



Functional Bureau Strategy

Secretary's Office of Global Women's Issues (S/GWI)

FOR PUBLIC RELEASE

Approved: January 7, 2022

Table of Contents

1. Executive Statement and Mission Statement	1
2. Bureau Strategic Framework	3
3. Bureau Goals and Objectives	6
4. Bureau Cross-Cutting Management Goal	17

1. Executive Statement and Mission Statement

Mission Statement: S/GWI seeks to ensure the integration of gender equity and equality and the advancement of women and girls in all their diversity in the formulation and conduct of U.S. foreign policy, programming, and diplomatic efforts.

STRATEGIC IMPERATIVE: The advancement of women and girls in all their diversity around the world is integral to achieving National Security Strategy (NSS) goals, including security, economic growth, democracy and human rights, the maintenance and development of alliances, and American leadership. American security, prosperity, and leadership advances when we demonstrate our democratic values by fully integrating women, girls, and all persons who experience gender-based discrimination into our foreign policy.

PROBLEM STATEMENT: Gender inequities and inequality inhibit the full, meaningful participation of all members of a community, society, and nation in progress towards peace, security, economic growth, preventing and responding to GBV¹, and fully respecting human rights. For the Department, S/GWI leads the USG response to gender inequity and inequality in partnership with people around the world and in addressing those challenges across U.S. foreign policy.

CONTEXT: All countries, including the United States, are more stable, prosperous, and secure when women and girls have equal opportunities in all areas of society, including as leaders, peacebuilders, human rights defenders, entrepreneurs, and wage earners, and experience freedom from gender-based violence. When women and men are equally empowered as political, social, economic, and cultural actors, governments are more effective and representative of their communities. Greater equality in employment, environment, health, and education for women and girls leads to greater economic growth and builds stronger and more equitable and just societies. Advancing the leadership and meaningful participation of women in peace negotiations and security efforts helps to not only prevent conflict, but also leads to more durable peace agreements.

FOCUS: Headed by an Ambassador-at-Large, S/GWI leads the State Department's (Department) efforts to advance the status of women and girls, in all their diversity, in U.S. bilateral and multilateral diplomacy, partnerships, and programs. S/GWI's focus areas include: 1) women's leadership and meaningful participation in peace and security; 2) advancing women's economic empowerment and environmental leadership; 3) preventing and responding to gender-based violence; and 4) and improving the effectiveness and leadership of U.S. foreign policy by integrating gender equity and equality. In all these areas, we place special emphasis on the areas of the world that both align with our foreign policy priorities and include the most

¹ Preventing and responding to gender-based violence is commonly referred to as work on GBV or GBV work, with the common understanding that the USG never supports or promotes gender-based violence. This common shorthand of saying GBV is used throughout the FBS.

vulnerable women and girls, such as in countries experiencing conflict and transition. S/GWI will also integrate the addition of a Special Envoy on Afghan Women, Girls, and Human Rights, and support staff, as the Department continues to focus on Afghanistan and promoting the rights and protection of Afghan women, girls, and human rights.

METHODS: To achieve these goals, our office will strengthen the integration of gender equity and equality into U.S. foreign policy and Department practices across the interagency and within the Department, including by elevating the voices and perspectives of women and girls within policymaking processes and instituting changes for policies, programs, budgets, and operations. We use our program funding and gender training to catalyze gender work across the Department to foster public/private partnerships on gender equality and women's empowerment as well as create program models for gender integration and women's empowerment, which advance U.S. foreign policy goals and champion American values. We engage in sustained and comprehensive public outreach through our messaging and programs, including the annual Secretary's International Women of Courage Award (IWOC), and work towards enhancing the international policy and legal framework undergirding women's rights. We strengthen the capacity of our office personnel through robust and inclusive hiring, training, and management practices that value and leverage our diversity.

2. Bureau Strategic Framework

Bureau Goal 1: Women, Peace, and Security (WPS) - Support women's meaningful participation, leadership, and protection in order to promote peace, respond to conflict, and build a more secure and equitable global community.

