverage their expertise when engaging local actors.

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Bureau Objective 3.2: Encourage U.S. cities to engage globally, including at the Cities Summit for the Americas.

- **Bureau Objective 3.2 Justification and Linkages:** An early chance to encourage more U.S. mayors to engage internationally will come in April 2023. At the Ninth Summit of the Americas in June in Los Angeles, the President and Secretary Blinken announced the U.S. would hold the inaugural Cities Summit of the Americas in Denver, Colorado. The event will bring together local elected leaders from the U.S. and across the Western Hemisphere to help deliver on tangible, action-oriented solutions to global issues that communities are facing, including climate change, public safety, migration, democratic renewal, and many other issues. The Cities Summit is a critical opportunity for the Department to demonstrate its commitment to Subnational Diplomacy and strengthen ties with local leaders throughout the hemisphere. The Unit is already deeply involved in building out the Summit, and continues to work with partner bureau WHA to execute a successful event.
- **Bureau Objective 3.2 Risk Considerations:** The Unit is committed to making the Cities Summit a success for the Administration, but must ensure that the necessary resources are provided as a means to demonstrate U.S. commitment to local engagement. The Western Hemisphere provides ample opportunities to strengthen our foreign policy goals, including increasing democratic resilience, shifting supply chains, and addressing the climate crisis. If the U.S. does not follow through, there is also the potential to cede leadership on the local level to countries such as China. China maintains a robust subnational engagement outreach program and is using it to export its authoritarian model of governance worldwide. At the same time, China remains an important trade partner for many subnational entities. To ensure that state and local actors are more resilient to malign influence, we will support EAP/China in the creation of seminars and documents to guide subnational officials, increase the number and reach of briefings, and work to create networks amongst subnational leaders to share best practices.

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Bureau Objective 3.3: Spearhead efforts to strengthen Departmental engagement on the local level and develop mechanisms to measure successful subnational diplomacy.

- **Bureau Objective 3.3 Justification and Linkages:** The Subnational Diplomacy Unit can lead the Department to utilize a subnational lens when developing policy by providing strategic guidance to bureaus and offices, as well as lead by example through direct engagement.
- **Bureau Objective 3.3 Risk Considerations:** Though the State Department has evolved to meet the challenges of an ever-changing globe, it is still an organization that focuses on nations. A risk for the Subnational Diplomacy Unit is not being known or thought of as a “nice to do,” but not essential. The unit plans to mitigate this concern by engaging with the Department during the yearly budget process, with an express desire at adding resources for potential future programming, staffing, and travel.

4. Bureau Cross-Cutting Management Goal

Bureau Cross-Cutting Management Goal 1: GP Staff Are Subject Matter Experts in Conducting Private Sector Engagement.

- **Bureau Cross-Cutting Management Goal 1 Description:** In order for GP to implement its other two goals, its staff must have the knowledge, skills and abilities to advise other offices and help institutionalize private sector engagement. GP will determine and establish the requisite competencies for its various teams and portfolios. GP will also update its materials to help orient new staff members, and refresh or update information for existing staff. Reviewing and updating SOPs will ensure that GP staff are following the most recent guidance and all following the same procedures to maximize efficiency and effectiveness. The next step is to ensure that staff are trained, whether through internal training from peers, or training from FSI or other external institutions. Furthermore, when staff participate in meetings with stakeholders in the Department or with external private sector entities, they gain invaluable knowledge and experience which they can use to develop programs and partnerships, and advise other offices.

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Bureau Cross-Cutting Management Objective 1.1: Establish core competencies and promote internal and external training to increase staff capacity to advise other bureaus and missions on private sector engagement.

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** As the Department lead and recognized leader within the Interagency on private sector engagement and public-private partnerships, it is imperative to establish and delineate core competencies and provide training opportunities and mentoring in private sector engagement, developing and managing partnerships, research, budgeting, COR and GOR duties for GP staff to become subject matter experts and for the office to successfully execute its mandate within the Department. Delineating the competencies for each team or position will also help management gauge performance and response to evolving priorities. Regardless of position or job classification, all GP staff members bring a wealth of experiences, skills, and knowledge that can be shared with other staff members. Mentorship and sharing knowledge and skills, and the office's internal and external contact base across the team will boost morale, build staff capacity to provide high quality consultation to other bureaus and offices in the Department, and ensure adequate coverage for other colleagues during travel or leave.
- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** Some potential risks are the staff turnover (*losing institutional knowledge and skillsets), the possibility of adding new FTEs in the next few years will be a challenge for GP to establish and implement the core competencies. If competencies are not established or clear, staff may be unaware of their duties and responsibilities thus unable to successfully perform their job. Without proper certification for certain roles (i.e. COR and GOR), GP is unable to carry out its contracts and grants that promote partnerships in support of policy priorities. Failure to fully train all staff would limit GP's capacity to institutionalize private sector engagement and public-private partnerships across the Department enterprise or could undercut GP's credibility as leaders and subject matter experts in this field. Either outcome could result in limiting the Department's ability to achieve its foreign policy priorities. Without opportunities to gain new skills, knowledge, and contacts, GP staff are

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less equipped to perform their duties well and provide guidance to other offices, and could result in lower morale, lack of professional development opportunities and decreased ability for staff to provide the best guidance to other offices interested in private sector engagement and partnerships. more segmentation of positions in the office. GP intends to encourage staff to participate in trainings both inside and outside of the Department and attend conferences or other larger meetings that are relevant to their work. To further strengthen professional development and staff exposure to bureaus and policy areas of the Department, GP will make it a priority for staff to provide consultations on private sector engagement, due diligence, and public-private partnership building to internal and external stakeholders.

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