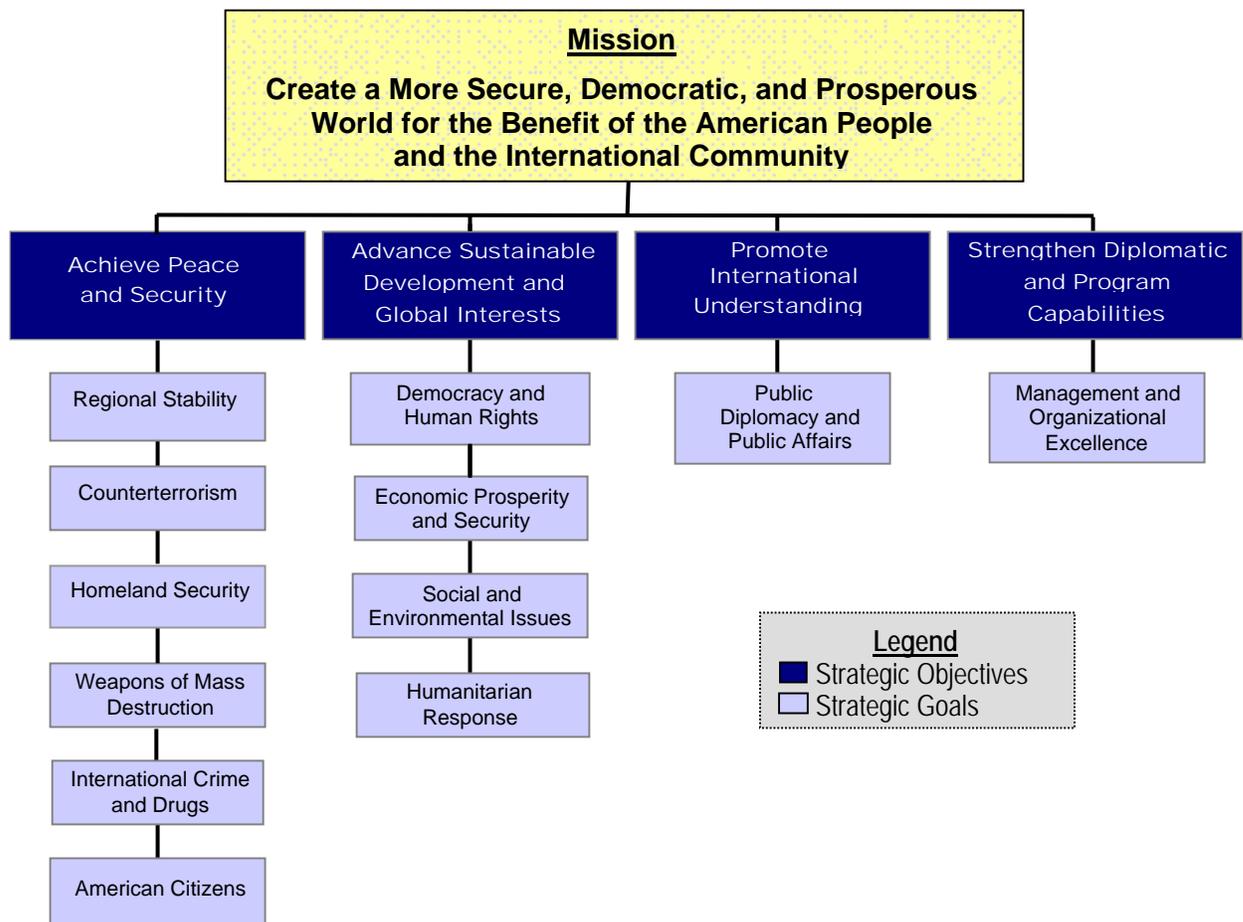




Strategic Planning Framework

Consistent with its performance management methodology shown on the previous page, the Department focuses its work around twelve strategic goals that capture both the breadth of its mission and its specific responsibilities. The Department's twelve strategic goals are centered around four core strategic objectives:

- Achieve Peace and Security
- Advance Sustainable Development and Global Interests
 - Promote International Understanding
- Strengthen Diplomatic and Program Capabilities





Shown below are each of the Department's four Strategic Objectives together with their corresponding Strategic Goals and Performance Goals.