- **Bureau Objective 1.1:** By 2025, enhance the effectiveness of U.S.-led peace and security policy initiatives by fostering women's meaningful participation, safety, and leadership in security efforts and conflict prevention and other WPS key concepts.
- **Bureau Objective 1.2:** By the end of 2023, standardize WPS programming principles, including, but not limited to: community driven, designed, implemented, and analyzed activities; integrating WPS protection; and further developing meaningful participation and other WPS key concepts.
- **Bureau Objective 1.3:** By 2025, increase global commitment to WPS by expanding and strengthening USG partnerships with governments, international organizations, civil society, academia, think tanks, and media to signal U.S. leadership and communicate WPS impact, success, and challenges.

Bureau Goal 2: Women's Economic Empowerment and the Environment (WEE/E) - Advance women's economic empowerment and leadership by promoting equitable norms and policies critical to achieving gender equality.

- **Bureau Objective 2.1:** By 2025, successfully implement USG strategies, initiatives, and policies that advance Women's Economic Empowerment, innovation, and solutions to environmental challenges, by contributing to policy formulation; diplomatic engagement; awareness campaigns; and strengthening and supporting organizations and initiatives that promote economic empowerment and innovation for women and girls, in all their diversity.
- **Bureau Objective 2.2:** By 2025, enhance WEE programs with a holistic, inclusive, and evidence-based approach to Women's Economic Empowerment and women's leadership.
- **Bureau Objective 2.3:** Strengthen Women's Economic Empowerment, innovation, leadership, and impact, including on emerging challenges such as climate change, by expanding our network of effective contacts over the next four years and developing and leveraging those partnerships and collaborations.

Bureau Goal 3: Human Rights and Gender-Based Violence - Strengthen respect for the human rights of all women and girls, by enabling them to live healthy lives, free from gender-based violence (GBV) and discrimination, and by preventing and responding to GBV through policy and programs to address harmful norms and practices, support survivors, and hold perpetrators accountable.

- **Bureau Objective 3.1:** By 2025, strengthen, develop, and implement comprehensive U.S.-led policy to guide the Department's diplomatic efforts on preventing and responding to gender-based violence in bilateral, regional, and multilateral fora.
- **Bureau Objective 3.2:** By 2025, ensure the development and implementation of programs to prevent and respond to GBV to address human rights abuses and violations that impede the full participation of all women and girls in society.
- **Bureau Objective 3.3:** By 2025, increase global commitment to advancing the human rights of women and girls in all their diversity, including preventing and responding to GBV, by expanding and strengthening partnerships with governments, international organizations, civil society, academia, think tanks, media, and online audiences to signal U.S. leadership and communicate GBV impact, success, and challenges, and to inform the U.S. Strategy to Prevent and Respond to GBV and its implementation.

Bureau Goal 4: Gender Integration, Institutionalization, and Influence (I³) - Meaningfully integrate and institutionalize gender equity and equality into U.S. foreign policy to further U.S. priorities and influence through respectfully including women and girls in all their diversity.

- **Bureau Objective 4.1:** By 2025, S/GWI creates and implements a gender integration capacity plan to increase broader internal Department capacity and better integrate gender across the USG's foreign policy goals.
- **Bureau Objective 4.2:** By 2025, increase evidence-based gender integration across the Managing for Results (MfR) cycle (planning, budgeting, management, learning), by expanding the use of gender analysis within the Department and by improving the accuracy and utilization of gender reporting across foreign assistance processes.
- **Bureau Objective 4.3:** By 2025, strengthen relationships, capacity, and engagement across the Department (spanning leadership and working-level partners), interagency, Congress, and civil society to guide and inform S/GWI's work and increase institutionalization of gender integration across foreign policy, operations, programming, and outreach.

Bureau Cross-Cutting Management Goal 1: Develop a resilient, skilled, and diverse organization through effective leadership and data-informed management, aligning S/GWI's personnel and financial resources with our policy objectives.

- **Bureau Cross-Cutting Management Objective 1.1:** Annually and iteratively, S/GWI will recruit, develop, and retain a diverse, inclusive, technically expert, and empowered workforce that promotes and responds to Administration priorities.
- **Bureau Cross-Cutting Management Objective 1.2:** Develop and conduct rigorous but manageable analysis of FBS and other relevant strategies and internal mechanisms on a quarterly and/or annual basis to inform management and data-driven decision-making, generate reports, and incorporate lessons learned.

