



# Functional Bureau Strategy

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## BUREAU OF INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS

**FOR PUBLIC RELEASE**

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## 1. Executive Statement and Mission Statement

**Mission: INL works to keep Americans safe by countering crime, illegal drugs, and instability abroad.**

Global social, economic, and technological changes have fundamentally recast the role of transnational organized crime and corruption in international security. The global challenges faced by the international community today – climate change, pandemic disease, growing inequality, social fragmentation – present opportunities for criminal profit, exacerbating the challenges and inhibiting effective responses. The adoption of technological innovations by transnational criminals not only often outpaces the abilities of governments to respond, but emerging cyber tools enable criminal organizations to narrow the gap between state and non-state capabilities. In some cases, the capability of non-state criminal actors exceeds the ability of a state to respond to or prevent those crimes. **The ability of our foreign partners to mitigate crime and corruption is essential to U.S. national security, foreign policy, and development priorities.**

In the United States, transnational crime causes direct and significant harm to lives and communities, primarily through the drug trade and, increasingly, through criminal acts that target computers and computer networks – particularly ransomware. Overseas, strategic competitors leverage criminal activity, criminal proxies, and transnational corruption to advance political goals. Fragile states are particularly vulnerable to transnational crime and corruption, as illicit economies enable conflict, undermine government credibility, and inhibit economic development. At the community level, **organized crime and inadequate criminal justice systems undermine rule of law and disproportionately affect marginalized, underserved, and underrepresented communities.** INL integrates analysis of gender, equity, corruption, human rights, and non-governmental stakeholders throughout its programmatic and policy efforts.

The law enforcement and criminal justice reform “tools” INL developed over the past 40 years are in high demand to address national security challenges—particularly in the context of

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advancing rule of law in the face of strategic competition and rising authoritarianism. INL's leading policy role on **drug control, anticorruption, and anti-crime** issues not only ensures the international architecture for international cooperation but is an active venue for competition with authoritarian states for international standards and norms. INL's foreign assistance ensures that U.S. leadership on these issues is reinforced by strengthening rule of law and democratic institutions around the world. These competencies and capabilities enable the advancement of the following **INL strategic goals**:

1. Disrupt and reduce illicit drug markets and transnational crime to protect American lives and U.S. national security.
2. Combat corruption and illicit financing to strengthen democratic institutions, advance rule of law, and reduce transnational crime and its enablers.
3. Strengthen criminal justice systems to support stable, rights-respecting partners.
4. Leverage learning, data, and resources – including people and funding – to advance INL's mission and thought leadership on civilian security and justice on behalf of the United States.

The changing strategic landscape has further expanded INL's role in foreign policy as a thought leader on transnational crime and criminal justice system reform. These complex challenges require INL to be more closely coordinated with other bureaus across the Department and USAID, so our activities are as mutually reinforcing as possible. **INL's work is further predicated on close partnerships within the U.S. interagency**, especially law enforcement agencies, and a range of other actors, including civil society, public health practitioners, U.S. state and local criminal justice practitioners, international organizations, private sector actors, academia, and our international partners. INL collaborates with criminal justice agencies to ensure foreign assistance and diplomatic engagement properly align to meet emerging threats. Through enduring commitment to advancing the rule of law and responsive, inclusive, and accountable criminal justice systems, INL activities are essential to demonstrating that democracy delivers. This role requires that INL is clear in its **strategic** priorities, **agile** enough to adapt to changing circumstances, and ensures a cycle of **learning** to measure progress, more smartly integrate

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activities with other U.S. and foreign partners, and continually inform our policy and programming efforts.

