



Functional Bureau Strategy

BUREAU OF DEMOCRACY, HUMAN RIGHTS AND LABOR

FOR PUBLIC RELEASE

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1. Executive Statement and Mission Statement

The promotion of democracy and human rights is central to the Biden-Harris Administration's foreign policy and to the U.S. national security agenda. U.S. leadership in promoting democracy and human rights is critical to global security, prosperity, and defending the international order. This is why President Biden stated, "[t]he United States will stand up for democracy where it is under attack and work to promote human rights and fundamental freedoms of all people." The Interim National Security Strategic Guidance states that the United States "will defend and protect human rights" and "we will lead in promoting shared norms and forge new agreements on...human rights."

The Bureau of Democracy, Human Rights, and Labor (DRL) plays a key role in supporting U.S. national security by: leading bilateral and multilateral diplomatic engagement and formulating public and private messaging to promote democracy, advance human rights and fundamental freedoms; providing technical assistance to empower civil society, human rights defenders and independent journalists around the world to hold governments accountable; and upholding internationally recognized labor standards. The promotion of democracy, human rights, and fundamental freedoms strengthens U.S. national security because countries where political dissent is possible, corrupt, or abusive officials are held accountable, and democratic institutions, the rule of law, gender equality, and the rights of marginalized groups are respected are more peaceful, secure, and prosperous and more able and willing to partner with the United States to address shared challenges.

DRL is committed to supporting the democracy and human rights core objectives of the Administration's Interim National Security Strategic Guidance and the Joint Strategic Plan by:

- Embracing international cooperation and leading with engagement in public, private, bilateral, international, and multi-stakeholder diplomacy.
- Confronting attempts by malign actors to impede other countries' democratic processes and redefine the international rules-based order.

- Strengthening the work of democracy, human rights, and labor rights defenders and organizers.
- Standing with allies and partners to pool our collective strength to condemn human rights violations and disinformation campaigns, promote accountability for abuses and violations, and address democratic backsliding.
- Promoting gender equality and advancing racial equity at home and abroad.
- Advancing the rights, dignity, and full inclusion of all persons with disabilities around the world.
- Amplifying the rights of marginalized populations, including LGBTQI+ persons.
- Ensuring that human rights and democracy concerns are reflected in our security, foreign assistance, and economic policies and decisions.
- Working with private sector entities to enhance respect for human rights and responsible business conduct.
- Informing U.S. and foreign audiences of domestic and international human rights conditions through the publication of annual congressional reports on human rights, child soldiers, and labor practices worldwide.

To advance America's national interests and democratic values, DRL leverages policy and programmatic tools to protect and promote human rights and labor rights, build sustainable democratic institutions, empower civil society, and partner with allies to strengthen international rules and norms. DRL champions the inclusion and equality of all people by leading Department efforts to advance the rights of LGBTQI+ persons, persons with disabilities, and indigenous persons and supporting initiatives to promote gender equality and racial equity.

DRL MISSION STATEMENT:

To advance human rights, bolster democratic institutions, empower civil society and independent journalists, and uphold internationally recognized worker rights, through bilateral and multi-stakeholder engagement, foreign assistance programs, and public and private messaging.

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2. Bureau Strategic Framework

Bureau Goal 1: Advance Respect for Human Rights and Labor Rights: Increase respect for universal human rights and labor rights through bilateral and multilateral diplomatic engagement and foreign assistance.