3. Bureau Goals and Objectives

Bureau Goal 1: Women, Peace, and Security (WPS) - Support women's meaningful participation, leadership, and protection in order to promote peace, respond to conflict, and build a more secure and equitable global community.

- **Bureau Goal 1 Description:** Supporting women and girls during peacetime reinforces stability and resilience to conflict because they offer perspectives and experiences that are uniquely instrumental to achieving resilient policy outcomes with comprehensive community support. In societies impacted by insecurity or conflict, including those where newfound conflict may arise due to pressing global challenges such as climate change, a growing evidence base finds that women's participation in efforts to resolve conflict and rebuild increases the success of peace agreements, supports long-term recovery from conflict, and enables democratic systems of governance. In both conflict and non-conflict situations, protection from all forms of violence, abuse, and exploitation, including gender-based violence, is crucial to facilitating the meaningful participation of women and girls. This goal aligns with the NSS and the Joint Strategic Plan (JSP).

Bureau Objective 1.1: By 2025, enhance the effectiveness of U.S.-led peace and security policy initiatives by fostering women's meaningful participation, safety, and leadership in security efforts and conflict prevention and other WPS key concepts.

- **Bureau Objective 1.1 Justification and Linkages:** Enhancing women's access to civic space and leadership opportunities in civil society ensures their perspectives can inform decisions about the future of their communities and countries. Supporting women's civil society groups, as advocates around issues that often transcend gender is essential to achieving this objective. However, women and girls' access to political space, education, and economic opportunity hinges on their safety. Protecting the rights of women and girls supports U.S. policy goals of promoting respect for human rights, while also fostering conditions conducive to global security and prosperity.
- **Bureau Objective 1.1 Risk Considerations:** Risks include but are not limited to: failing to incorporate women into efforts to build stable and secure societies can lead to strategic blind spots that limit the effectiveness of U.S.-led peace and security processes; gender-based violence (GBV) undermines the security, livelihood, and health of nations when women and girls are suppressed from participating in civic, social, political, and economic life. S/GWI will plan to mitigate these risks by seeking regional bureau and post input on engaging host governments.

Bureau Objective 1.2: By the end of 2023, standardize WPS programming principles, including, but not limited to: community driven, designed, implemented, and analyzed activities; integrating WPS protection; and further developing meaningful participation and other WPS key concepts.

- **Bureau Objective 1.2 Justification and Linkages:** S/GWI's WPS programs create and test the evidence base used to inform and implement WPS policy across the Department and Interagency. They also inform S/GWI participation in donor groups, engagements with civil society, and S/GWI technical assistance on WPS integration across the Department. S/GWI WPS programs contribute to a continually deepening understanding of how S/GWI can further WPS around the world. This aligns with foreign policy priorities in E.O. 14020, the National Strategy on Gender Equity and Equality, and the WPS Strategy.
- **Bureau Objective 1.2 Risk Considerations:** Risks include but are not limited to: legal restrictions; uses; complex operating environments that require enhanced Do No Harm, gender, and conflict analysis; resource limitations; a rapidly evolving community of practice and experts requiring constant learning, iteration, and engagement; the impression of competing national security/peace and security priorities and tendencies to silo priorities, when in fact WPS strengthens any national security or peace and security engagement. S/GWI mitigates these risks by regularly convening practitioners and experts to learn from their evolving expertise; regularly updating award provisions to incorporate best practices in practices that protect beneficiaries; and coordinating regularly with State and USAID entities engaging on broader national security and peace and security programming to coordinate and encourage gender and conflict analysis.

Bureau Objective 1.3: By 2025, increase global commitment to WPS by expanding and strengthening USG partnerships with governments, international organizations, civil society, academia, think tanks, and media to signal U.S. leadership and communicate WPS impact, success, and challenges.

- **Bureau Objective 1.3 Justification and Linkages:** The Department has an important role to play in communicating U.S. leadership on the global stage. As a global leader on gender equality and women's empowerment, the United States can marshal action and resources to achieve policy victories, including through strategic partnerships that offer platforms to communicate the U.S. commitment and track record and develop capacity and collaboration with allies and partners.

