



Functional Bureau Strategy

Bureau of Counterterrorism

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1. Executive Statement

The Trump Administration and our partners around the world have made major strides in our joint efforts to defeat and degrade existing transnational terrorist organizations while also seeking to prevent the rise of new terrorist groups and operatives. In a matter of months, we and our allies succeeded in liberating nearly all of the territory ISIS once held in Iraq and Syria. We have increased pressure on al-Qa'ida to prevent its resurgence. We have elevated efforts to expose Hizballah's leaders, freeze their assets, and arrest them. Across the globe, we are working to expand information sharing, improve aviation and border security, protect public places, enhance law enforcement and prosecutorial capacities, combat terrorist financing, prevent terrorist recruitment, stem foreign terrorist fighters, and do more to counter terrorist threats against the United States and its people, allies, and interests abroad.

Despite our successes, challenges remain. The terrorist threat landscape is more fluid than ever before. We continue to see the threat from ISIS, al-Qa'ida, and other terrorist groups evolve as they use their experience on the battlefield to direct and inspire more deadly terrorist attacks outside of conflict zones against innocent civilians. Terrorist tactics, technologies, and techniques are evolving more quickly and being adapted from the battlefield for targeting civilians. The threat is growing more diffuse, decentralized, and less susceptible to military pressure. To address this evolving threat, especially over the long-term, the United States needs capable civilian partners, such as police, border security officials, judges and prosecutors. These partners must share terrorism threat information, conduct border screening, and maintain watchlists to detect and prevent terrorist transit. They are also on the frontlines of combating terrorism by investigating, prosecuting, adjudicating, incarcerating, rehabilitating, and reintegrating terrorists into society once they have finished their sentences.

The Bureau of Counterterrorism (CT) plays a critical role in the U.S. government's efforts to promote counterterrorism cooperation, strengthen partnerships, and build civilian capacity to counter the full spectrum of terrorism threats. Over the next four years, the Bureau will focus on ensuring that our partners remain committed to the counterterrorism fight and help them develop and sustain the tools and capabilities they need to ensure the lasting defeat of ISIS, al-Qa'ida, and other terrorist organizations. CT will remain at the forefront of international efforts to help partners fulfill their counterterrorism responsibilities and address top global terrorist threats.

Recognizing the importance of a multi-faceted approach, this Functional Bureau Strategy (FBS) outlines four strategic goals to guide the Bureau of Counterterrorism's efforts:

- 1. Terrorist plots and terrorist movement are disrupted.**
- 2. Sources of terrorist strength are severed and safe havens are eliminated.**
- 3. U.S. and international partners effectively respond to terrorist attacks.**
- 4. Terrorist radicalization, recruitment, and inspiration to violence is diminished.**

The Bureau has also identified a number of cross-cutting management goals that are intended to ensure that CT is organized and empowered to advance the Administration's counterterrorism and national security agenda, while also improving effectiveness and accountability to the U.S. taxpayer.

This FBS builds upon the FY 2018-FY 2022 Department of State and USAID Joint Strategic Plan (JSP), which outlines the role that we can play in promoting U.S. interests by strengthening our allies and alliances, deepening our security relationships, and countering threats to the American people and our homeland.

2. Bureau Strategic Framework

Goal 1: Terrorist plots and terrorist movement are disrupted

Objective 1.1: Strengthen border control and security capabilities in focus regions to counter terrorist mobility and travel

Objective 1.2: Increase information sharing and joint planning with key partners to anticipate new threats and enhance preparedness.

Goal 2: Sources of terrorist strength are severed and safe havens are eliminated

Objective 2.1: Strengthen legal regimes, designate and impose sanctions on terrorists, and use other tools to increase pressure on terrorist financing and facilitation networks.

Objective 2.2: Strengthen the capabilities of criminal justice practitioners in focus regions to investigate, prosecute, adjudicate, and incarcerate terrorist offenders.

Goal 3: US and international partners effectively respond to terrorist attacks

Objective 3.1: Increase coordination and planning to respond to terrorist incidents and related crises overseas.