- **Bureau Objective 1.1:** Lead and sustain engagement by working with international partners to increase joint U.S.-supported multistakeholder initiatives and shared challenges. Address human rights concerns and promote fundamental freedoms in multilateral fora such as the HRC, UN General Assembly, International Labor Organization, and other multilateral bodies. Support the Biden Administration's immediate reengagement with the United Nations Human Rights Council (HRC), a key multilateral forum for furthering international human rights. DRL will pool the collective strength of U.S. allies and partners to jointly call attention to human rights abuses, promote accountability, and champion inclusion for all. Increase engagement with the private sector to enhance respect for human rights and responsible business conduct.
- **Bureau Objective 1.2:** Improve compliance with internationally recognized worker rights and labor standards and offer guidance on human rights due diligence to the private sector to level the playing field and support the Administration's Foreign Policy for the Middle-Class.
- **Bureau Objective 1.3:** Expand space and skills for civil society to document human rights abuses and demand responsiveness of their governments to respect human rights and fundamental freedoms, including fundamental labor rights. Increase Internet freedom, secure access to information, and encourage Internet governance consistent with democratic values and international human rights standards.

Bureau Goal 2: Bolstering Democracy: Support democracies' resilience, halt backsliding, and counter malign influence by strengthening civil society, independent media, political parties, and labor unions, including the Summit for Democracy process.

- **Bureau Objective 2.1:** Support and enhance the capacity and impact of independent journalists, civil society, and political parties to maximize openings of political space and demand democratic, accountable governance, including using an open and interoperable Internet.
- **Bureau Objective 2.2:** Implement DRL's support for the Bridging Understanding, Integrity, and Legitimacy for Democracy (BUILD) initiative, which has been launched at the first Summit for Democracy and will support the Administration's whole-of-government approach.
- **Bureau Objective 2.3:** DRL will use its strategic partnerships with a range of allies and partners to expose and address disinformation campaigns by malign actors that seek to undermine confidence in democratic institutions.

Bureau Goal 3: Promote Accountability: Ensure U.S. security assistance, foreign aid, and economic policies are consistent with human rights and democratic principles; coordinate sanctions and visa restriction tools with U.S. partners and allies; support institutions and processes that facilitate human rights.

- **Bureau Objective 3.1:** Promote accountability and deterrence by spotlighting human rights violations and abuses and supporting efforts to hold violators and abusers accountable. Continue to oversee and otherwise support the Department's use of various legal authorities to promote accountability for human rights abuses and violations, including the visa restrictions in Section 7031(c) and Section 212(a)(3)(C), Global Magnitsky sanctions, and the Leahy laws. Increase cooperation with Department bureaus on approval of separate INA "3C" visa restriction policies, such as the Khashoggi

Ban, which authorizes the denial of visas to persons engaged in the extraterritorial persecution of dissidents.

- **Bureau Objective 3.2:** Coordinate with likeminded governments to share credible information leading to sanctions and visa designations under their own legal authorities.
- **Bureau Objective 3.3:** Advance Leahy law implementation in line with new legal mandates. Ensure that human rights considerations are adequately reflected in arms transfer decisions.
- **Bureau Objective 3.4:** Build the capacity of democracy advocates, independent media, and civil society representatives to promote human rights and hold their own governments accountable for human rights violations.

Bureau Goal 4: Support Marginalized Groups: Protect and Advance the rights of marginalized populations and traditionally underserved communities around the world.

- **Bureau Objective 4.1:** DRL will use a combination of bilateral and multilateral engagement, visa, trade and economic sanctions, annual reports to Congress, country specific action plans, and foreign assistance to address issues faced by traditionally underserved communities by contributing to the promotion, protection, and advancement of nondiscriminatory practices and laws.
- **Bureau Objective 4.2:** The bureau will coordinate with U.S. partners and allies to promote gender equality and protect the rights of members of marginalized groups such as racial and ethnic minorities, indigenous persons, persons with disabilities, and LGBTQI+ persons.
- **Bureau Objective 4.3:** DRL will lead in the implementation of President Biden's Memorandum on Advancing the Rights of LGBTQI+ person.
- **Bureau Objective 4.4:** DRL will lead efforts around the Equity and Support for Underserved Communities and advance gender equality and women's leadership by supporting the President's National Strategy on Gender Equity and Equality and the

Department's commitments under the U.S. Strategy on Women, Peace, and Security. The bureau will continue to promote the rights of indigenous and ethnic populations and combat discriminatory practices against persons with disabilities.