- **Bureau Objective 1.3 Risk Considerations:** Risks include but are not limited to: in the absence of partnering with outside entities, we limit the reach and relevance of our message, our ability to call on others to act, and avail potential for misperceptions about the United States' commitment to international policy action on gender issues. In an increasingly multipolar global environment, the lack of collaboration with like-minded partners could result in increased resistance to the U.S. gender equality agenda. S/GWI will plan to mitigate these risks by seeking regional bureaus, overseas posts, and other relevant stakeholders' input on engaging host governments.

Bureau Goal 2: Women's Economic Empowerment and the Environment (WEE/E)

- Advance women's economic empowerment and leadership by promoting equitable norms and policies critical to achieving gender equality.

- **Bureau Goal 2 Description:** Women and girls, in all their diversity, must be able to provide for themselves and their families; engage in quality employment; access social protections; meaningfully contribute to addressing global challenges; successfully weather economic shocks; and help achieve global economic growth and security. Women need access to quality jobs with fair wages and labor protections and work environments free from gender-based violence and harassment. It is critical to invest in the next generation of women leaders and entrepreneurs by strengthening girls' aptitude and skills through education and mentorship, especially in STEM fields. COVID-19 has amplified the need to address caregiving workforce pay, protections, and reforms. We will support policies to generate employment opportunities and increase access to quality jobs, financing, and capital. Economic growth must be based on an enabling environment that addresses discriminatory laws and regulations, employer policies and practices, and social norms. S/GWI will redouble our efforts to empower women and girls as innovators and leaders in climate adaptation, mitigation, resilience, and advocacy.

Bureau Objective 2.1: By 2025, successfully implement USG strategies, initiatives, and policies that advance women's economic empowerment, innovation, and solutions to global challenges.

- **Bureau Objective 2.1 Justification and Linkages:** S/GWI will actively contribute to policy formulation, drawing from experts, civil society advisors, partners, and data to develop strategies and recommendations that create opportunities for individuals to actively challenge gender norms, promote positions of social and political influence for women in communities, and address power inequities between persons of different genders. S/GWI will promulgate U.S. women's economic empowerment objectives through diplomatic engagement by providing posts with timely information on policy objectives, implementation strategies, reporting requirements, and collaboration opportunities.

- **Bureau Objective 2.1 Risk Considerations:** Risks to implementing policy objectives include, but are not limited to: engagement with non-like-minded interlocutors; differing cultural norms that do not value or recognize the role of women in the economy; lack of understanding or awareness of gender issues; lack of data to support policy recommendations; lack of enforcement of existing laws and regulations; contrary influence of third-party, competing nations or other actors that do not share our gender equity and equality approach; coordination of inter and intra-agency objectives; and competing priorities that hinder the advancement of gender goals. S/GWI will work to mitigate these risks through diplomatic engagements with non-like-minded interlocutors and those with differing cultural norms; raising awareness of women's issues; working with partners to improve gender-disaggregated data collection; and diplomatic engagements to encourage the implementation and enforcement of existing laws and regulations.

Bureau Objective 2.2: By 2023, enhance WEE programs with a holistic, inclusive, and evidence-based approach to Women's Economic Empowerment and women's leadership.

- **Bureau Objective 2.2 Justification and Linkages:** Women's low participation in the labor market impedes economic growth and poverty reduction. When women and girls obtain quality education and market-based skills training, they have better opportunities for higher-paying jobs in the formal sector, including high-growth, in-demand occupations, such as those in the STEM fields and climate innovation. An inclusive approach to WEE must include women and girls' meaningful participation and leadership in developing solutions to global and climate-related challenges, addressing workers' rights, advancing care infrastructure, improving access to financing and technology. This aligns with foreign policy priorities in E.O. 14020, the National Strategy on Gender Equity and Equality, and the forthcoming Women's Economic Security Strategy.
- **Bureau Objective 2.2 Risk Considerations:** Risks to implementing this objective include but are not limited to: need for program prioritization; adopting and implementing a "do no harm" approach; shifting political will; insufficient coordination across interagency and with bilateral and third-country allies and partners; and effective engagement with civil society to accurately communicate needs and shape programming. S/GWI mitigates these risks by seeking regional bureau and post input on benefitting country selection; regularly updating award provisions to incorporate best practices in practices that protect beneficiaries; and coordinating regularly with State and USAID entities managing WEE programming to ensure S/GWI programs are coordinated with and complementary to other efforts.