Objective 3.2: Strengthen the crisis response capabilities of critical partners to prevent and respond to terrorist attacks.

Goal 4: Terrorist radicalization, recruitment, and inspiration to violence is diminished

Objective 4.1: Curb the spread of terrorist ideologies, including terrorist use of the internet, through increased engagement with Middle East governments, vulnerable countries, key allies, and technology companies in the private sector.

Objective 4.2: Build the capacity of partner governments and civil society organizations to identify and address the lifecycle of radicalization.

Management Goal 1: Counterterrorism efforts across the Department and interagency are more comprehensive, integrated, and strategic.

Management Objective 1.1: Develop and support interagency strategies to address high priority counterterrorism challenges that take into account evolving global threats and shifting geopolitical dynamics.

Management Objective 1.2: Strengthen communication and collaboration on CT efforts across the Department and with interagency partners.

Management Objective 1.3: Inform domestic U.S. counterterrorism and homeland security policy with the full context of foreign policy goals.

Management Objective 1.4: Streamline and improve efficiency of U.S. counterterrorism responses.

Management Goal 2: CT diplomatic efforts and security assistance programs are effective and sustainable.

Management Objective 2.1: Implement a comprehensive and transparent strategic program planning cycle.

Management Objective 2.2: Conduct robust program management, monitoring, and evaluation to enhance effectiveness and safeguard taxpayer resources.

Management Objective 2.3: Bolster partner government political will to support international CT objectives and increase burden sharing among key donors.

Management Goal 3: Key personnel are effectively trained and prepared to respond to crises

Management Objective 3.1: Share sufficient information on bureau training efforts to align crisis leadership and management training to define and deliver a career-long crisis leadership and management training program.

3. Goals and Objectives

Goal 1: Terrorist plots and terrorist movements are disrupted.

Despite our success against ISIS in Iraq and Syria, ISIS's ideology and ability to mobilize followers persists. ISIS and al-Qa'ida continue to sustain and expand their affiliates in North and Sub-Saharan Africa, South and Central Asia, the Middle East, and Southeast Asia. CT will elevate its focus on raising global border and aviation security standards and practices to combat this more diffuse terrorist threat, protect partner nations and U.S. citizens in those locations, and disrupt terrorist travel, particularly to the United States.

Many governments face challenges in sharing terrorism-related information due to legal and policy obstacles, bureaucratic inefficiencies, and technical challenges. CT will use new international border security and information-sharing obligations under UNSCR 2396 to spur political-level attention and action. CT's diplomatic engagement and programs will prioritize U.S. expertise, lessons learned, and tools to increase reciprocal information sharing on known and suspected terrorists, risk-based border management, and threat-based security and screening at land, air, and sea borders. We will work with U.S. interagency and foreign partners to overcome impediments to signing and operationalizing HSPD-6 arrangements, to increase international collection, use and analysis of API and PNR data, and to expand states' use of INTERPOL's terrorism and criminal databases. CT will also work with the interagency to enhance global aviation security, including through increased information sharing with foreign partners on non-imminent threats to spur security efforts, including the elevation and implementation of international standards and recommended practices. Finally, CT will also support policy formulation and implementation of the new national strategy to combat terrorist travel.

This goal and the following objectives advance the following FY2018-2022 JSP objectives:

- Objective 1.2: Defeat ISIS, al-Qa'ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests.
- Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad.

Objective 1.1 : Strengthen border control and security capabilities in focus regions to counter terrorist mobility and travel.

Decreasing the ability of terrorists to move people and goods freely across borders is an essential component of a comprehensive counterterrorism strategy. CT funds training, equipment, and other technical and advisory support to build the capacity of border security officers and security institutions in countries where counterterrorism needs are particularly acute. We seek to increase the capacity of partners to disrupt terrorist movement and share terrorist information with their neighbors and the United States. To this end, CT will work with partner governments to provide border management systems, develop watchlisting standard

operating procedures and databases, and improve access to international criminal and terrorist datasets, so that countries can identify, track and, when appropriate, interdict known and suspected terrorists (KSTs) at major airports and ports of entry (POEs). CT will also continue to build the capacity of partner nations in focus regions to understand, manage, and cooperate on border-related terrorism challenges, such as the movement of foreign terrorist fighters and dangerous items across borders. We will also address aviation security capacity gaps in priority countries.