Bureau Cross-Cutting Management Objective 1: Strengthen the effectiveness of our expenditures by increasing the use of evidence in decision-making, building partner capacity, and exploring innovative approaches to conduct our work, including providing State Department officials with in-house training on ways to most effectively advance DRL-related issues.

3. Bureau Goals and Objectives

Bureau Goal 1: Advance Respect for Human Rights and Labor Rights: Increase respect for universal human rights and labor rights through bilateral and multilateral diplomatic engagement and foreign assistance.

- **Bureau Goal 1 Description:** Increase respect for universal human rights and labor rights through bilateral and multilateral diplomatic engagement and foreign assistance.

Bureau Objective 1.1: Lead and sustain engagement by working with international partners to increase joint U.S.-supported multistakeholder initiatives and shared challenges. Address human rights concerns and promote fundamental freedoms in multilateral fora such as the HRC, UN General Assembly, UN Security Council, International Labor Organization, and other multilateral bodies. Increase engagement with the private sector and enhance respect for human rights and responsible business conduct. Pool the collective strength of U.S. allies and partners to jointly call attention to human rights abuses, discrimination against women and other marginalized populations; promote accountability; and champion inclusion for all.

- **Bureau Objective 1.1 Justification and Linkages:** The Administration's Interim National Security Strategic Guidance and the 2022 Joint Strategic Plan emphasize the importance of promoting and protecting human rights. As evidence of the Biden-Harris Administration's commitment to use bilateral and multilateral engagement to promote human rights and fundamental freedoms, Secretary Blinken directed immediate reengagement with the United Nations Human Rights Council (HRC), a key multilateral forum for furthering international human rights efforts and promoting government accountability for human rights violations, which DRL will support. Responsible business conduct, including respect for labor rights, payment of taxes and anti-corruption efforts in contracting, will help attract U.S. business to other countries, creating jobs locally and supporting stability.

- **Bureau Objective 1.1 Risk Considerations:** Authoritarian governments are increasingly assertive in trying to erode the systems underpinning democratic norms and institutions, including through reshaping multilateral institutions. There is also evidence demonstrating that authoritarian strategies (e.g., strict NGO registration laws) have become institutionalized as emerging autocrats copy and refine the tactics previously used by others. A renewed and increased focus on labor rights may compete or conflict with certain commercial advocacy priorities. They may also compete with acquiring multilateral or bilateral support from countries with poor human and labor rights records for other foreign policy priorities (such as countering foreign malign influence, climate change agreements, or security partnerships).

Bureau Objective 1.2: Improve compliance with internationally recognized worker rights and labor standards and support the Administration’s Foreign Policy for the Middle-Class.

- **Bureau Objective 1.2 Justification and Linkages:** Freedom of association and the right to peaceful assembly are human rights that, together with collective bargaining, are fundamental to respect for labor rights and a stable thriving economy. As President Biden has stated, “The middle class built this country, and unions built the middle class.” Strong protections for these fundamental freedoms at home and abroad are critical to the Administration’s Foreign Policy for the Middle Class. DRL recognizes that standing up for workers abroad helps workers at home; failing to protect labor rights depresses wages in some countries, creating unfair competition for American workers. Free trade agreements and unilateral trade benefits are rightly conditioned on our trading partners’ compliance with these standards.
- **Bureau Objective 1.2 Risk Considerations:** Continued engagement is needed with the private sector to ensure that international labor standards and fair wages are provided to workers in other countries.

Bureau Objective 1.3: Expand space for civil society, increase fundamental freedoms and fundamental labor rights by continuing to collaborate with a diversity of civil society organizations.

