



Functional Bureau Strategy

Office of Global Partnerships (S/GP)

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1. Executive Statement

The Secretary's Office of Global Partnerships (S/GP) is a center of excellence for collaboration between the U.S. Department of State, the public and private sectors, and civil society. S/GP's mission is to build and institutionalize public-private partnerships that advance the Department of State's foreign policy goals. The office is committed to carrying out the administration's imperative to address national security challenges, not just with contributions from the United States, but through greater partnership with and increased contributions from our allies and others. The imperative to engage and collaborate with the private sector and leverage their resources has never been clearer. This is a paradigm shift that requires the Department to reimagine how we do business and embrace a partnership mentality. S/GP - a small, agile, and scrappy office of fewer than 20 staff - is uniquely suited to help the Department use its increasingly limited funding to leverage the nearly \$300 billion in private sector capital flowing to the developing world to advance America's core national interests and save U.S. taxpayer dollars.

S/GP was created in 2008 under Secretary Condoleezza Rice on the recommendation of the Advisory Committee for Transformational Diplomacy to lead the Department's private sector engagement. The office operates under two goals in the 2018-2022 State/USAID Joint Strategic Plan that directly support the administration's imperative to advance American leadership through balanced engagement, as well as protect America's security and renew its competitive advantage for sustained economic growth and job creation.

The Secretary's Office of Global Partnerships (S/GP) main purpose is to advance the Secretary of State's top policy priorities by working with the Department's bureaus and missions to engage and collaborate with the private sector and by establishing public-private partnerships. S/GP conducts outreach and builds new partnerships with the private sector to advance bureau and mission objectives in support of the Secretary's policy priorities. Harnessing the technology, markets, and resources of the private sector enables the Department to quickly advance our goals and objectives. An overview of S/GP's partnerships can be found at <http://www.state.gov/s/partnerships/ppp/index.htm>. Leveraging approximately \$100 in private sector commitments for every \$1 allocated, S/GP provides American taxpayers an incredible return on their investment for the Secretary's main objectives.

S/GP increases strategic partnerships by institutionalizing private sector collaboration across bureaus and missions within the Department. We do this through a range of services we offer to the rest of the Department including developing and maintaining the Department's policy on doing public-private partnerships; conducting due diligence on all potential partners for the Department; advising other bureaus and missions on private sector engagement and on how to build partnerships; conducting training for domestic and overseas staff to build capacity at the working-level to build and manage partnerships; and by consulting senior leadership of other

bureaus and missions on how to integrate private sector engagement into their strategic planning documents to promote and enable private sector collaboration.

Achievement of this strategy is predicated on leadership across the Department and a collective recognition of the need to reimagine how the Department conducts diplomacy and development and a need to embrace private sector engagement. Outside of the Department, the greatest risk to success is the reluctance of foreign government and private sector partners to continue or make new funding commitments in the face of constrained recourses on the part of the Department.

S/GP intends to collect performance data and review progress made towards the accomplishment of this strategy on a quarterly basis, as well as review sub-objectives on an annual basis and update them and their performance metrics as necessary.

S/GP recognizes that America First doesn't mean America alone. Partnerships with the private sector can play a crucial role in advancing America's core national security and economic interests: creating jobs, business ties, and dialogues across peoples and cultures; promoting regional stability while creating enabling environments for economic prosperity; and blunting the lure of extremist ideology. S/GP looks to continue to advance America's core national interests through increased engagement, coordination, and innovation with the private sector.

2. Bureau Strategic Framework

Goal 1: Expand Private Sector Engagement to Further Department's Top Policy Priorities

Objective 1.1: Advance Department's policy priorities by leveraging private sector resources, capabilities, and expertise through the effective establishment and management of multi-stakeholder partnerships.

Objective 1.2: Identify new areas of opportunity for private sector engagement by increasing awareness of priorities overlap through effective, targeted private sector engagement.