Objective 1.2: Increase information sharing and joint planning with key partners to anticipate new threats and enhance preparedness.

Terrorist organizations are increasingly diffuse and networked, capable of directing or enabling attacks across the globe. CT works with partners to enhance information sharing on terrorist issues and individuals so that we can anticipate emerging threats and prepare effectively. We will expand U.S. information sharing with partner nations on threats, trends, tactics, and KSTs, and encourage similar enhanced information sharing among foreign partners. Bilateral sharing of terrorist watchlist information based on information-sharing arrangements negotiated pursuant to HSPD-6, as well as partner use and analysis of API and PNR data, will strengthen the United States' and partners' ability to prevent terrorist travel. We will use UNSCR 2396 obligations as a foundation for coordinated U.S. efforts to assist countries using powerful border security and information-sharing tools to detect and thwart terrorist travel. This will include leading multilateral efforts to establish an international standard for PNR and broadly accepted best practices for watchlisting and screening. We will also assist the Department of Homeland Security (DHS) in leveraging the VWP to ensure countries meet information-sharing and border security commitments. CT will work with our partners to understand and respond to terrorists' increased technical capabilities, especially evolving threats to civil aviation, information and communications technology (ICT) networks, other critical infrastructure, and soft targets.

Goal 2: Sources of terrorist strength are severed and safe havens are eliminated.

A cornerstone of the Department of State's counterterrorism efforts is to degrade global terrorism threats to the point that local governments and security forces can contain them and restore stability. Law enforcement officials, prosecutors, and judges, as well as public and private sector representatives from the finance and the banking sector, are critical partners in an effective counterterrorism response. CT will continue to focus diplomatic and targeted foreign assistance efforts to work with foreign partners on developing the necessary tools and skills to successfully investigate, prosecute, adjudicate, and incarcerate terrorist offenders, and counter terrorist financing. This entails developing international good practices, sharing information about homegrown terrorists, improving the use of battlefield evidence by law enforcement, prosecutors, and border security agencies, and enhancing efforts to manage effectively terrorist inmates in prisons.

This goal and the following objectives advance the FY2018-2022 JSP objective 1.2, “Defeat ISIS, al-Qa’ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests.”

Objective 2.1: Strengthen legal regimes, designate and impose sanctions on terrorists, and use other tools to increase pressure on terrorist financing and facilitation networks.

Designations and other tools to combat the financing of terrorism can help deter, detect, and disrupt sources of support to terrorist organizations, individuals, and networks. Foreign Terrorist Organization (FTO) and E.O. 13224 designations along with UN listings prevent terrorists from obtaining financing and material by freezing assets, impeding travel, and providing a means to prosecute those providing material support to terrorists. CT builds the capacity of other countries to develop their own sanctions regimes. CT also offers terrorist listings to the UN to maximize U.S. domestic terrorist designations and enhance the international community’s ability to impede terrorist finance and travel. Beyond designations, CT funds technical assistance programs aimed at improving the strength and implementation of legal and regulatory frameworks to counter terrorist financing. These programs build partner nation capacity to investigate, identify, and interdict the flow of funding to and from terrorist organizations, and ultimately prosecute and eliminate terrorist financing networks, donors, and facilitators. Efforts to improve partners’ abilities to freeze terrorist assets, effectively gather and use financial intelligence, supervise their financial sectors, and investigate and prosecute terrorists and their supporters also helps to cut down on criminal and corrupt activities that serve to enable terrorist networks.

Objective 2.2: Strengthen the capabilities of criminal justice practitioners in focus regions to investigate, prosecute, adjudicate, and incarcerate terrorist offenders.