- **Bureau Objective 1.3 Justification and Linkages:** Expanding space for civil society is a critical means for the public to express their needs and concerns to their government. Supporting civil society—by building skills and utilizing existing knowledge of advocacy techniques and fundamental rights and freedoms—can lead to increases in levels of transparency and accountability, in turn, contributing to the promotion and protection of human rights and labor rights. Advocacy interventions are essential aspects of democratic policy making, citizen participation, and oversight of all branches of government. These interventions play an important role in determining social justice, political and civil liberties, and in amplifying the voice to citizens and underrepresented groups.
- **Bureau Objective 1.3 Risk Considerations:** Civil society actors continue to face repression by their governments and non-state actors, often being subjected to death threats, surveillance, and physical, digital, and psychosocial harm.

Bureau Goal 2: Bolstering Democracy: Support democracies' resilience, halt backsliding, and counter malign influence by strengthening civil society, independent media, political parties, and labor unions, including the Summit for Democracy process.

- **Bureau Goal 2 Description:** Support democracies' resilience, halt backsliding, and counter malign influence together with partners and allies by strengthening civil society, independent media, political parties, and labor unions.

Bureau Objective 2.1: Enhance the capacity and impact of independent journalists and enhance efficacy of civil society to maximize openings of political space and demand democratic, accountable governance, including using an open and interoperable Internet. The bureau will support President Biden's Summit for Democracy, which will require increased international assistance to bolster democratic institutions and confront democratic backsliding.

- **Bureau Objective 2.1 Justification and Linkages:** In support of the Administration's JSP and Interim National Security Strategic Guidance, DRL will renew democracy at home and around the world, including by encouraging reforms, fighting corruption, and incentivizing democratic behavior. DRL will support democratic reformers in new and fragile democracies, strengthen democratic institutions, promote respect for rule of law, and protect human rights defenders. Diplomatic engagement and programs will empower civil society to demand democratic, accountable governance, allowing these countries to realize their full potential.
- **Bureau Objective 2.1 Risk Considerations:** Repressive governments are increasingly cracking down on civil society and human rights defenders. Diplomatic engagement and programming support must be flexible, work safely, and be able to pivot in support as issues unfold.

Bureau Objective 2.2: Implement DRL's Bridging Understanding, Integrity, and Legitimacy for Democracy (BUILD) initiative, which was launched at the first Summit for Democracy and will support the Administration's whole-of-government approach and counter authoritarian influence.

- **Bureau Objective 2.2 Justification and Linkages:** Democracies across the world are increasingly under siege and DRL supports efforts to partner with likeminded allies to revitalize democracy. DRL plays a pivotal role in supporting the President's Summit for Democracy aimed at confronting democratic backsliding and ensuring broad cooperation among democratic allies, members of civil society, and the private sector. Support for the Summit and the BUILD initiative will contribute to the Administration's whole-of-government approach to promote and protect democracy and human rights as a shared enterprise and as a key element to combat authoritarian influence around the world.
- **Bureau Objective 2.2 Risk Considerations:** External authoritarian influence continues to undermine democracy. The previous year marked the 15th consecutive year of global democratic decline, and the pace of decline continues to accelerate.

Bureau Objective 2.3: Use strategic partnerships with a range of allies and partners to expose and address disinformation campaigns by malign actors that seek to undermine confidence in democratic institutions.

- **Bureau Objective 2.3 Justification and Linkages:** The bureau uses bilateral and multilateral diplomacy to encourage governments to promote freedom of expression online and offline, including by repealing, amending, or not enforcing laws that restrict freedom of expression and ending arbitrary arrests or detention of individuals for exercising their freedom of expression. DRL promotes norms for a rights-respecting approach to the development and deployment of emerging technologies, such as artificial intelligence, which brings risks and opportunities for the protection of human rights.

- **Bureau Objective 2.3 Risk Considerations:** The growing authoritarian assault on information integrity, including through disinformation and propaganda, continues to grow. Focus must continue to support global Internet freedom and support for an open, interoperable, reliable secure Internet.