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## 2. Bureau Strategic Framework

**Bureau Goal 1:** Disrupt and reduce illicit drug markets and transnational crime to protect American lives and U.S. national security

- **Bureau Objective 1.1:** Synthetic drug markets – including production, transit, proceeds, and demand – are disrupted and reduced
- **Bureau Objective 1.2:** Plant-based drug markets – including cultivation, transit, proceeds, and demand – are disrupted and reduced
- **Bureau Objective 1.3:** International partners have greater ability to counter cybercrime
- **Bureau Objective 1.4:** Priority non-drug illicit markets – including sourcing, transit, proceeds, and demand – are disrupted and reduced

**Bureau Goal 2:** Combat corruption and illicit financing to strengthen democratic institutions, advance rule of law, and reduce transnational crime and its enablers

- **Bureau Objective 2.1:** Anticorruption regimes prevent corruption and bring corrupt actors to justice
- **Bureau Objective 2.2:** Anti-money laundering regimes deter and disrupt movement of proceeds of crime, including corruption
- **Bureau Objective 2.3:** Corrupt actors and their ill-gotten gains are denied safe havens

**Bureau Goal 3:** Strengthen criminal justice systems to support stable, rights-respecting partners

- **Bureau Objective 3.1:** Foundational elements of foreign criminal justice systems are able to address shared threats, promote human rights, and provide fair and equal justice to all citizens
- **Bureau Objective 3.2:** Foreign partner civilian security institutions have the institutional capacity to manage borders and protect sovereign territory

- **Bureau Objective 3.3:** Foreign criminal justice institutions in fragile states contribute to the prevention of conflict and promote resilience and stability

**Bureau Cross-Cutting Management Goal 1:** Leverage learning, data, and resources – including people and funding – to advance INL’s mission and thought leadership on civilian security and justice on behalf of the United States

- **Bureau Cross-Cutting Management Objective 1.1:** Research, expert analysis, and learning informs bureau guidance and drives performance
- **Bureau Cross-Cutting Management Objective 1.2:** Relevant data is accessible to INL staff to improve program management and make informed decisions
- **Bureau Cross-Cutting Management Objective 1.3:** INL resources, including people and funding, are aligned with bureau priorities and prioritized for maximum economies of scale and effect
- **Bureau Cross-Cutting Management Objective 1.4:** INL delivers on its commitments to diversity, equity, inclusion, and accessibility

### 3. Bureau Goals and Objectives

**Bureau Goal 1:** Disrupt and reduce illicit drug markets and transnational crime to protect American lives and U.S. national security

- **Bureau Goal 1 Description:** Transnational crime exploits weak institutions, exacerbates societal vulnerabilities, and both enables and perpetuates conflict and fragility. This goal focuses on illicit markets out of a recognition of both supply and demand aspects, as well as the proceeds of criminal activity. Proceeds from illicit markets fund other forms of transnational crime and provide financial wherewithal to challenge legitimate state institutions. Illicit markets exist for commodities (drugs, resources, wildlife, weapons), to exploit people, and for data and intellectual property. State actors facilitate criminal activity around the globe, and states such as Russia and the PRC leverage criminal proxies to achieve policy objectives, blurring the line between state and non-state threats. Technological advances from encrypted communications to virtual currency and e-commerce facilitate criminal activity, and governments struggle to keep up with the pace of innovation. The United States relies on capable foreign partners to cooperate to address these transnational threats to security, governance, and economic development. INL is the Department's lead for international drug control and transnational organized crime issues. Preserving the viability of UN drug control and anti-crime conventions as international standards and effective mechanisms for cooperation across borders is central to INL's approach. INL builds partner capacity, fosters international cooperation, maintains platforms to exchange information and best practices, and manages a variety of U.S. deterrence and enforcement mechanisms.

**Bureau Objective 1.1:** Synthetic drug markets – including production, transit, proceeds, and demand – are disrupted and reduced

- **Bureau Objective 1.1 Justification and Linkages:** The United States is facing the deadliest drug crisis in the country's history, exacerbated by the COVID-19 pandemic, and synthetic opioids are the primary driver of the continued increase in drug

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overdose deaths. INL disrupts synthetic drugs along their international supply chains, addressing production, detection and interdiction; online sales and financial flows; and global demand. INL works with international organizations to strengthen the implementation of international drug control conventions as well as with private sector industries. Reducing the supply of illicit substances in the United States is both a stated priority of the Biden-Harris Administration's Drug Policy Priorities and an important part of advancing a foreign policy for all Americans. This objective aligns to JSP objective 1.4 (Peace and Security), the National Drug Control Strategy, and the Department's Synthetic Drug Strategy.