Bureau Objective 2.3: Strengthen Women's Economic Empowerment, innovation, leadership, and impact, including on global challenges such as climate change, by expanding our network of effective contacts over the next four years and developing and leveraging those partnerships and collaborations.

- **Bureau Objective 2.3 Justification and Linkages:** Engaging on gender equality and equity and women's empowerment with the U.S. interagency, domestic and international civil society, academia, think tanks, online audiences, foreign governments, and in multilateral fora provides opportunities to develop strategic partnerships, exchange information, inform effective policy and program development, and ensure the integration and sustainability of women's economic empowerment efforts. By partnering with a wide array of entities, we expand the reach and relevance of our message, demonstrate the United States' commitment to women's economic empowerment and are better positioned to call on others to act.
- **Bureau Objective 2.3 Risk Considerations:** Risks include, but are not limited to: challenges inherent to engaging with non-like-minded interlocutors; differing cultural norms that do not value, recognize or prioritize the role of women in the economy; lack of understanding or awareness of gender issues; lack of or shifting political will and priorities; lack of data; lack of enforcement of existing laws and regulations; contrary influence of third-party, competing nations or other actors that do not share our gender equity and equality approach; competing goals; lack of staffing and expertise; overlapping missions and mandates; and partners espousing views or goals that run contrary to the stated objectives. S/GWI will work to mitigate these risks through diplomatic engagements with non-like-minded interlocutors and those with differing cultural norms; raising awareness of women's issues; working with partners such as the OECD to improve gender-disaggregated data collection; and diplomatic engagements to encourage the implementation and enforcement of existing laws and regulations.

Bureau Goal 3: Human Rights and Gender-Based Violence - Strengthen respect for the human rights of all women and girls, in all their diversity, including by enabling them to live healthy lives, free from gender-based violence (GBV) and discrimination, and by preventing and responding to GBV through policy and programs to address harmful norms and practices, support survivors, and hold perpetrators accountable.

- **Bureau Goal 3 Description:** Promoting and protecting the safety and human rights of women and girls, in all their diversity, is a moral and strategic imperative. With more than one in three women globally experiencing gender-based violence in their lifetimes, and particular risks for girls and those who are members of marginalized communities, GBV remains an unacceptably common human rights abuse or violation and barrier to achieving gender equality. Addressing GBV requires a holistic, survivor-centered approach that prevents violence through changing cultural norms, provides timely response resources and services to help survivors recover and heal, and secures justice for survivors to live safe, empowered lives. Efforts to advance gender equity and equality through increasing women and girls' full participation in society, including access to comprehensive health care, educational and economic opportunities, and political and social life, mutually reinforce respect for human rights and may reduce risks of GBV. This goal aligns with foreign policy priorities articulated in E.O. 14020, the National Strategy on Gender Equity and Equality, the forthcoming update of the U.S. Strategy to Prevent and Respond to GBV Globally, and goals 1 and 2 of the JSP.

Bureau Objective 3.1: By 2025, strengthen, develop, and implement comprehensive U.S.-led policy to guide the Department and USAID's diplomatic efforts on preventing and responding to gender-based violence in bilateral, regional, and multilateral fora.

- **Bureau Objective 3.1 Justification and Linkages:** This objective is intended to capture the full range of gender and human rights policy efforts that S/GWI leads and contributes to across the USG, with an emphasis on efforts to prevent and respond to GBV globally as critical to advancing respect for the human rights of all women and girls. Addressing GBV and other gender and human rights issues is a policy priority in its own right but is also central to important foreign policy priorities such as promoting democracy, establishing women's economic security, and enabling women's involvement in peace and security. S/GWI leads policy efforts to prevent and respond to GBV globally across multiple fora, including through multilateral platforms such as the Generation Equality Forum. This aligns with foreign policy priorities articulated in E.O. 14020, the National Strategy on Gender Equity and Equality, the forthcoming update of the U.S. Strategy to Prevent and Respond to GBV Globally, and goals 1 and 2 of the JSP.

