

AMENDMENT TO H.R. 5300
OFFERED BY MS. JACOBS OF CALIFORNIA

At the end of title I, add the following:

1 **SEC. __. DEPARTMENT STRATEGIC PLANNING AND MOD-**
2 **ERNIZATION ACT OF 2025.**

3 (a) **SHORT TITLE.**—This Act may be cited as the
4 “Department Strategic Planning and Modernization Act
5 of 2025”.

6 (b) **RENAMING THE OFFICE OF POLICY PLANNING**
7 **TO THE OFFICE OF POLICY.**—

8 (1) **IN GENERAL.**—The Office of Policy Plan-
9 ning of the Department shall, on and after the date
10 of the enactment of this Act, be designated as the
11 “Office of Policy”. The Director of the Office of Pol-
12 icy Planning, as of the day before such date of en-
13 actment, shall become the Director of the Office of
14 Policy upon such enactment. Except as required by
15 subsection (c), any subsequent Director for such Of-
16 fice shall be appointed by the Secretary.

17 (2) **SCOPE OF FUNCTIONS.**—The Director of
18 the Office of Policy shall be responsible for all of the
19 duties and functions of the Office of Policy Planning
20 (as such Office was in effect the day before the date

1 of the enactment of this Act), except the Director
2 shall not lead or coordinate the contribution of the
3 Department to the formulation of the National Security
4 Strategy of the United States described in section
5 108 of the National Security Act of 1947 (50
6 U.S.C. 3043).

7 (3) ADDITIONAL FUNCTIONS.—The Director
8 shall also carry out any other duties prescribed by
9 the Secretary, which may include developing, managing,
10 or strengthening institutional initiatives, programs,
11 and efforts related to strategic foresight, innovation,
12 and emerging policy issues, including by
13 engaging with external reports and producing reports
14 and recommendations that relate to—

15 (A) emerging policy issues;

16 (B) global trends;

17 (C) effectiveness of statecraft tools; and

18 (D) other medium- and long-term policy
19 matters important to the Secretary.

20 (4) REFERENCES TO OFFICE.—Any reference to
21 the “Office of Policy Planning” of the Department
22 or to the “Policy Planning Staff” of such Office in
23 any provision of law, regulation, or guidance that is
24 in effect on the date of enactment of this Act shall

1 be treated as a reference to the “Office of Policy”,
2 as redesignated under this section.

3 (5) CONFORMING AMENDMENT.—Section
4 9404(a) of the National Defense Authorization Act
5 for Fiscal Year 2023 (22 U.S.C. 2734g(a)) is
6 amended by striking “Planning”.

7 (c) CREATING AN OFFICE OF STRATEGIC PLANNING
8 AND LEARNING.—

9 (1) IN GENERAL.—There is established an of-
10 fice within the Office of the Secretary to be known
11 as the “Office of Strategic Planning and Learning”,
12 which shall be headed by a Director appointed by
13 the President by and with the advice and consent of
14 the Senate. To the extent the Secretary determines
15 it appropriate to also designate the Office of Policy
16 (as so designated pursuant to subsection (b)) as, or
17 otherwise merge such Office with, the Office of Stra-
18 tegic Planning and Learning, the Director of such
19 merged office shall also be appointed by the Presi-
20 dent by and with the advice and consent of the Sen-
21 ate, notwithstanding the authority of the Secretary
22 to appoint the Director of the Office of Policy under
23 subsection (b)(1).

1 (2) FUNCTIONS.—The Director of the Office of
2 Strategic Planning and Learning shall carry out the
3 following functions:

4 (A) Lead and coordinate the contribution
5 of the Department to the formulation of the
6 National Security Strategy of the United
7 States, as described in section 108 of the Na-
8 tional Security Act of 1947 (50 U.S.C. 3043).

9 (B) Direct and supervise the development,
10 coordination, integration, and evaluation of the
11 National Diplomacy and Development Strategy
12 (in this Act referred to as the “NDDS”) within
13 and among the bureaus and offices of the De-
14 partment.

15 (C) Direct and supervise the development,
16 coordination, integration, and evaluation of
17 strategic policy guidance for all Department ac-
18 tivity in regional and functional bureaus.