- **Bureau Objective 1.1 Risk Considerations:** Criminals adopt new production methods and locations quickly to evade law enforcement detection, particularly since synthetic drugs can be manufactured virtually anywhere. To mitigate these risks, INL focuses on precursor chemical control, class-based scheduling, and invests in global early warning systems to stay abreast of rapidly evolving production and use trends. Control of substances requires legislative, regulatory, and enforcement action by countries where lack of political will or other factors (e.g., corruption) may stymie action. INL leverages multilateral, bilateral, and public diplomacy to influence country behavior, and undertakes anticorruption programming where appropriate.

**Bureau Objective 1.2:** Plant-based drug markets – including cultivation, transit, proceeds, and demand – are disrupted and reduced

- **Bureau Objective 1.2 Justification and Linkages:** Plant-based drugs such as heroin and cocaine remain a serious threat to American lives and stability abroad. Cultivation of these drugs often requires large geographic regions without effective state presence, and the attendant violence and corruption in transit zones makes the drug trade a serious impediment to stability. The most violent cities in the world are not in war zones, but cities (primarily in the Western Hemisphere) affected by drugs and organized crime. Most U.S. and international authorities agree that the illicit drug trade continues to be the leading generator of proceeds by category of crime worldwide. Reducing the

supply of illicit substances in the United States is both a stated priority of the Biden-Harris Administration's Drug Policy Priorities and an important part of advancing a foreign policy for all Americans. This objective aligns to JSP objective 1.4 (Peace and Security) and the National Drug Control Strategy.

- **Bureau Objective 1.2 Risk Considerations:** Both INL and DoD invest significant security assistance to counter narcotic production and trafficking, particularly in the Western Hemisphere, which presents a vulnerability if not well-coordinated. INL mitigates this risk by coordinating with DoD at multiple levels, including both overseas and domestically.

**Bureau Objective 1.3:** International partners have greater ability to counter cybercrime

- **Bureau Objective 1.3 Justification and Linkages:** The increasing ubiquity of information and communications technologies (ICTs) and the daunting challenge of anonymizing tools have made cybercrime a low risk, high reward business for criminals and, in some cases, the nation-states that sponsor or harbor them. According to the FBI, reported losses to U.S. victims from cybercrime in 2020 alone exceeded \$4.2 billion. The transnational nature of cybercrime makes not only the international architecture for cooperation essential to enforcement, but also requires maintenance of relevant institutions to keep these mechanisms current in the face of technological and criminal innovations. International cooperation is significantly challenged by uneven implementation of existing legal frameworks, such as the U.S.-supported Council of Europe Convention on Cybercrime. Building partner capacity to bring criminals to justice is an essential complement to broader U.S. government efforts that prioritize prevention through cybersecurity. This objective aligns to JSP objective 1.4 (Peace and Security), the Department's technology policy pillars, and the National Cyber Strategy.
- **Bureau Objective 1.3 Risk Considerations:** There is near universal demand for cyber-related capabilities, which increases the risk of foreign assistance efforts being too diffuse to lead to meaningful change. To mitigate this risk, INL's strategic approach balances being responsive to country expression of interest while also focusing

resources to develop cyber enforcement capabilities where they can make the greatest impact.