- **Bureau Objective 3.1 Risk Considerations:** Risks include, but are not limited to: lack of political will including buy-in from other Department bureaus, the U.S. interagency, and multilateral partners; de-prioritization of GBV as a policy issue in non-traditional spaces (e.g. security, conflict, democracy, economy); S/GWI's supporting role in the women's and girls' human rights space may limit the ability to fully incorporate GBV considerations, actions, and preferred language in multilateral settings. Continued challenges in staffing the GBV team to match White House demand signals. S/GWI will plan to mitigate these risks by engaging with White House, interagency, and intra-agency colleagues to increase prioritization of and consistent engagement around preventing and responding to GBV across sectors and fora.

Bureau Objective 3.2: By 2025, ensure the development and implementation of preventing and responding to GBV programs to address human rights abuses/violations that impede the full participation of all women and girls in society.

- **Bureau Objective 3.2 Justification and Linkages:** S/GWI GBV programs invest in catalytic and innovative work, inspiring and providing best practices within the Department to advance S/GWI priorities. S/GWI's GBV programs seek to decrease acceptance of and incidents of GBV, improve services in response to GBV, and increase accountability for perpetrators and enablers of GBV. This aligns with foreign policy priorities articulated in E.O. 14020, the National Strategy on Gender Equity and Equality, the forthcoming update of the U.S. Strategy to Prevent and Respond to GBV Globally, and goals 1 and 2 of the JSP.
- **Bureau Objective 3.2 Risk Considerations:** Risks include but are not limited to: lack of political will; duplication of efforts among partner countries and across the interagency; competing priorities among partner countries; complex operating environments requiring enhanced Do No Harm approaches; and a need for GBV programming globally that outstrips donor resources. S/GWI mitigates these risks by seeking regional bureau and Post input on benefitting country selection; regularly updating award provisions to incorporate best practices in practices that protect beneficiaries; and coordinating regularly with State and USAID entities managing GBV programming to ensure S/GWI programs are coordinated with and complementary to other efforts.

Bureau Objective 3.3: By 2025, increase global commitment to advancing the human rights of women and girls in all their diversity, including preventing and responding to GBV, by expanding and strengthening partnerships with governments, international organizations, civil society, academia, think tanks, media, and online audiences to signal U.S. leadership and communicate GBV impact, success, and challenges, and to inform the U.S. Strategy to Prevent and Respond to GBV and its implementation.

- **Bureau Objective 3.3 Justification and Linkages:** S/GWI and colleagues across the Department and interagency play a crucial convening role, bringing together external partners to promote respect for the human rights of women and girls in all their diversity by preventing and responding to GBV. Additionally, the Department needs to inform its policy and programming with the perspectives and expertise of local organizations to support contextually appropriate and locally based responses to GBV and other challenges impacting the protection of women's human rights. This aligns with foreign policy priorities articulated in E.O. 14020, the National Strategy on Gender Equity and Equality, the forthcoming update of the U.S. Strategy to Prevent and Respond to GBV Globally, and goals 1, 2, and 3 of the JSP.
- **Bureau Objective 3.3 Risk Considerations:** Risks include but are not limited to: failing to coordinate with external partners will limit the reach and relevance of our message, our ability to call on others to act, and potentially create misperceptions about the United States' commitment to preventing and responding to GBV and its linkage to human rights priorities. With the launch of the Gender Strategy but not yet a specific or dedicated funding stream for GBV, there will continue to be a mismatch between civil society expectations and the Department's ability to ramp up GBV programming. S/GWI will plan to mitigate these risks by prioritizing coordination with external partners through regular consultations (e.g. consultations to inform the Global GBV Strategy) and by working closely with the Department and the White House to align policy priorities with funding and programming as possible.

Bureau Goal 4: Gender Integration, Institutionalization, and Influence (I³) - Meaningfully integrate and institutionalize gender equity and equality into U.S. foreign policy to further U.S. priorities and influence through respectfully including women and girls in all their diversity.