As the terrorist threat becomes more widespread and less susceptible to military pressure, effective and responsible criminal justice institutions become even more important in preventing the expansion of terrorist groups, and to address the threat presented by returning terrorist combatants. The law enforcement and justice sectors play a critical role in disrupting, deterring, and preventing terrorist activity, yet many partners around the world are in need of assistance to build the knowledge, skills, and resources of the practitioners in these sectors to adequately respond to terrorism. Efforts also include properly managing terrorist offenders in prisons to prevent radicalization of other inmates, create opportunities for rehabilitation measures, or pursue legal alternatives to incarceration when appropriate. CT provides significant assistance through the CTPF, ATA, and countering the financing of terrorism programs to build the counterterrorism capabilities of criminal justice practitioners in focus regions. CT has also worked through the GCTF to develop framework documents that highlight universal good practices for addressing specific terrorism issues, such as kidnapping for ransom, FTFs, and CVE. These good practices serve as a foundation for countries to develop appropriate tools, laws, and initiatives to prevent or respond to terrorist acts within a rule of law framework. Over the coming years, CT will continue to build sustainable capabilities, leveraging the GCTF good practices and mechanisms where possible.

Goal 3: U.S. and international partners effectively respond to terrorist attacks.

While there has been an observed decline in the number of FTFs traveling to Iraq, Syria, and Libya since 2016, the complex challenges created by FTFs returning to their home countries or other destinations, pose an additional threat. As the pace of plotting and attacks by ISIS's external operations network increases, so has ISIS's ability to inspire attacks by homegrown terrorists who may have never traveled to the battlefields of Iraq and Syria. Terrorist groups have used Iraq and Syria as a testing ground, and attacks directed and inspired by ISIS against restaurants, stadiums, and hotels, and other public places considered soft targets continue at a disturbing pace.

Over the next four years, CT will use diplomatic and capacity-building tools to disrupt terrorist plots and enable more effective responses to terrorist attacks. CT will seek to conduct joint exercises with international partners, build crisis response units in key frontline states, and enhance crisis response coordination within partner governments. CT will work with international partners and U.S. departments and agencies to develop and implement good practices, policies, and procedures to prevent and respond to terrorist attacks.

This goal and the following objectives advance the FY2018-2022 JSP objectives: 1.2, "Defeat ISIS, al-Qa'ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests."

Objective 3.1: Increase coordination and planning to respond to terrorist incidents and related crises overseas.

Although every nation is responsible for resolving terrorism incidents on its own soil, the U.S. government must be prepared to respond rapidly in support of Chiefs of Mission and host nation counterparts overseas. CT will work with U.S. embassies, U.S. interagency members, and partner governments to maintain and improve their readiness to respond to a wide range of terrorist threats and incidents.

CT will continue to lead the U.S. interagency Foreign Emergency Support Team (FEST) - the U.S. government's rapid deployment capability for responding to terrorist attacks - and will streamline the authorities and decision-making processes so that the Secretary and other department and agency heads can more readily use this counterterrorism tool. CT will also design and participate in U.S. military-led exercises with partner governments. These exercises sharpen civilian-led whole-of-government responses during and after a terrorist attack. CT will also continue to play a role in the Technical Support Working Group (TSWG), an interagency program that develops technical solutions to counter terrorist threats and life-saving products for those on the front lines of the counterterrorism effort.

Objective 3.2: Strengthen the crisis response capabilities of critical partners to prevent and respond to terrorist attacks.

With the increase in attacks on soft targets by terrorist groups like ISIS and al-Qa'ida in a growing number of countries, CT is focused on building partner government law enforcement capacity to prevent and respond to terrorist incidents in critical frontline states. Through CTPF and the ATA program, CT is ramping up efforts to build crisis response capabilities with key partners such as Afghanistan, Kenya, Mali, Philippines, and Somalia, among others.