**Bureau Objective 1.4:** Priority non-drug illicit markets – including sourcing, transit, proceeds, and demand – are disrupted and reduced

- **Bureau Objective 1.4 Justification and Linkages:** Organized crime is a global challenge, fueling violence and instability, corruption, and enabling political interference. INL prioritizes various non-drug illicit markets that are associated with transnational crime that threatens the homeland, supports hostile foreign powers, or threatens stability or partner sovereignty. This objective aligns to JSP objective 1.4 (Peace and Security), the National Strategy to Combat Transnational Organized Crime, and the National Strategy for Combating Wildlife Trafficking, among other strategic policy guidance documents such as Executive Orders 13773 and 14060.
- **Bureau Objective 1.4 Risk Considerations:** Addressing illicit markets requires coordinated action and capability across a number of countries and jurisdictions, and it is not always possible for INL to engage all relevant countries on every transnational criminal threat. INL mitigates this risk through strategic trend analysis and thoughtful program design.

**Bureau Goal 2:** Combat corruption and illicit financing to strengthen democratic institutions, advance rule of law, and reduce transnational crime and its enablers.

- **Bureau Goal 2 Description:** Corruption fuels transnational crime, wastes public resources, destabilizes countries, and impedes good governance. It is increasingly weaponized by authoritarian states to undermine democracy. Corruption increases the risk that U.S. foreign assistance will be misappropriated, and U.S. attempts to address it may run the risk of inadvertently reinforcing corrupt power structures. As part of its longstanding leadership on this issue, the United States has ensured that the rules-based international system incorporates principles of transparency, integrity, and accountable governance and has promoted the institutionalization of recognized international standards through the adoption of legally binding treaties, political commitments, and best practices. INL's approach to combating corruption balances prevention and enforcement, recognizes the contribution of good governance, and empowers both internal (e.g., inspectors general) and external (e.g., legislative, journalistic, citizen) oversight. Likewise, money laundering undermines the integrity of the worldwide financial system and facilitates and conceals crime: all forms of transnational organized crime share the common objectives of hiding and legitimizing criminal proceeds, some of which are drawn upon in turn to finance further operations. Financial facilitators obscure the proceeds of crime and corruption and returning stolen assets and addressing regulatory vulnerabilities across jurisdictions are essential given the rapid movement of financial assets across borders.

**Bureau Objective 2.1:** Anticorruption regimes prevent corruption and bring corrupt actors to justice

- **Bureau Objective 2.1 Justification and Linkages:** Effective anticorruption regimes necessarily include both adequate domestic and international legal frameworks, institutional capacity, and the will to implement these frameworks. Combating corruption is a whole of society effort, involving civil society, the media, and the private sector to prevent, detect, and expose corruption, and ensure effective enforcement and accountability. INL's activities are grounded in the major elements of the UN Convention against Corruption (UNCAC), the only legally binding universal anti-corruption instrument. Corruption within criminal justice institutions stymies a key mechanism for accountability. As a result, deterrence and disruption of corruption through the effective operation of the criminal justice system and delivery of sentences, confiscations, and other enforcement outcomes are indispensable pieces of the response. This objective includes INL's efforts to criminalize and deliver justice for corruption, including technical assistance related to substantive laws and criminal procedures codes, sufficiency of institutions, skill-building, and ensuring countries effectively leverage existing mechanisms for international cooperation. This objective aligns to JSP objective 3.3 (Combating Corruption), which INL leads for the Department, as well as the U.S. Strategy to Counter Corruption.
- **Bureau Objective 2.1 Risk Considerations:** Combating corruption can be complicated by lack of political will in partner countries, especially when the governmental counterparts upon which reform efforts would rely have a stake in preserving the status quo. This risk is mitigated by building international consensus against corruption, empowering independent oversight, and supporting deterrence and accountability.