- **Bureau Goal 4 Description:** S/GWI is responsible for advancing gender equity and equality by integrating and institutionalizing it throughout the Department's policy, programs, training, operations, and conduct, including improving how the Department works and what we advocate that our bilateral and multilateral partners also do. To maximize the effectiveness of our work, the United States must be able to respectfully and safely engage with the full diversity of members in a given community, country, and/or organization. By supporting gender integration and institutionalization across all lines of work, S/GWI advances efforts within the Department to ensure that U.S. foreign policy reaches and advocates for women and girls in all their diversity, in ways that are inclusive, comprehensive, and productive. This S/GWI goal is part of how the U.S. Government upholds democracy, human rights, and dignity. This goal aligns with the interim NSS; JSP goals 3 (Democracy, Values, and Human Rights), 4 (Revitalize Workforce), and 5 (Serve, Exchange, and Connect); and the National Strategy on Gender Equity and Equality (NGS).

Bureau Objective 4.1: By 2025, S/GWI creates and implements a gender integration capacity plan to increase broader internal Department capacity and better integrate gender across the USG's foreign policy goals.

- **Bureau Objective 4.1 Justification and Linkages:** To ensure maximum effectiveness in U.S. diplomacy and development, S/GWI provides regional and functional expertise across the Department to support gender integration. By supporting and reinforcing the Department's ability to engage with the full diversity of women and girls in a given community, and to respect those multiple facets of identity in the formulation and conduct of U.S. foreign policy, S/GWI improves the overall capabilities of the Department to implement U.S. foreign policy and democratic principles, including related to gender equity and equality. This work is aligned with E.O. 14020 and the National Strategy on Gender Equity and Equality.

- **Bureau Objective 4.1 Risk Considerations:** Risks include but are not limited to: neglecting this objective in the Department's policy formulation will yield negative results for our national security interests and the American people; over reliance on foreign assistance to foster policy engagement that advances gender equity and equality; limited trained and dedicated gender policy personnel in Washington bureaus and offices, and at post; and S/GWI human resources to respond to growing requests from the building in a timely manner. S/GWI mitigates these risks by ensuring that key S/GWI personnel have gender integration as part of their portfolios to ensure the office can staff this work.

Bureau Objective 4.2: By the end of FY 2023, increase evidence-based gender integration across the Managing for Results (MfR) cycle (planning, budgeting, management, learning), including by expanding the use of gender analysis within the Department and by improving the accuracy and utilization of gender reporting across foreign assistance processes.

- **Bureau Objective 4.2 Justification and Linkages:** To ensure maximum effectiveness in U.S. diplomacy and development investments, S/GWI provides training, technical support, tools, and guidance on gender integration across the Department. By building the capacity of the Department to engage with the full diversity of members in a community, and to respect multiple perspectives in the conduct and formulation of U.S. foreign policy and assistance programs, S/GWI improves the overall capabilities of the Department to implement U.S. foreign policy and democratic principles, including related to gender equity and equality. This work is aligned with E.O. 14020 and the National Strategy on Gender Equity and Equality.
- **Bureau Objective 4.2 Risk Considerations:** Risks include, but are not limited to: political will, competing priorities, balancing emphasis of gender with other aspects of identity in equity and inclusion work, as well as potential for internal changes in systems, support, and resources. S/GWI mitigates these risks by coordinating with other stakeholders in the Department advancing equity and inclusion and by ensuring that key S/GWI personnel have gender integration as part of their portfolios to ensure the office can staff this work.

Bureau Objective 4.3: By 2023, strengthen relationships, capacity, and engagement across the Department (spanning leadership and working-level partners), interagency, Congress, and civil society to guide and inform S/GWI's work and increase institutionalization of gender integration across foreign policy, operations, programming, and public diplomacy.

- **Bureau Objective 4.3 Justification and Linkages:** In order to fully institutionalize gender integration across Department work, S/GWI must be informed by the needs and interests of the interagency, Congress, and civil society. S/GWI must develop processes to foster regular outreach and coordination, build strong relationships, foster support, and develop a team of champions. This work is aligned with the National Strategy on Gender Equity and Equality.
- **Bureau Objective 4.3 Risk Considerations:** Risks include, but are not limited to: political will, competing priorities, staff capacity, and interest/willingness from partner bureaus.