Bureau Objective 2.4: Diplomatic and programmatic efforts will directly advance the Biden Administration's national security agenda by supporting evidence-based programs that improve the ability of local civic institutions, including independent media, to counter disinformation campaigns, advocate for democratic reform, and support political parties to strengthen issue-based work in their constituencies.

- **Bureau Objective 2.4 Justification and Linkages:** DRL is guided by the Department's Internet Freedom Strategy, developed in consultation with Congress, which supports priority areas such as technology to enable open, uncensored and secure access to information; the security of users, particularly in hostile environments, to enable communication; policy advocacy that targets countries, regional bodies, and international standard setting entities to encourage Internet governance consistent with democratic values and international human rights standards.
- **Bureau Objective 2.4 Risk Considerations:** The failure of some democratic governments to deliver effective and equitable development outcomes has driven the breakdown of democratic norms and institutions and has fueled the rise of authoritarian leaders.

Bureau Goal 3: Promote Accountability: Ensure U.S. security assistance, foreign aid, and economic policies are consistent with human rights and democratic principles; coordinate sanctions and visa restriction tools with U.S. partners and allies; support institutions and processes that facilitate human rights.

- **Bureau Goal 3 Description:** Ensure U.S. security assistance, foreign aid, and economic policies are consistent with human rights and democratic principles, coordinate sanctions tools with U.S. partners and allies.

Bureau Objective 3.1: DRL will continue to oversee and otherwise support the Department's use of various legal authorities to promote accountability for human rights abuses and violations, including Section 7031 (c), Global Magnitsky sanctions, and the Leahy Law. DRL will promote accountability and deterrence by spotlighting human rights violations and abuses and support efforts to hold violators and abusers accountable.

- **Bureau Objective 3.1 Justification and Linkages:** Human rights are a core element of U.S. security policies, strategies, and laws. The Leahy Amendment prohibit the provision of training or assistance to foreign security forces where there is credible information of gross violations of human rights, and DRL vets all such forces. Similarly, the licensing of exports of arms and munitions pursuant to the Arms Export Control Act is subject to human rights vetting. DRL supports the State Department representative on the board of the International Code of Conduct for Private Security Providers' Association, which seeks to verify contracted private security companies providing services in complex or high-threat environments are operating at high standards and with respect for human rights. DRL contributes to accountable oversight of security forces through implementation of the Leahy law, under which DRL vets U.S. assistance to foreign security forces to ensure recipients have not committed gross violations of human rights. The DRL vetting program provides valuable opportunities for bilateral engagement to promote accountability for past human rights violations and abuses while seeking to deter future ones.

- **Bureau Objective 3.1 Risk Considerations:** Lack of prioritization of the DRL vetting program will decrease bilateral engagement to promote accountability for past human rights violations and abuses.

Bureau Objective 3.2: Coordinate with likeminded governments to share credible information leading to sanctions and visa designations under their own legal authorities. Increase cooperation with Department bureaus on approval of separate INA “3C” visa restriction policies, such as the Khashoggi Ban, which authorizes the denial of visas to persons engaged in the extraterritorial persecution of dissidents.

- **Bureau Objective 3.2 Justification and Linkages:** To strengthen rule of law and increase accountability, DRL oversees the Department’s use of various authorities to hold accountable government officials and others who perpetrate human rights abuses, including through sanctions and other measures.
- **Bureau Objective 3.2 Risk Considerations:** Not ensuring accountability oversight of foreign security forces through implementation of the Leahy law will lead to an increase of security forces committing gross human rights violations.

Bureau Objective 3.3: Advance Leahy law implementation in line with new legal mandates. Ensure that human rights considerations are adequately reflected in arms transfer decisions.(

- **Bureau Objective 3.3 Justification and Linkages:** The Biden Administration has made a commitment to ensure that human rights and democracy concerns are reflected in our security, foreign assistance, and economic policy. DRL is responsible for reviewing the human rights implications of proposed transfers of such items via Foreign Military Sales, Direct Commercial Sales, and Commerce Department-controlled sales.
- **Bureau Objective 3.3 Risk Considerations:** Must continue to ensure that human rights and law of armed conflict considerations are included in U.S. arms transfer decisions.