19 (D) Support the Director of the Bureau of
20 Budget and Planning of the Department on re-
21 source allocation planning and the formulation
22 of budget requests related to the NDDS, in-
23 cluding through input and participation in the
24 strategic plan process required by section 306
25 of title 5, United States Code.

1 (E) Coordinate strategic and policy-level
2 monitoring, evaluation, and learning by the De-
3 partment, including with respect to the imple-
4 mentation of the NDDS.

5 (3) AME FRAMEWORK FOR NDDS.—The Direc-
6 tor of the Office of Strategic Planning and Learning
7 shall develop and maintain a framework of proce-
8 dures to assess, monitor, and evaluate policy objec-
9 tives identified in the NDDS. Such procedures shall
10 include the following:

11 (A) Monitoring, evaluation, and learning
12 procedures for diplomatic, development, and se-
13 curity assistance activities, both on a case-by-
14 case basis and holistically at a strategic level
15 across such activities, including long-term and
16 short-term criteria, metrics, and mechanisms
17 for measuring the success of such activities in
18 achieving the objectives identified pursuant to
19 the NDDS.

20 (B) Monitoring the implementation of such
21 activities in order to measure progress in the
22 execution and achievement of objectives identi-
23 fied pursuant to the NDDS.

1 (C) Evaluation of the efficiency and effec-
2 tiveness of such activities in achieving desired
3 outcomes.

4 (D) Identification of lessons learned in car-
5 rying out such activities and the development
6 and incorporation of recommendations for ad-
7 justing such activities to improve performance
8 in achieving desired outcomes.

9 (4) BEST PRACTICES.—The framework required
10 by subsection (c) shall be established and imple-
11 mented in accordance with the best practices de-
12 scribed with respect to the assessment, monitoring,
13 and evaluation program required by section 383 of
14 title 10, United States Code.

15 (d) PLAN FOR ORGANIZATIONAL STRUCTURE.—

16 (1) IN GENERAL.—Not later than 180 days
17 after the date of enactment of this Act, the Sec-
18 retary shall submit to the appropriate congressional
19 committees a plan containing the following:

20 (A) An identification of each bureau and
21 office of the Department that the Secretary de-
22 termines shall carry out functions related to the
23 planning, coordination, integration, implementa-
24 tion, or evaluation of the NDDS.

1 (B) An identification of each bureau and
2 office of the Department that the Secretary de-
3 termines shall carry out functions related to the
4 planning, coordination, integration, implementa-
5 tion, or evaluation of strategies related to the
6 NDDS, including Regional Strategies, Func-
7 tional Bureau Strategies, and Integrated Coun-
8 try Strategies.

9 (C) A description of how the Director of
10 the Office of Strategic Planning and Learning
11 will facilitate coordination with respect to the
12 development and implementation of the objec-
13 tives in the NDSS with each bureau and office
14 identified pursuant to subparagraph (B).

15 (D) A description of the specific mecha-
16 nisms through which the Director of the Office
17 of Strategic Planning and Learning and the
18 steering committee established in section 805
19 plan to coordinate with respect to the imple-
20 mentation of the NDDS with each bureau and
21 office of the Department that carries out func-
22 tions related to the planning, coordination, inte-
23 gration, implementation, or evaluation of the
24 NDDS.

1 (E) A description of the manner, including
2 organizational hierarchy and other decision-
3 making processes, by which the following enti-
4 ties will coordinate functions related to the
5 planning, coordination, integration, implementa-
6 tion, or evaluation of the NDDS:

7 (i) Bureaus and offices of the Depart-
8 ment.

9 (ii) Overseas diplomatic and consular
10 posts.

11 (iii) Other relevant Federal depart-
12 ments and agencies.

13 (F) A description of—

14 (i) the reasons for electing to des-
15 ignate an existing office or establish a new
16 office to carry out the requirements of sec-
17 tion 803; and

18 (ii) the organizational structure of the
19 office designated or established pursuant
20 to subsection (c), including an illustration
21 of such structure through at least one or-
22 ganizational chart.

23 (G) A description of how the requirement
24 for training described in subsection (e) will be
25 fulfilled.

1 (H) A description of how the Director of
2 the Office of Strategic Planning and Learning
3 will establish the policy monitoring, evaluation,
4 and learning framework of the NDDS required
5 by subsection (h).