4. Bureau Cross-Cutting Management Goal

Bureau Cross-Cutting Management Goal 1: Develop a resilient, skilled, and diverse organization through effective leadership and data-informed management, aligning S/GWI's personnel and financial resources with our policy objectives.

- **Bureau Cross-Cutting Management Goal 1 Description:** S/GWI leads the Department on advancing the status of women and girls and gender equality and equity in U.S. foreign policy through diplomatic and policy initiatives, programs, and partnerships. As such, S/GWI's subject-matter experts must be fully equipped to inform and support other Department offices/bureaus, U.S. agencies, and missions on how to leverage their efforts to advance these issues. S/GWI is implementing a comprehensive and strategic organizational structure to align its personnel and budget resources with U.S. gender policy, programming, and public diplomacy objectives. S/GWI will continue to grow, including an increasing number of direct hires and other staff members, organized into regional, functional, programmatic, and strategic planning and public outreach and diplomacy teams.

Bureau Cross-Cutting Management Objective 1.1: Annually and iteratively, S/GWI will recruit, develop, and retain a diverse, inclusive, technically expert, and empowered workforce that promotes and responds to Administration priorities.

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** The work demands on S/GWI continue to grow. Under the current administration, new and updated women and gender-related policies are being established. S/GWI's organizational structure, staffing, and expertise must meet those demands. This provides the opportunity to develop a new S/GWI team capable of meeting these challenges and opportunities and setting the example of a diverse and inclusive workplace, in line with the equity and resilient outcomes outlined in Strategic Objective 4.2 of the draft Joint Strategic Plan (JSP).

- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** We cannot solve the major concerns of security, prosperity, democracy and strengthen American influence without the full and meaningful participation of women and girls, in all their diversity, at all levels of society. This is also true of our workforce. S/GWI's organization structure must be aligned to best address our policy priorities while providing career enhancement, development, and flexibility. Risks to achieving this include: bureaucratic human resources and slow hiring processes; legal constraints; budget processes; availability of training; and the need to be intentional about filling vacant positions in ways that promote diversity. S/GWI will mitigate these risks by becoming more familiar with civil service hiring processes, outreach to diverse communities while also applying a range of hiring processes that meet the timing and staffing needs of the office, regular consultations with HR and CDIO on best practices, and leveraging the bureau's operations budget to hire contractors, as appropriate.

Bureau Cross-Cutting Management Objective 1.2: Develop and conduct rigorous but manageable analysis of FBS and other relevant strategies and internal mechanisms on a quarterly and/or annual basis to inform management and data-driven decision-making, generate reports, and incorporate lessons learned.

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** Beyond accountability, S/GWI seeks to incorporate the training, tools, and resources that facilitate greater measurement and evaluation of our policies, programs, and public engagement. S/GWI will continue to collaborate within the Department to develop and incorporate tools and exchange best practices on gender integration. S/GWI also works to ensure strategic and management decisions are based on effectively tracked and reported data, building and analyzing the evidence base for gender integration and institutionalization across the Department. These efforts support the data-informed decision-making outcomes called for in Strategic Objective 4.2 of the draft JSP.

- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** Failure to correctly measure and monitor our performance or not collecting relevant performance data on S/GWI's policy, programs, public diplomacy, and outreach would misinform S/GWI management on the most effective of our personnel and financial resources. S/GWI has a rare opportunity to institutionalize gender policies and programs in the Department's strategic planning process, policies, and practices. S/GWI must lead on gender analysis within the Department and continue to collaborate with USAID (given their long leadership on gender analysis) in support of standardization of gender analysis across the U.S. interagency. S/GWI must also continue to expand the use of gender analysis with our partners and allies both at home and abroad. Risks include: availability of training, limited financial resources, excessive workload, staff capacity and will, championship from and prioritization by leadership, and under-utilized insights. S/GWI will mitigate these risks by ensuring leadership places a high priority on establishing and monitoring effective performance management processes, exchanging best practices with other bureaus, hiring staff to focus on training, measurement and evaluation, and gender integration, and working with FSI to develop updated and expanded gender training options.