Bureau Objective 3.4: Build the capacity of democratic advocates, independent media, and civil society representatives to promote human rights and hold their own governments answerable to international obligations and commitments.

- **Bureau Objective 3.4 Justification and Linkages:** DRL manages more than \$1 billion in ongoing foreign assistance to build the operational capacity of human rights defenders, civil society advocates, independent journalists, to advance democratic ideals, combat corruption, advocate for transparency, and promote government accountability. The annual Country Reports on Human Rights practices produced by DRL are an important tool to help place democracy and human rights at the center of U.S. foreign policy. The over 200 country reports are used by civil society representatives, NGOs, lawmakers, and others to promote democracy and human rights and hold governments around the world accountable to their human rights obligations and commitments.
- **Bureau Objective 3.4 Risk Considerations:** Atrocity prevention must remain a critical U.S. government focus area. Lack of awareness of atrocity prevention risk factors and response options could have devastating consequences.

Bureau Goal 4: Support Marginalized Groups: Protect and Advance the rights of marginalized populations and traditionally underserved communities around the world.

- **Bureau Goal 4 Description:** Advance the rights of marginalized populations and traditionally underserved communities around the world.

Bureau Objective 4.1: DRL will use a combination of bilateral and multilateral engagement, visa, trade, and economic sanctions, annual reports to Congress, country specific action plans, and foreign assistance to address issues faced by traditionally underserved communities by contributing to the promotion, protection, and advancement of nondiscriminatory practices and laws.

- **Bureau Objective 4.1 Justification and Linkages:** The United States cannot be a credible advocate for democracy and human rights abroad if it fails to demonstrate its commitment at home. President Biden has signed Executive Orders to Advance Racial Equity and Support to Underserved Communities, Prevent and Combat Discrimination on the Basis of Gender Identity and Sexual Orientation, and Executive Order 14020, which established the White House Gender Policy Council and launched the Gender Equity and Equality Strategy on October 22, 2021, that outlined a comprehensive approach to gender integration and advancement. As discrimination is a driver for global unrest, DRL seeks to provide greater focus on how the U.S. can address traditionally underserved populations through policy. The Biden Administration has recognized the role racism, endemic gender discrimination and inequity, and ethnic conflict play in destabilizing countries and communities/fomenting international unrest. DRL will continue to use a broad range of diplomatic and programmatic tools and resources to ensure U.S. diplomacy and foreign assistance contribute to the promotion, protection, and advancement of nondiscriminatory practices and laws.
- **Bureau Objective 4.1 Risk Considerations:** Systemic inequality is a national

security threat that exacerbates political, economic, and societal disparities; contributes to violence and extremism; and erodes fundamental freedoms.

Bureau Objective 4.2: The bureau will coordinate with U.S. partners and allies to promote gender equality and protect the rights of members of marginalized groups such as ethnic minorities, indigenous persons, persons with disabilities, and LGBTQI+ persons.

- **Bureau Objective 4.2 Justification and Linkages:** In January 2020, President Biden signed Executive Order 13985 to Advance Racial Equity and Support to Underserved Communities. DRL manages programs and uses bilateral and multilateral engagement to promote racial justice and combat discriminatory practices against persons with disabilities and LGBTQI+ persons. DRL supports locally led efforts around the world to combat all types of racial and ethnic violence, facilitate access to justice for victims of racism, ensure fairness in the administration of justice, dismantle economic structures in which works are devalued, and call upon the international community to take measures to acknowledge and prevent incidents of injustice and violence based on race and ethnicity.
- **Bureau Objective 4.2 Risk Considerations:** The imperative to advance human rights and foster equitable, inclusive societies around the world has become more urgent as strategic competitors exploit fractures in democratic societies and challenge societal cohesion, foment polarization, and sow disinformation and instability.