**Bureau Objective 2.2:** Anti-money laundering regimes deter and disrupt movement of proceeds of crime, including corruption

- **Bureau Objective 2.2 Justification and Linkages:** All forms of transnational organized crime share the common objectives of hiding and legitimizing criminal proceeds, some of which are drawn upon in turn to finance further operations. These processes are referred to as illicit finance, of which money laundering is a subset. Money laundering facilitates and conceals crime and undermines the worldwide financial system and involves a range of methodologies from misuse of digital assets, trade-based money laundering, bulk-cash smuggling, and use of fintech or other emerging technology. Effective anti-money laundering regimes adopt Financial Action Task Force (FATF) standards and necessarily include adequate legal frameworks, effective institutions, and adequate human capital. This objective includes INL's efforts to strengthen AML regimes through adoption of FATF standards on both technical compliance and effective implementation, including requisite technological capabilities and understanding of threats, vulnerabilities, and risks of money laundering. INL's publication of the annual Vol. II (money laundering) of the International Narcotics Control Strategy Report, its integration of AML into other program areas, and the bureau's work to strengthen AML measures in anticrime fora complement programmatic efforts. This objective aligns to JSP objectives 3.3 (Combating Corruption) and 2.1 (Economic Governance), the U.S. Strategy to Counter Corruption, and the National Strategy for Combating Terrorist and Other Illicit Financing.
- **Bureau Objective 2.2 Risk Considerations:** Inadequate political will and information technology and related infrastructure can inhibit the capacity of potential INL partners to effectively fulfill and sustain AML obligations. As with other forms of crime, money launderers have adopted new technologies, such as cryptocurrencies, to advance their schemes. To mitigate these risks, INL 1) assesses partner capacity to ensure that the context for program interventions will permit effectiveness; and 2) INL monitors trends and adapts programs appropriately, including to address technological advances such as cryptocurrencies, and coordinates programming between the AML and cybercrime lines.

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**Bureau Objective 2.3:** Corrupt actors and their ill-gotten gains are denied safe havens

- **Bureau Objective 2.3 Justification and Linkages:** This objective elevates denial of safe haven as a key focus for U.S. diplomatic and programmatic initiatives. The expectation of impunity is a powerful incentive for corrupt actors and their facilitators, and therefore it is essential to impose costs, deny ill-gotten gains, and recover and return stolen assets in order to hold actors accountable and deter future corrupt acts. In addition to leveraging U.S. tools such as visa restrictions and sanctions, this includes important work to multilateralize the concept of no safe havens. This objective includes INL's visa restriction authorities and support to Global Magnitsky financial sanctions implementation and activities that support capacity building around complex transnational corruption cases and foreign bribery, asset recovery, and efforts related to transparency in shell corporations (beneficial ownership and real estate). This objective aligns to JSP objectives 3.3 (Combating Corruption) and 2.1 (Economic Governance), and the U.S. Strategy to Counter Corruption.
- **Bureau Objective 2.3 Risk Considerations:** There may be political risks associated with imposing accountability measures such as financial sanctions and visa restrictions against politically connected individuals whose cooperation we may need on other foreign policy priorities. To mitigate this risk, we will work closely with Posts and Regional Bureaus to determine when private designations are justified and necessary.

**Bureau Goal 3:** Strengthen criminal justice systems to support stable, rights-respecting partners

- **Bureau Goal 3 Description:** Through this goal, INL contributes to broad efforts to strengthen democratic institutions and good governance, building resilient partners that are better positioned to contribute to a stable international system and address shared security threats. This goal advances a rule of law-based approach as essential to the U.S. priority of demonstrating that democracy can deliver for people around the world. Civilian security institutions and criminal justice systems have an important role in the continuum of international security cooperation, which relies on common international standards and norms, achieved through multilateral engagement. Grievances related to actual or perceived inequity in the criminal justice system contribute to instability and social fragmentation that authoritarian and other actors can exploit. Effective, resilient, and responsive criminal justice systems are rooted in rule of law and respect for human rights and enhance trust between the government and the population by being inclusive and responsive to the needs of all members of a community. INL's work toward this goal contributes to ensuring criminal justice systems provide a space for all people's rights to be protected and their voices heard.