6 (2) CONSULTATION.—Not later than 90 days
7 after the date of the enactment of this Act, the Sec-
8 retary shall consult with the appropriate congres-
9 sional committees regarding the development of the
10 plan required in paragraph (1).

11 (e) STRATEGIC PLANNING TRAINING AND CUR-
12 RICULUM.—

13 (1) IN GENERAL.—Not later than 1 year after
14 the date of enactment of this Act, the Secretary
15 shall establish curriculum at the Foreign Service In-
16 stitute to provide employees of the Department with
17 specialized training with respect to strategic plan-
18 ning. The training shall include the following:

19 (A) Best practices and latest research re-
20 lated to effective strategic planning at both the
21 agency level and the grand strategy level.

22 (B) An overview of common challenges re-
23 lated to effective strategic planning and mitiga-
24 tion measures to address such challenges.

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

7 (3) INCORPORATION OF CURRICULUM.—The Di-
8 rector of the Foreign Service Institute shall incor-
9 porate at least one course from the curriculum es-
10 tablished by the Secretary under paragraph (1) in—

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

13 (B) the Leadership and Management
14 School at the George P. Shultz National For-
15 eign Affairs Training Center.

16 (4) STEERING COMMITTEE TRAINING.—Each
17 member of the steering committee established in
18 subsection (g) that is an employee of the Depart-
19 ment shall successfully complete the training de-
20 scribed in paragraph (1) not later than 90 days be-
21 fore participating in that individual's first meeting
22 of the steering committee.

23 (f) NATIONAL DIPLOMATIC AND DEVELOPMENT
24 STRATEGY.—

25 (1) STRATEGY REQUIRED.—

1 (A) INITIAL STRATEGY.—Not later than 1
2 year after the date of enactment of this Act,
3 and annually thereafter as specified in subpara-
4 graph (B), the Secretary, in coordination with
5 the heads of other relevant Federal depart-
6 ments and agencies, shall report to Congress an
7 NDDS of the United States. Such report shall
8 support the most recent national security strat-
9 egy report of the President under section 108
10 of the National Security Act of 1947 (50
11 U.S.C. 3043).

12 (B) TIMING OF SUBSEQUENT STRATE-
13 GIES.—Beginning in the year after the first re-
14 port required by subparagraph (A) is sub-
15 mitted, the Secretary, in consultation with the
16 heads of other relevant Federal departments
17 and agencies, shall submit to Congress the
18 NDDS report required by subparagraph (A)—

19 (i) in the case of a year during which
20 a President is inaugurated, not later than
21 October 1st; and

22 (ii) in any other year, not later than
23 180 days after the development of a na-
24 tional security strategy report under sec-

1 tion 108 of the National Security Act of
2 1947 (50 U.S.C. 3043).

3 (2) CONTENT OF THE NDDS REPORT.—Each
4 NDDS report required under paragraph (1) shall set
5 forth the national diplomacy and development strat-
6 egy of the United States and shall, at a minimum,
7 include a comprehensive description and discussion
8 of the following:

9 (A) The priority United States national se-
10 curity and foreign policy objectives, categorized
11 by the Secretary as vital, highly important, or
12 important, necessary to execute the national se-
13 curity strategy of the President.

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

17 (C) The preeminent opportunities associ-
18 ated with each of such objectives identified pur-
19 suant to subparagraph (A).

20 (D) An overview of the diplomatic and de-
21 velopment tools and sources of leverage nec-
22 essary to address or minimize the leading chal-
23 lenges identified pursuant to subparagraph (B)
24 and to take advantage of the preeminent oppor-

1 tunities identified pursuant to subparagraph
2 (C), including—

3 (i) an assessment of whether the Fed-
4 eral government possesses those tools or
5 sources of leverage; and

6 (ii) plans to address any shortcomings
7 in such tools or sources of leverage, includ-
8 ing any specific authorities or resources re-
9 quired to effectively address such short-
10 comings.