In addition, CT will also continue to advocate for multilateral approaches to develop and implement international counterterrorism practices and standards that also help protect U.S. interests and U.S. citizens abroad. This includes ensuring UNSCRs and UN technical bodies' standards address U.S. objectives and reflect U.S. best practices. We will also accelerate the development and sharing of effective counterterrorism approaches with key countries as well as private sector partners and civil society. For example, we will incorporate good practices developed through U.S. leadership at the GCTF on the protection of soft targets, identifying and creating opportunities in other multilateral and regional organizations, such as NATO, OSCE, and APEC.

Goal 4: Terrorist radicalization, recruitment, and inspiration to violence is diminished.

ISIS's presence on the internet has continued despite its territorial losses. The need to counter terrorist ideology, both online and offline, has only grown. CT plans to increase its engagement with key partners – governments as well as non-governmental and civil society organizations – to curb the spread of terrorism. CT also plans to deepen its engagement with private technology companies, schools, families, and key governmental actors to target terrorist networks and terrorist content.

CT works with State regional and functional bureaus, USAID, and other partners on enhancing analytic, diplomatic, and programmatic tools for preventing and countering the spread of terrorist recruitment and radicalization to violence. CT seeks to support CVE programs that build more secure and resilient communities in focus regions to resist and mitigate terrorism. These efforts include providing positive alternatives to at-risk communities, alternative peer networks, and constructive civic engagement and leadership opportunities for at-risk youth and families.

This goal and the following objectives advance the FY 2018-2022 JSP objective 1.2, "Defeat ISIS, al-Qa'ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests."

Objective 4.1: Curb the spread of terrorist ideologies, including terrorist use of the internet, through increased engagement with Middle East governments, vulnerable countries, key allies, and technology companies in the private sector.

As we enter the next phase in the fight against ISIS, U.S. attention is turning to the broader, long-term, global threat of the ideology that helped give rise to ISIS and other terrorist

groups. This ideology draws on exclusionary and intolerant interpretations of Islam, historically propagated and supported out of Saudi Arabia and the Gulf. This intolerant ideology is peddled in third countries by Saudi and Gulf funding of mosques, schools, and proselytizing imams. Moreover, terrorist groups in the last several years have become extremely adept at using the internet, including social media platforms, and other ICTs for terrorist purposes. ISIS continues to propagate terrorist ideology to recruit, mobilize, and inspire followers, relying on ICTs and other mass media, personal and family networks, and prisons to recruit followers.

To address this issue, CT will work with the intelligence community, State Department regional and functional bureaus, U.S. embassies, foreign governments, and other like-minded partners to counter the spread of terrorist ideologies, identifying and engaging third countries where this ideology is having the greatest impact. CT will seek to partner with these governments and institutions to mitigate this influence through a variety of diplomatic and programmatic methods. CT will also engage social media companies regarding their ability to detect key terrorist ideologues/influencers and networks on their systems, and encourage enhanced information sharing with law enforcement, the intelligence community, and U.S. embassies. CT will work with the Global Engagement Center and the Bureau for International Information Programs to develop interventions and messaging campaigns to counter terrorist ideologies and expose the hypocrisy of key terrorist ideologues.

Objective 4.2: Build the capacity of partner governments and civil society organizations to identify and address the lifecycle of radicalization.

Kinetic and law-enforcement approaches by themselves are insufficient to counter terrorist threats over the long term. Countering terrorist recruitment is a collaborative effort that can be effective only if partner nations and civil society acknowledge the shared threat and establish strategies for addressing the lifecycle of radicalization to violence, which includes prevention, intervention, and rehabilitation and reintegration efforts. To build and sustain CVE capacity in priority countries, we will engage directly with a range of foreign government institutions and civil society groups to develop, implement, and evaluate their own CVE initiatives that leverage internationally developed good practices, adapted to local contexts. Diplomatic engagement and foreign assistance programming will seek to improve the political will and CVE capabilities of such partners to undertake and sustain locally-driven, effective CVE initiatives.