Strategic Objective #1 - Achieve Peace and Security-	
Strategic Goals	FY 2005 Performance Goals
<u>Regional Stability</u> Avert and resolve local and regional conflicts to preserve peace and minimize harm to the national interests of the United States	Close, strong, and effective U.S. ties with allies, friends, partners, and regional organizations. ----- Existing and emergent regional conflicts are contained or resolved.
<u>Counterterrorism</u> Prevent attacks against the United States, our allies, and our friends, and strengthen alliances and international arrangements to defeat global terrorism.	Coalition partners identify, deter, apprehend, and prosecute terrorists. ----- U.S. and foreign governments actively combat terrorist financing. ----- Coordinated international prevention and response to terrorism, including bioterrorism. ----- Stable political and economic conditions that prevent terrorism from flourishing in fragile or failing states.
<u>Homeland Security</u> Protect the homeland by enhancing the security of our borders and infrastructure.	Denial of visas to foreign citizens who would abuse or threaten the U.S., while facilitating entry of legitimate applicants. ----- Implemented international agreements to stop the entry of goods that could harm the U.S., while ensuring the transfer of bona fide materials. ----- Protection of critical physical and cyber infrastructure networks through agreements and enhanced cooperation.
<u>Weapons of Mass Destruction</u> Reduce the threat of weapons of mass destruction to the United States, our allies, and our friends.	Bilateral measures, including the promotion of new technologies, combat the proliferation of WMD and reduce stockpiles. ----- Strengthened multilateral WMD agreements and nuclear energy cooperation under appropriate conditions. ----- Verification integrated throughout the negotiation and implementation of nonproliferation and arms control agreements and commitments, and rigorous enforcement of compliance with implementation and inspection regimes.
<u>International Crime and Drugs</u> Minimize the impact of international crime and illegal drugs on the United States and its citizens.	International trafficking in drugs, persons, and other illicit goods disrupted and criminal organizations dismantled. ----- States cooperate internationally to set and implement anti-drug and anti-crime standards, share financial and political burdens, and close off safe-havens through justice systems and related institution building.
<u>American Citizens</u> Assist American citizens to travel, conduct business, and live abroad securely.	U.S. citizens have the consular information, services, and protection they need to reside, conduct business, or travel abroad. ----- Effective and timely passport issuance, with document integrity assured.



Strategic Objective #2 - Advance Sustainable Development and Global Interests -	
Strategic Goals	FY 2005 Performance Goals
<u>Democracy and Human Rights</u> Advance the growth of democracy and good governance, including civil society, the rule of law, respect for human rights, and religious freedom.	Measures adopted to develop transparent and accountable democratic institutions, laws, and economic and political processes and practices.
	Universal standards protect human rights, including the rights of women and ethnic minorities, religious freedom, worker rights, and the reduction of child labor.
<u>Economic Prosperity and Security</u> Strengthen world economic growth, development, and stability, while expanding opportunities for U.S. businesses and ensuring economic security for the nation.	Institutions, laws, and policies foster private sector-led growth, macroeconomic stability, and poverty reduction.
	Increased trade and investment achieved through market-opening international agreements and further integration of developing countries into the trading system.
	Secure and stable financial and energy markets.
	Enhanced food security and agricultural development.
<u>Social and Environmental Issues</u> Improve health, education, environment, and other conditions for the global population.	Improved global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis.
	Partnerships, initiatives, and implemented international treaties and agreements that protect the environment and promote efficient energy use and resource management.
	Broader access to quality education with emphasis on primary school completion.
	Effective and humane international migration policies and systems.
<u>Humanitarian Response</u> Minimize the human costs of displacement, conflicts, and natural disasters.	Effective protection, assistance, and durable solutions for refugees, internally displaced persons, and conflict victims.
	Improved capacity of host countries and the international community to reduce vulnerabilities to disasters and anticipate and respond to humanitarian emergencies.



Strategic Objective #3 - Promote International Understanding -	
Strategic Goals	FY 2005 Performance Goals
<u>Public Diplomacy and Public Affairs</u> Increase understanding for American values, policies, and initiatives to create a receptive international environment	Public diplomacy influences global public opinion and decision-making consistent with U.S. national interests.
	International exchanges increase mutual understanding and build trust between Americans and people and institutions around the world.
	Basic human values embraced by Americans are respected and understood by global publics and institutions.
	American understanding and support for U.S. foreign policy, development programs, the Department of State, and the U.S. Agency for International Development.

Strategic Objective #4 - Strengthen Diplomatic and Program Capabilities -	
Strategic Goals	FY 2005 Performance Goals
<u>Management and Organizational Excellence</u> Ensure a high quality workforce supported by modern and secure infrastructure and operational capabilities	A high performing, well trained, and diverse workforce aligned with mission requirements.
	Modernized, secure, and high quality information technology management and infrastructure that meet critical business requirements.
	Personnel are safe from physical harm and national security information is safe from compromise.
	Secure, safe, and functional facilities serving domestic and overseas staff.
	Integrated budgeting, planning, and performance management; effective financial management; and demonstrated financial accountability.
	Customer-oriented, innovative delivery of administrative and information services, acquisitions, and assistance.