**Bureau Objective 3.1:** Foundational elements of foreign criminal justice systems are able to address shared threats, promote human rights, and provide fair and equal justice to all citizens

- **Bureau Objective 3.1 Justification and Linkages:** INL recognizes five core components to an effective criminal justice system: law enforcement, prosecution, civil society and criminal defense, the judiciary, and corrections. Within each of these five sectors are "building blocks" that lay foundations for more sophisticated or technical activities that increase the proficiency of the criminal justice system. Strong criminal justice systems are sustainable, fair, equitable, accessible, inclusive, humane, and address the needs of the population—including members of marginalized, underserved, and underrepresented communities. Furthermore, an ineffective, biased, or corrupt



criminal justice system undermines the trust of a population in its government and fosters impunity and stymies anticrime efforts, contributing to conflict, violence, and instability. This objective includes INL's efforts to build institutional capacity across the criminal justice system to international standards (where they exist), civilian security sector governance, and efforts to prevent corruption within criminal justice systems. This objective aligns to JSP objectives 3.1 (Democracy and Governance) and 3.2 (Equity and Inclusion), and the U.S. Strategy on Women, Peace and Security and National Strategy on Gender Equity and Equality, and other strategic policy guidance such as Executive Order 13985.

- **Bureau Objective 3.1 Risk Considerations:** Partner governments may not have political will or the resources to address foundational aspects of criminal justice reform, and even with sufficient political will, reform may require long-term investments in cultural change and technical capacity. Gaps in political will ultimately constrain INL's ability to deliver impactful and sustainable programming, particularly where there is partner interest to work in some, but not all sectors within the criminal justice system. Efforts that increase the capacity of some elements of the criminal justice system while others lag may hinder operation of the system overall and frustrate INL's broader objectives, while poor public administration may create conditions in which it is difficult for the justice sector to operate effectively. To mitigate this risk, INL co-develops programming with foreign partners, and is developing a systematic approach toward conducting assessments, program design, evaluations and monitoring of program performance.

**Bureau Objective 3.2:** Foreign partner civilian security institutions have the institutional capacity to manage borders and protect sovereign territory

- **Bureau Objective 3.2 Justification and Linkages:** Strategic competitors of the United States seek to shift regional balances of power in their favor through methods that fall short of overt military action. This puts civilian security institutions on the front lines, particularly for issues related to territorial integrity, freedom of navigation as other non-military forces are used to assert and maintain sovereignty and administrative control of disputed areas. Civilian security institutions are also often involved in the effective management of land borders. Ensuring our partner nations have the capacity to secure their own borders from irregular migration can lessen the number of irregular migrants ultimately reaching or attempting to return to the United States. Furthermore, while effective border management is an important aspect of addressing the smuggling of drugs, goods, and people, and deterring irregular migration, civilian security institutions involved in maintaining land and maritime borders contribute to a stable international security environment by deterring territorial incursions or the unlawful exploitation of natural resources that have the potential to escalate into regional conflict. This objective includes INL's efforts to build institutional capacity related to certain specialized law enforcement functions, border management, maritime law enforcement, and efforts related to peacekeeping. This objective aligns to JSP objectives 1.4 (Peace and Security) and 3.4 (Manage Migration), and various regional strategies, including the Indo-Pacific Strategy and Central America Root Causes Strategy.
- **Bureau Objective 3.2 Risk Considerations:** In most countries, different governmental agencies are involved in border management and maritime domain awareness. This leads to a potential risk of inadequate coordination and cooperation among various partner agencies, which could complicate our ability to achieve security goals while enabling commercial activity and protecting human rights. INL mitigates this risk through additional coordination with other relevant foreign assistance programs, and often includes efforts to improve cooperation within the partner's interagency in INL program design.