Goal 2: Institutionalize the Department's Private Sector Engagement

Objective 2.1: Increase capacity of bureaus and missions to do public-private partnerships by expanding the knowledge base of Department staff through trainings, consultations and technical assistance on partnerships.

Objective 2.2: Foster an enabling environment to encourage partnerships and innovation by catalyzing a culture shift within the Department through top-down policy changes and bottom-up engagement.

Objective 2.3: Protect the integrity of the Department by maintaining the S/GP Vetting Unit's standard of excellence through adherence to established standard operating procedures and good customer service.

Management Goal: Ensure S/GP Staff Are Subject Matter Experts in Conducting Private Sector Engagement.

Management Objective: Increase staff capacity to advise other bureaus and missions on private sector engagement by establishing core competencies for all S/GP staff and conducting internal training for all staff.

3. Goals and Objectives

Bureau Goal 1 Expand Private Sector Engagement to Further Department's Top Policy Priorities

a. Description and Linkages

The Secretary's Office of Global Partnerships (S/GP) main purpose is to advance the Department's top policy priorities through private sector engagement and collaboration and by establishing and effectively managing public-private partnerships. This directly supports Joint Strategic Plan Objective 3.3. to increase strategic partnerships. S/GP does this through a range of engagements that include elevating the role and contributions of the private sector to diplomacy and development through the annual Global Partnerships Week celebration; convening private sector stakeholders to discuss top policy priorities with relevant representatives within the Department; and through developing, piloting, and implementing multi-stakeholder partnerships to measurably and meaningfully advance solutions to global challenges. **Risk:** Shrinking democratic spaces can make certain programs more costly, dangerous, restrictive, or illegal. Further, private sector entities – both for- and non-profits – in countries with less permissive governments and/or with governments suspicious or critical of U.S. policies may be less likely to engage with the Department or openly collaborate with the Department. Similarly, significant drops in a populations' trust of the United States may constrain willingness of private sector entities to engage or partner with the Department.

Bureau Objective 1.1 Advance Department's policy priorities by leveraging private sector resources, capabilities, and expertise through the effective establishment and management of multi-stakeholder partnerships.

a. Justification

Since 2012, S/GP has leveraged approximately \$1.7 billion in public and private resource commitments for diplomacy and development, working with over 1,600 partners from around the world. In furtherance of JSP Objective 3.3, S/GP seeks to continue this partnership work and to replicate the success of large scale initiatives to develop a multi-stakeholder partnership on a global scale to leverage significant outside resources to meaningfully advance the Department's top policy priorities.

Bureau Objective 1.2 Identify new areas of opportunity for private sector engagement by increasing awareness of priorities overlap through effective, targeted private sector engagement.

a. Justification

Private sector engagement is the foundation for identifying areas of opportunity for collaboration with the private sector where the Department can identify shared interest with the private sector and build public-private partnerships. S/GP seeks to continuously engage potential private sector partners through convening around specific foreign policy challenges, through Global Partnerships Week, and through traditional outreach and communications.

Bureau Goal 2 Institutionalize the Department's Private Sector Engagement

a. Description and Linkages

The Secretary's Office of Global Partnerships (S/GP) seeks to expand strategic partnerships, in line with Joint Strategic Plan Objective 3.3, by institutionalizing private sector engagement and use of public-private partnerships across bureaus and missions within the Department. S/GP does this through a range of services it offers to the rest of the Department including developing and maintaining the Department's policy on doing public-private partnerships; conducting due diligence on all potential partners for the Department; providing guidance and technical assistance to other bureaus and missions on private sector engagement and on how to build partnerships; conducting training for domestic and overseas staff to build capacity at the working-level to do partnerships; and by consulting senior leadership of other bureaus and missions on how to integrate private sector engagement into their strategic planning to promote and enable private sector collaboration. **Risk:** Continued lack of familiarity with the Department's policies and approval processes for public-private partnerships among middle management and staff assistants within bureaus and at overseas missions can hinder or derail working-level efforts to conduct private sector engagement and build public-private partnerships.

