

Strategic Goals and Government-wide Management Initiatives

MANAGING FOR RESULTS: PLANNING, BUDGETING, MANAGING, AND LEARNING

The Department has an enterprise-wide framework that elevates and improves strategic planning, aligns budgets to plans, and creates better monitoring and evaluation systems. State remains committed to providing employees with training, technical assistance, and tools for planning and management as part of the Department's Managing for Results (MfR) Framework. The MfR Framework is a step-by-step integrated process, managed by State and coordinated with USAID, by which State links strategy to resources, supports program activity with strengthened program and project management guidelines, and uses performance data for decision making.

The Framework also integrates strategic planning, budgeting, program management, and learning to improve the effectiveness of how the Department carries out its business. These integrated processes inform and facilitate one another. As part of the 2017 Redesign, the Department is proposing to further strengthen our strategic alignment by leveraging the Managing for Results framework to develop, deconflict, and prioritize foreign policy priorities with a more rigorous use of implementation plans and strategic reviews. The Redesign also aims to improve knowledge management practices, expand the use of enterprise-wide data analytics, incorporate enterprise risk management, streamline governance structures, and more explicitly tie accountability for achieving results to employee performance reviews. The Department is also completing program management guidance that will require bureaus to align their programs and projects to higher-level strategies.

These efforts aim to improve the quality and utility of the Department's and USAID's major strategic planning documents, which include:



Managing for Results Framework

- The Joint Strategic Plan (JSP) – Four-year strategic plan that outlines State and USAID overarching goals and objectives, and guides bureau and mission planning.
- The Joint Regional Strategy – Four-year strategic plan for each region that sets joint State and USAID priorities and guides key partner bureau and mission level planning.
- The Functional Bureau Strategy – Four-year strategic plan that sets priorities for each State functional bureau and guides key partner bureau and mission level planning.
- The Integrated Country Strategy (ICS) – Four-year strategic plan that articulates whole-of-government priorities in a given country and incorporates higher-level planning priorities. As a whole-of-government document, each ICS includes the relevant USAID mission's Country Development Cooperation Strategy and the official U.S. Government strategy for all Security Sector Assistance in the respective country.