4. Cross-cutting Management Goals and Objectives

Management Goal 1: Counterterrorism efforts across the Department and interagency are more comprehensive, integrated, and strategic.

CT plays a central role within the Department and across the interagency to ensure that U.S. counterterrorism efforts address the top global terrorist threats, are embedded in our broader foreign policy efforts and position the U.S. government to anticipate and respond effectively to future challenges. CT works with U.S. Embassy, State Department, and interagency stakeholders to shape and oversee implementation of coordinated U.S. government strategies to address priority and emergent terrorist threats. CT seeks to leverage all possible diplomatic and foreign assistance tools and partnerships to advance these strategies and undermine the enabling conditions that fuel those threats.

This management goal and the following objectives advance the following FY 2018-2022 JSP objectives:

- 1.2: Defeat ISIS, al-Qa'ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests;
- 1.5: Strengthen U.S. border security and protect U.S. citizens abroad;
- 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments, and;
- 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively.

Management Objective 1.1: Develop and support interagency strategies to address high priority counterterrorism challenges that take into account evolving global threats and shifting geopolitical dynamics.

The U.S. government and our allies face adaptive and agile transnational terrorism movements that are franchising and rooting themselves within disparate conflict zones across the globe. In many situations, terrorists seek to co-opt or exploit ongoing regional conflicts, insurgencies, and local grievances to expand their reach. The changing terrorist landscape requires that the U.S. government take a strategic approach to countering terrorism abroad. CT works with a range of interagency and international partners to develop comprehensive strategies to counter these threats and address the major obstacles that thwart rapid progress. CT will continue to lead on the formulation of counterterrorism policy through the Department's participation in the Counterterrorism Security Group and counterterrorism-related Deputies and Principals Committee meetings at the National Security Council. CT will align its functions, activities, and programs to advance these policies and strategies. To this end, over the next four years, CT will continually adapt counterterrorism policies and programs to respond as effectively as possible to global terrorism challenges and contribute to the protection of the U.S. homeland and interests abroad.

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Management Objective 1.2: Strengthen communication and collaboration on CT efforts across the Department and with interagency partners.

CT seeks to ensure that counterterrorism efforts are integrated with broader U.S. government foreign policy and foreign assistance efforts. This requires improved communication and coordination across the Department and interagency about counterterrorism goals, objectives, and priorities in specific regions. CT will seek to establish mechanisms that promote CT priorities and unified, coordinated lines of efforts across the U.S. government on key issues and in priority regions.

Management Objective 1.3: Inform domestic U.S. counterterrorism and homeland security policy with the full context of foreign policy goals.

Foreign partners are more likely to cooperate with U.S. homeland security policies, initiatives, and requirements that are sound, informed, practical, and appropriately aligned with broader U.S. counterterrorism and foreign policy goals. CT works with the NSC, State Department bureaus, U.S. embassies, and DHS to synchronize outreach on domestic homeland security and CT initiatives that affect international partners. This includes informing foreign partners of non-imminent threats to the aviation sector and ensuring better buy-in by foreign partners in U.S. efforts to secure the homeland. Through the CT-led State Nomination Cell (Nom Cell), we are now centralizing Department reporting and nominations into U.S. watchlists of known and suspected terrorists. All posts and State officials will report on KSTs through Viper committees and DS Terrorist Reporting where applicable, which will be processed and analyzed by the Nom Cell for formal nominations to the National Counterterrorism Center (NCTC) for potential watchlisting. The Nom Cell will also process watchlist redress and quality control requests based on Department-sourced information, ensuring the integrity of the information contained in the watchlist for interagency use.

CT will lead policy formulation and implementation efforts to increase international adoption of new information sharing and border security obligations under UNSCR 2396 on returning and relocating foreign terrorist fighters (see Objective 1.1). The Bureau will continue to partner with the Terrorist Screening Center to negotiate bilateral information-sharing arrangements under the auspices of HSPD-6 and with DHS to ensure VWP partners fulfill the program's requirements to help secure our collective borders. CT will support the Bureau of Consular Affairs and coordinate with DHS and U.S. Embassies to encourage and track international action on new worldwide information-sharing requirements under the 2017 Presidential Proclamation "Enhancing Vetting Capabilities and Processes for Detecting Attempted Entry into the United States by Terrorists or Other Public-Safety Threats."