Bureau Objective 2.1 Increase capacity of bureaus and missions to do public-private partnerships by expanding the knowledge base of Department staff through trainings, consultations and technical assistance on partnerships

a. Justification

The Department's capacity to collaborate with the private sector needs to be expanded in order to institutionalize it. A critical part of this is to expand the knowledge base of Department staff through trainings, consultations, and by offering technical assistance to offices and posts seeking to build public-private partnerships. S/GP seeks to continue to meet the Department's demand for trainings on public-private partnerships as well as provide consultations and technical assistance to offices and posts. S/GP seeks to go beyond previous efforts by establishing a program with regional bureaus to provide intensive partnership building support to specific priority posts in each region.

Bureau Objective 2.2 Foster an enabling environment to encourage partnerships and innovation by catalyzing a culture shift within the Department through top-down policy changes and bottom-up engagement.

a. Justification

Part of institutionalizing private sector engagement is cultivating an enabling environment to do partnerships and innovation. Public-private partnerships require a higher tolerance for risk which often runs counter to the prevailing risk-averse culture of the Department. S/GP seeks to enhance policies related to partnerships, foster greater awareness of partnership resources and opportunities, provide incentive funding to seed partnerships across the Department, and highlight and celebrate partnership successes in order to make private sector collaboration an accepted, standard way of doing business within the Department.

Bureau Objective 2.3 Protect the integrity of the Department by maintaining the S/GP Vetting Unit's standard of excellence through adherence to established standard operating procedures and good customer service.

a. Justification

As is written into the FAM, S/GP is charged with the responsibility to conduct due diligence on potential private sector organizations and individuals with which any office or post in the Department is considering partnering or soliciting a gift. This is a critical service which helps project the integrity of the Department by avoiding the Department

becoming associated with any entities that might bring harm or embarrassment to our organization. This is also a critical component of cultivating an enabling environment to do private sector engagement, as this service provides Department leadership and staff the confidence to assume the greater risks associated with conducting public-private partnerships in order to reap the potentially greater rewards. S/GP seeks to maintain the standard of excellence of the vetting unit and to streamline processes to improve this service we provide to the rest of the Department.

4. Cross-cutting Management Goal

Management Goal: Ensure S/GP Staff Are Subject Matter Experts in Conducting Private Sector Engagement.

a. Description and Linkages

As a partnership office, S/GP has been providing consulting services on private sector engagement to other offices, posts, and agencies since its creation. S/GP, however, is elevating this work to a strategic objective to best respond to Joint Strategic Plan Objective 3.3, which calls on the entire enterprise to increase strategic partnerships. Along with the increased focus on this work, S/GP senior leadership recognizes that more needs to be done to increase staff capacity to do this type of work and to ensure that all staff have the basic core competencies on private sector engagement and public-private partnership development to advise other offices and posts. The three management sub-objectives complement each other to build this capacity and hold staff accountable for carrying out this important work. **Risk:** The rationale behind the recommendation from Secretary Rice's Advisory Committee on Transformational Diplomacy, to establish a center of excellence at the Department of State for conducting private sector engagement and building public-private partnerships, is as true and vital to the Department's success in achieving foreign policy objectives as it was when the recommendation was made ten years ago. Without a centralized effort led by fully trained partnership practitioners, the Department risks missing opportunities for private sector collaboration, not fully leveraging available private sector resources, and falling short of achieving Joint Strategic Plan objectives, especially JSP 3.3.

Management Objective: Increase staff capacity to advise other bureaus and missions on private sector engagement by establishing core competencies for all S/GP staff and conducting internal training for all staff.

a. Justification

A high proficiency in the tools and techniques of private sector engagement is essential to providing the level of support the Department needs from S/GP in order to leverage private sector engagement to fulfill the objectives laid out within the Joint Strategic Plan.