Bureau Objective 4.3: DRL will lead in the implementation of President Biden's memorandum on Advancing the Rights of LGBTQI+ persons by advocating against discriminatory laws and practices.

- **Bureau Objective 4.3 Justification and Linkages:** President Biden issued an Executive Order on Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation. This was followed by a Memorandum on Advancing the Human Rights of LGBTQI+ persons around the world. Secretary Blinken pledged that the Department will use a broad range of diplomatic and programmatic tools to protect the

human rights of LGBTQI+ persons, advance nondiscrimination, and respond swiftly to human rights violations and abuses of LGBTQI+ individuals. In support, DRL uses a broad range of multilateral diplomatic and programmatic tools to promote, protect, and advance the rights of LGBTQI+ individuals and leads Department efforts to implement the President's Memorandum. The Bureau also strengthens the capabilities of members of the LGBTQI+ community to advocate against discriminatory laws and practices that deny their human rights.

- **Bureau Objective 4.3 Risk Considerations:** Advancing the rights of traditionally marginalized communities will require creating partnerships and consultation with members of these same groups and likeminded governments to develop honest dialogue and invite different perspectives to help shape and formulate policy.

Bureau Objective 4.4: Lead efforts around the world to facilitate access to justice for victims of racism and social inequality, prevent atrocities, and advance gender equality and women's leadership by supporting the Department's commitments under the U.S. Strategy on Women, Peace, and Security (WPS). The bureau will continue to promote the rights of indigenous and ethnic populations and combat discriminatory practices against persons with disabilities.

- **Bureau Objective 4.4 Justification and Linkages:** DRL continues to highlight and support the vital role women play in establishing and sustaining democracy as well as the importance of women's political and economic participation, access to sexual and reproductive health services, and equal treatment under the law. During the United Nations 65th Commission on the Status of Women, Vice President Harris stated, "[t]he status of women is the status of democracy." DRL also remains committed to responding to Gender-Based Violence (GBV) and supporting access to justice and training opportunities for advocates and GBV survivors. DRL also actively works with Department colleagues to ensure that U.S. strategies, policies, and programs are informed by analysis of gender, power, and conflict dynamics consistent with U.S. commitments under WPS. DRL will actively participate to update the Global GBV

Strategy that will be completed by 2022 and help lead the Department's implementation plan.

- **Bureau Objective 4.4 Risk Considerations:** The imperative to advance human rights and foster equitable, inclusive societies around the world has become more urgent as strategic competitors exploit fractures in democratic societies and challenge societal cohesion, foment polarization, and sow disinformation and instability.

4. Bureau Cross-Cutting Management Objective

Bureau Cross-Cutting Management Objective 1: Ensure Accountability to the American Taxpayer Strengthen the effectiveness of our expenditures by increasing the use of evidence in decision-making, building partner capacity, and exploring innovative approaches to conduct our work, including providing State Department officials with in-house training on ways to most effectively advance DRL-related issues.

- **Bureau Cross-Cutting Management Objective 1 Justification and Linkages:** Strengthen the effectiveness of our expenditures by increasing the use of evidence in decision-making, building partner capacity, and exploring innovative approaches to conduct our work, including providing State Department officials with in-house training on ways to most effectively advance DRL-related issues. Building on the Bureau's sustained efforts in offering in-house training on foreign assistance program design, monitoring, and evaluation to State Department officials and implementing partners, there is an opportunity to broaden existing training modules focusing on how the Bureau can use evidence to improve diplomatic engagement.
- **Bureau Cross-Cutting Management Objective 1 Risk Considerations:** DRL is dedicated to concentrating its programming and diplomatic efforts to help local democracy advocates build sustainable democratic institutions, counter disinformation, and support civil society. The bureau is committed to designing and managing foreign assistance that is evidence-based and to ensure due diligence for taxpayer funding. Lack of training opportunities or continued support to increase necessary skills could hamper progress.