CT will also continue to lead Department efforts, with CA, DRL, L, and DS, to work with the interagency on updating U.S. Watchlisting Guidance. Under this effort, CT will also work with the interagency to develop a process for assessing partners and managing data provided

by certain foreign partners through HSPD-6 agreements that might not meet the interagency's "reasonable suspicion" standard for watchlisting. We will do the same on cross-cutting policy initiatives arising from the newly established U.S. National Vetting Center. We will also encourage incorporation of international lessons learned regarding overseas soft target and critical infrastructure attacks as well as terrorist use of new technologies into domestic counterterrorism preparedness efforts, including through CT participation in Presidential Policy Directive-8 national preparedness activities such as the National Exercise Program (NEP). Our objective will be to ensure that domestic responders understand and can plan for relevant foreign policy equities in the event of a major terrorist attack.

Management Objective 1.4: Streamline and improve efficiency of U.S. counterterrorism responses.

Over the next three years, CT will undertake efforts to improve the efficiency of the terrorist designations process. CT will also seek to deploy support teams for terrorism-related crises abroad.

Management Goal 2: CT diplomatic efforts and security assistance programs are effective and sustainable.

Since officially becoming a Bureau in 2012, CT has grown significantly in institutionalizing our role in advising the Secretary on counterterrorism issues, working directly with an increasing number of embassies on measures to counter terrorist threats, and representing the Department in interagency policy discussions on CT issues. During this period, the Bureau's foreign assistance portfolio has also grown from roughly \$200 million annually to more than \$400 million annually, such that by FY 2020 CT will be actively managing over \$1.1 billion in foreign assistance resources obligated over successive fiscal years. Over the next four years, CT will focus on further enhancing and institutionalizing a robust program planning and oversight process while ensuring that our foreign assistance resources remain anchored in our diplomatic and policy goals. In addition, CT will step up our engagement with other donors and multilateral institutions to increase their contributions to building counterterrorism capabilities in key partner nations, amplifying U.S. counterterrorism priorities. These combined efforts are designed to ensure that the growth in the Bureau's resources is sustainable, assistance investments are targeted, and that our cumulative diplomatic and programmatic efforts have the maximum possible impact. These efforts will also enable CT to ensure proper oversight and accountability for foreign assistance resources.

This management goal and the following objectives advance the following FY 2018-2022 JSP objectives:

- 1.2: Defeat ISIS, al-Qa'ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests;

- 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments, and;
- 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively.

Management Objective 2.1: Implement a comprehensive and transparent strategic program-planning cycle.

The significant growth of CT's foreign assistance resources, which will top \$1 billion in ongoing programming by FY 2020, can be attributed primarily to the increased appropriations from CTPF in FY 2016-2018. In selecting priority countries for CTPF funds, CT piloted and refined an analytic assessment and strategy-development process with Department and interagency stakeholders. This led to programs designed to leverage knowledge and expertise across the U.S. government, bolster political will in priority countries to combat terrorism, and formalize expectations and working relationships with embassy counterparts. This approach, together with ongoing monitoring, troubleshooting, and clear and transparent communication between stakeholders, leads to better counterterrorism outcomes. CT will continue to refine its strategy and program planning cycle, incorporating results of increased third-party monitoring and evaluation efforts into decision making, and broadening the set of countries where multi-year planning can better predict future resource requirements.

Management Objective 2.2: Conduct robust program management, monitoring, and evaluation to enhance effectiveness and safeguard taxpayer resources.

