

AMENDMENT TO H.R. 5300

OFFERED BY MS. JACOBS OF CALIFORNIA

At the end of title I, add the following:

**SEC. __. DEPARTMENT STRATEGIC PLANNING AND
MODERNIZATION ACT OF 2025.**

(a) NATIONAL DIPLOMATIC AND DEVELOPMENT STRATEGY.—

(1) STRATEGY REQUIRED.—

(A) INITIAL STRATEGY.—Not later than 1 year after the date of enactment of this Act the Secretary, in coordination with the heads of other relevant Federal departments and agencies, shall report to Congress a National Diplomatic and Development Strategy (in this section referred to as the “NDDS”) of the United States. Such report shall support the most recent national security strategy report of the President under section 108 of the National Security Act of 1947 (50 U.S.C. 3043).

(2) CONTENT OF THE NDDS REPORT.—Each NDDS report required under paragraph (1) shall set forth the national diplomatic and development strategy of the United States for the next four years and shall, at a minimum, include a comprehensive description and discussion of the following:

(A) The priority United States national security and foreign policy objectives, categorized by the Secretary as vital, highly important, or important, necessary to execute the national security strategy of the President.

(B) The leading challenges associated with each of such objectives identified pursuant to subparagraph (A).

(C) The preeminent opportunities associated with each of such objectives identified pursuant to subparagraph (A).

(D) An overview of the diplomatic and development tools and sources of leverage necessary to address or minimize the leading challenges identified pursuant to subparagraph (B) and to take advantage of the preeminent opportunities identified pursuant to subparagraph (C), including—

(i) an assessment of whether the Federal government possesses those tools or sources of leverage; and

(ii) plans to address any shortcomings in such tools or sources of leverage, including any specific authorities or resources required to effectively address such shortcomings.

(E) A plan to use such diplomatic and development tools or sources of leverage to address or minimize the leading challenges identified pursuant to subparagraph (B) and to take advantage of the preeminent opportunities identified pursuant to subparagraph (C), including—

(i) a description of the manner in which limited existing resources shall be allocated to optimally address or minimize such leading challenges and to take advantage of such preeminent opportunities;

(ii) an identification of necessary relationships and contributions of Federal departments and agencies key to the fulfillment of such plan; and

(iii) an identification of the desired role of allied or partner countries and international organizations.

(F) A description of how the Department has engaged with the Department of Defense to ensure the NDDS is integrated and coordinated with the relevant National Defense Strategy, as described in section 113(g) of title 10, United States Code.

(G) A diplomatic posture plan that identifies priority missions and embassies, explains the reasoning for such prioritization, and describes how the Department will leverage the resources of priority missions and embassies to address the leading challenges identified pursuant to subparagraph (B) and to take advantage of the preeminent opportunities identified pursuant to subparagraph (C).

(H) An identification of any additional resources or statutory authorizations necessary from Congress to implement the NDDS.

(I) Such other information the Secretary determines necessary to help inform Congress on matters relating to the NDDS.

(3) REPORT.—Each NDDS report required under this subsection shall be submitted to the appropriate congressional committees in classified form with an unclassified summary. The unclassified summary shall also be published on a publicly available website of the Department.

(4) RELATED STRATEGIES.—

(A) IN GENERAL.—The strategic plan required by section 306 of title 5, United States Code, shall be formulated consistent with the most recent NDDS and aimed at improving the management of the Department. The Regional Strategies, Functional Bureau Strategies, and Integrated Country Strategies shall be completed after the NDDS and reflect the priorities of each bureau and diplomatic mission to implement the NDDS.

(B) BRIEFING.—Not later than 180 days after the submission of the most recent NDDS pursuant to paragraph (1), the Secretary shall provide a briefing to the appropriate congressional committees on the implementation of the NDDS as described in the strategic plan required by such section 306, including the planned resources and staffing dedicated to such implementation.

(b) AME FRAMEWORK FOR NDDS.—

(1) IN GENERAL.—The Director of the Office of Strategic Planning and Learning shall develop and maintain a framework of procedures to assess, monitor, and evaluate policy objectives identified in the NDDS. Such procedures shall include the following:

(A) Monitoring, evaluation, and learning procedures for diplomatic, development, and security assistance activities, both on a case-by-case basis and holistically at a strategic level across such activities, including long-term and short-term criteria, metrics, and mechanisms for measuring the success of such activities in achieving the objectives identified pursuant to the NDDS.