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**Bureau Objective 3.3:** Foreign criminal justice institutions in fragile states contribute to the prevention of conflict and promote resilience and stability

- **Bureau Objective 3.3 Justification and Linkages:** Establishing basic justice and security are essential for stabilization, and this assistance must be closely coordinated with diplomatic efforts, civil society stakeholders, and developed within the context of local conflict dynamics. The inadequate provision of justice and security—especially perceptions of corruption, inequity, and/or abuses—is at the heart of many armed conflicts, violence, and instability. INL programs in fragile states should foster legitimate, inclusive, transparent, and accountable criminal justice systems that equitably serve their communities and instill trust in public institutions and governance. Furthermore, INL activities reduce the criminal markets that enable conflict and instability. This objective includes INL’s programming efforts in countries identified as priorities for stabilization or conflict prevention, as well as efforts related to atrocity prevention. These interventions lay the groundwork for the foundational reforms covered in bureau objective 3.1--generally establishing organizations or systems rather than reforming them. This objective aligns to JSP objective 1.4 (Peace and Security) and the U.S. Strategy to Prevent Conflict and Promote Stability.
- **Bureau Objective 3.3 Risk Considerations:** Justice and security actors are often deeply intertwined with conflict dynamics and competition for political power at local, regional, and national levels. To mitigate the risk of assistance worsening conflict dynamics, INL applies the Guidelines for Effective U.S. Justice and Security Sector Assistance in Conflict-Affected Areas, that INL co-drafted in late 2019.

## 4. Bureau Cross-Cutting Management Goal

**Bureau Cross-Cutting Management Goal 1:** Leverage learning, data, and resources – including people and funding – to advance INL’s mission and thought leadership on civilian security and justice on behalf of the United States

- **Bureau Cross-Cutting Management Goal 1 Description:** Through this goal, INL improves the quality of our foreign assistance and capacity building by helping the bureau learn from its prior work and integrate evidence, best practices, and lessons learned into new global tools, resources, and platforms. INL continues to make progress in being an agile, strategy-led organization, including through active management of human capital, developing integrated information management systems, and optimizing resources to achieve the bureau’s outcomes. INL is also committed to becoming a learning organization, which has three primary lines of effort: developing uniform program management guidance; implementing a consolidated, adult-centric approach to internal and external training; and being a source of thought leadership and technical expertise in drug control and criminal justice reform. The end results are more rigorous assessments pointing INL toward smarter programming; project designs that lay out clear and feasible goals; external training that is consistently conducted to the highest standard; and effective monitoring and evaluations of results inform future programming. INL advances its commitment to diversity, equity, inclusion, and accessibility both externally in INL programs and policy engagements and internally, through both established institutional mechanisms and through an employee-led Diversity and Inclusion Council (D&IC).

**Bureau Cross-Cutting Management Objective 1.1:** Research, expert analysis, and learning informs bureau guidance and drives performance

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** Evidence-based policy and programming is central to continuously improving the quality of INL's foreign assistance. As stated in the Presidential Memorandum on Restoring Trust in Government Through Scientific Integrity and Evidence-based Policymaking, it is the Administration's policy to make evidence-based decisions guided by the best available science and data. INL strategic guidance identifies bureau priorities, lines of effort and key activities to support alignment across INL's various tools and foreign assistance typologies. INL program management guidance includes new doctrine, standards and tools for program design, monitoring, and evaluation. INL guidance is informed by both external research and INL's subject matter expert advisors. This objective also aligns to the Foundations for Evidence-Based Policymaking Act of 2018 and the Foreign Aid Transparency and Accountability Act of 2016.
- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** Incorporating evidence and learning into the life cycle of a program can be time consuming for Program Officers, who may not know where to find evidence or how to distill credible analysis from research and evaluation findings. To mitigate this risk, INL is partnering with leading academic thinkers, such as through our partnerships with the National Academy of Science and the Library of Congress, to expand access to research and distill the most relevant evidence into practical guidance.