CT is fostering a culture of analysis, learning, and innovation to enhance the way we plan, allocate, operate, and evaluate our foreign assistance and diplomatic engagement resources. Building on the first Annual Program Review (APR), convened by the CT Front Office and focused on results and challenges, to programming initiated with FY 2015 resources, CT will continue to undertake annual, high-level strategic discussions with key implementing partners on reviewing achievements, understanding obstacles to further progress, and assessing overall program effectiveness. The APR complements quarterly reports from implementers, ongoing field visits by CT program managers, and ongoing communication with embassy stakeholders. After launching the most ambitious monitoring and evaluation effort ever undertaken by CT in October 2017, we will continue to increase third-party evaluation efforts through FY 2022, using results frameworks, baseline assessments, and mid-course and summative evaluations to make course corrections in programming and inform future decisions. Even while increasing efforts in key priority countries, CT will look for opportunities to off-ramp and conclude programs where results are falling short of expectations, pivoting away from some countries where we do not have enough resources to make a defined impact, where the CT program environment is already saturated, or where contributions from partner governments and other stakeholders have been insufficient. This will allow CT to focus our limited energy and resource where we believe U.S. taxpayer resources will be best used.

Management Objective 2.3: Bolster partner government political will to support international CT objectives and increase burden sharing among key donors.

Our allies and partners, who are also targets of terrorism and have endured significant losses over the years at the hands of terrorist violence, must continue to share the responsibility in fighting transnational terrorist groups that threaten our collective security. We will continue to work with our partners to develop the capacity to degrade and maintain persistent pressure against terrorists. We will maintain an ongoing dialogue with our partners about employing that capacity responsibly, including honest conversations about their commitments and contributions in joint counterterrorism endeavors. CT will continue to increase donor coordination and engagement with the goal of increasing international contributions for counterterrorism programming. In some cases, CT will seek to increase the ratio of other donor contributions to multilateral CT platforms, which for years have been underwritten by U.S. resources. In other instances, we will seek to better define with select donors a division of labor in capacity-building efforts in key countries/regions. More balanced burden sharing will improve the consistency and coherence of messaging from international donors, send stronger signals about the unity effort within the international community, and better leverage comparative advantages and unique authorities among donors to address counterterrorism challenges.

Management Goal 3: Key personnel are effectively trained and prepared to respond to crises.

CT is a key member of the Department's Crisis Management Council (CMC), which aims to improve the Department's capabilities to manage risk and prepare for, respond to, and recover from crises abroad, which includes terrorist incidents. The CMC has identified a need to elevate the Department's crisis response capability by ensuring that key staff are properly trained to respond during a crisis, such as a terrorist attack on an embassy, civil aviation hijackings, or hostage events. Working together with the CMC, the Foreign Service Institute (FSI), and other functional bureaus, CT will develop and institutionalize a collaborative training approach that aims to professionalize the Department's crisis response cadre.

This goal and the following objectives advance the FY 2018-2022 JSP objective 1.2, "Defeat ISIS, al-Qa'ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests."

Management Objective 3.1: Share sufficient information on bureau training efforts to align crisis leadership and management training that will define and deliver a career-long crisis leadership and management training program.

As part of the CMC and FSI's broader effort, CT and other bureaus are committed to sharing information on the bureau's training efforts related to preparing staff to respond to crisis when the FEST is mobilized. CT invests a significant amount of resources and staff time into training and preparing for possible crises related to terrorist incidents such as attacks on

soft targets, attacks on commercial airlines, WMD threats, hijackings, and kidnapping for ransom. CT leads efforts in the Department and interagency to provide training on communications, crisis resolution methods, and operations center functions. Sharing relevant training information between bureaus will allow staff to leverage the collective training opportunities across the Department.

The CMC's long term goal is to develop a career-long leadership and management training program that will further professionalize the Department's crisis response cadre. These efforts will allow for the identification of the needs of individuals and the development of individualized training plans and opportunities. Ultimately, crisis managers will have access to a database of training opportunities throughout their careers to enhance their understanding and prepare themselves for new roles they take on. These efforts will further enhance CT's crisis response capabilities and the deployment of the FEST in future crises.