(B) Monitoring the implementation of such activities in order to measure progress in the execution and achievement of objectives identified pursuant to the NDDS.

(C) Evaluation of the efficiency and effectiveness of such activities in achieving desired outcomes.

(D) Identification of lessons learned in carrying out such activities and the development and incorporation of recommendations for adjusting such activities to improve performance in achieving desired outcomes.

(2) BEST PRACTICES.—The framework required by paragraph (1) shall be established and implemented in accordance with the best practices described with respect to the assessment, monitoring, and evaluation program required by section 383 of title 10, United States Code.

(c) STRATEGIC PLANNING TRAINING AND CURRICULUM.—

(1) IN GENERAL.—Not later than 1 year after the date of enactment of this Act, the Secretary shall establish curriculum at the Foreign Service Institute to provide employees of the

Department with specialized training with respect to strategic planning. The training shall include the following:

(A) Best practices and latest research related to effective strategic planning at both the agency level and the grand strategy level.

(B) An overview of common challenges related to effective strategic planning and mitigation measures to address such challenges.

(2) DEVELOPMENT OF CURRICULUM.—The Secretary shall consult with appropriate counterparts of the Department of Defense and of relevant external organizations with expertise in grand strategy and organizational strategic planning on the development of the curriculum described in paragraph (1).

(3) INCORPORATION OF CURRICULUM.—The Director of the Foreign Service Institute shall incorporate at least one course from the curriculum established by the Secretary under paragraph (1) in—

(A) the A-100 course attended by Foreign Service officers; and

(B) the Leadership and Management School at the George P. Shultz National Foreign Affairs Training Center.

(4) STEERING COMMITTEE TRAINING.—Each member of the steering committee established in subsection (d) that is an employee of the Department shall successfully complete the training described in paragraph (1) not later than 90 days before participating in that individual's first meeting of the steering committee.

(d) ANNUAL NATIONAL DIPLOMATIC AND DEVELOPMENT STRATEGY STEERING COMMITTEE MEETING.—

(1) ESTABLISHMENT.—Not later than 1 year after the date of the enactment of this Act, the Secretary shall establish a NDDS steering committee.

(2) CHAIR; COMPOSITION.—

(A) CHAIR.—The steering committee shall be chaired by an individual designated by the Secretary from among members of the committee holding a position not lower than the Deputy Secretary or the Deputy National Security Advisor.

(B) COMPOSITION.—The steering committee shall be composed of the following individuals:

(i) The Director of the Office of Strategic Planning and Learning.

(ii) The Under Secretary of State for Political Affairs.

(iii) An official of the Department, ranked not lower than an Under Secretary, whose responsibilities include implementing part I of the Foreign Assistance Act of 1961.

(iv) The Director of the Office of Foreign Assistance.

(v) Each Assistant Secretary, National Security Council Senior Director, and relevant equivalent level official, whether from within the Department of State or from any other Federal department or agency, with regional or functional responsibility, that the Chair determines is relevant to the work of the committee because the official's responsibilities include the planning, coordination, integration, implementation, or evaluation of priority objectives outlined in the NDDS.

(3) MEETINGS.—The steering committee shall convene annually and may convene emergency meetings at the call of the Chair when there is a significant change in relevant priority national, regional, and international dynamics that impact strategic priorities identified in the National Diplomatic and Development Strategy.

(4) DUTIES.—The steering committee shall—

(A) evaluate progress related to the implementation of the NDDS and of related strategies, including—

(i) the Regional Strategies;

(ii) the Functional Bureau Strategies;

(iii) the Integrated Country Strategies; and

(iv) any other related strategies identified by the Chair of the committee;

(B) determine any updates or modifications to the NDDS and related strategies to effectively respond to significant changes in domestic, regional, and international environments;

(C) consider and recommend any steps necessary to increase alignment of relevant diplomatic, development, and security assistance and cooperation activities with the objectives of the NDDS and related strategies; and

(D) provide to each bureau and office of the Department and, as appropriate, to the equivalent units of any other participating Federal department and agency, the determinations and recommendations made by the Committee in accordance with this subsection.

(e) DEFINITION.—In this section, the term “national diplomacy and development strategy” means the strategy described in subsection (a).