**Bureau Cross-Cutting Management Objective 1.2:** Relevant data is accessible to INL staff to improve program management and make informed decisions

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** INL continues to strengthen business processes and is developing an enterprise-wide IT solution that will support all INL's core program management functions and other operational activities. The integration of budgetary subsets into a single source enables both program and budget officers' access to real-time information on appropriations, obligations, burn rates, and expiring or cancelling funding. In addition to budget data, the system will integrate programmatic data such as indicators, targets, quarterly progress reports, and projected completion dates across INL implementing mechanisms. This integrated and largely automated system will save time and increase accuracy, freeing up management and staff to strategize, create and plan for opportunities, and track report results in near-real time, providing for more granular mid-course corrections. This objective aligns to JSP objective 4.2 (Modernize IT and Leverage Data) and the Enterprise Data Strategy.
- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** The incompatibility of source language subsets may require adaption of additional interpretive subsets, which may slow full adoption. Additionally, many integration points – many of which are outside of the bureau's positive control – will need to be connected for total efficiency. Failure to do so will result in the system not being optimized. To mitigate these risks, an Enterprise Architecture Steering Group will be developed to support the Information Management Advisory Council Co-Chairs with the conceptualization and implementation of the overall INL enterprise information management and data architecture, with a priority for human-centered design and integration with and enhancement of Department and other systems of record. It will also ensure a coordinated approach on the application purchasing, development, and deployment of technical solutions. The Steering Group will also lead on INL cloud efforts and coordinate with other State Department bureaus and the Application Development

Group in Frankfurt as necessary to achieve smart, efficient, and integrated IM solutions for INL.

**Bureau Cross-Cutting Management Objective 1.3:** INL resources, including people and funding, are aligned with bureau priorities and prioritized for maximum economies of scale and effect

- **Bureau Cross-Cutting Management Objective 1.3 Justification and Linkages:** In July 2018, INL began a realignment initiative culminated in a May 2019 implementation plan to restructure the Bureau's functional offices to make it more strategic, agile, and a learning organization. The plan resulted in a significant number of direct hire personnel being reassigned duties and responsibilities as well as a reprogramming of a handful of vacant positions to allow for career advancement. The realignment clarified roles and responsibilities by combining three functional offices and portions of our Executive Office into two distinct offices and two new units. The review of people and resources will allow INL, as the second largest Foreign Assistance recipient to better design, monitor, assess, and track the impact of our \$1.5 billion in programs. This objective aligns to JSP objective 4.1 (Workforce).
- **Bureau Cross-Cutting Management Objective 1.3 Risk Considerations:** By its nature, staffing in the foreign assistance environment is challenging because technical experience makes INL staff attractive to competing employers. This occasionally frustrates D&I goals, both from an initial recruitment standpoint, as well as with regards to long-range retention. Additionally, the bureau's lack of a human capital strategy contributes to adverse outcomes such as staff turn-over that demands additional resources to train and re-hire employees. These risks will be mitigated by completing the thorough review of our personnel, establishing roles, providing opportunities for training, and conducting interviews of exiting employees. INL will maintain and adhere to a Human Capital Plan and ensure that that Plan is reviewed on a routine basis.

**Bureau Cross-Cutting Management Objective 1.4:** INL delivers on its commitments to diversity, equity, inclusion, and accessibility

- **Bureau Cross-Cutting Management Objective 1.4 Justification and Linkages:** This objective highlights INL's ability to use diversity, equity, inclusion, and accessibility (DEIA) as a tool to broaden its impact through the promotion, improvement, and understanding of DEIA as a core component of INL's engagement with its workforce and INL's foreign assistance work. This objective aligns to JSP objective 4.1 (Workforce) and the Department's Diversity and Inclusion Strategic Plan (DISP).
- **Bureau Cross-Cutting Management Objective 1.4 Risk Considerations:** With limited resources, INL must prioritize across an existing and potential workforce of varying hiring mechanisms, dispersed across the globe. Additionally, INL must be attentive to difficulties that culture changes pose within long-standing institutions, like INL, that could undermine improvements in diversity and inclusiveness. To mitigate these risks, INL will prioritize and encourage input and involvement from all hiring mechanisms and workforce locations in its effort to promote, improve, and understand DEIA as a core component of INL's engagement with its workforce and foreign assistance work. Additionally, bureau and D&IC Leadership will ensure bureau-wide understanding and buy-in of proposed and implemented improvements in diversity and inclusiveness.