11 (E) A plan to use such diplomatic and de-
12 velopment tools or sources of leverage to ad-
13 dress or minimize the leading challenges identi-
14 fied pursuant to subparagraph (B) and to take
15 advantage of the preeminent opportunities iden-
16 tified pursuant to subparagraph (C), includ-
17 ing—

18 (i) a description of the manner in
19 which limited existing resources shall be al-
20 located to optimally address or minimize
21 such leading challenges and to take advan-
22 tage of such preeminent opportunities;

23 (ii) an identification of necessary rela-
24 tionships and contributions of Federal de-

1 partments and agencies key to the fulfill-
2 ment of such plan; and

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

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

12 (G) A diplomatic posture plan that identi-
13 fies priority missions and embassies, explains
14 the reasoning for such prioritization, and de-
15 scribes how the Department will leverage the
16 resources of priority missions and embassies to
17 address the leading challenges identified pursu-
18 ant to subparagraph (B) and to take advantage
19 of the preeminent opportunities identified pur-
20 suant to subparagraph (C).

21 (H) An identification of any additional re-
22 sources or statutory authorizations necessary
23 from Congress to implement the NDDS.

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

4 (3) REPORT.—Each NDDS report required
5 under this subsection shall be submitted to the ap-
6 propriate congressional committees in classified form
7 with an unclassified summary. The unclassified sum-
8 mary shall also be published on a publicly available
9 website of the Department.

10 (4) RELATED STRATEGIES.—

11 (A) IN GENERAL.—The strategic plan re-
12 quired by section 306 of title 5, United States
13 Code, shall be formulated consistent with the
14 most recent NDDS and aimed at improving the
15 management of the Department. The Regional
16 Strategies, Functional Bureau Strategies, and
17 Integrated Country Strategies shall be com-
18 pleted after the NDDS and reflect the priorities
19 of each bureau and diplomatic mission to imple-
20 ment the NDDS.

21 (B) BRIEFING.—Not later than 180 days
22 after the submission of the most recent NDDS
23 pursuant to paragraph (1), the Secretary shall
24 provide a briefing to the appropriate congres-
25 sional committees on the implementation of the

1 NDDS as described in the strategic plan re-
2 quired by such section 306, including the
3 planned resources and staffing dedicated to
4 such implementation.

5 (g) ANNUAL NATIONAL DIPLOMATIC AND DEVELOP-
6 MENT STRATEGY STEERING COMMITTEE MEETING.—

7 (1) ESTABLISHMENT.—Not later than 1 year
8 after the date of the enactment of this Act, the Sec-
9 retary shall establish a NDDS steering committee.

10 (2) CHAIR; COMPOSITION.—

11 (A) CHAIR.—The steering committee shall
12 be chaired by an individual designated by the
13 Secretary from among members of the com-
14 mittee holding a position not lower than the
15 Deputy Secretary or the Deputy National Secu-
16 rity Advisor.

17 (B) COMPOSITION.—The steering com-
18 mittee shall be composed of the following indi-
19 viduals:

20 (i) The Director of the Office of Stra-
21 tegic Planning and Learning.

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

24 (iii) An official of the Department,
25 ranked not lower than an Under Secretary,

1 whose responsibilities include implementing
2 part I of the Foreign Assistance Act of
3 1961.

4 (iv) The Director of the Office of For-
5 eign Assistance.

6 (v) Each Assistant Secretary, Na-
7 tional Security Council Senior Director,
8 and relevant equivalent level official,
9 whether from within the Department of
10 State or from any other Federal depart-
11 ment or agency, with regional or functional
12 responsibility, that the Chair determines is
13 relevant to the work of the committee be-
14 cause the official's responsibilities include
15 the planning, coordination, integration, im-
16 plementation, or evaluation of priority ob-
17 jectives outlined in the NDDS.

18 (3) MEETINGS.—The steering committee shall
19 convene annually and may convene emergency meet-
20 ings at the call of the Chair when there is a signifi-
21 cant change in relevant priority national, regional,
22 and international dynamics that impact strategic
23 priorities identified in the National Diplomatic and
24 Development Strategy.

25 (4) DUTIES.—The steering committee shall—

1 (A) evaluate progress related to the imple-
2 mentation of the NDDS and of related strate-
3 gies, including—

- 4 (i) the Regional Strategies;
5 (ii) the Functional Bureau Strategies;
6 (iii) the Integrated Country Strate-
7 gies; and
8 (iv) any other related strategies iden-
9 tified by the Chair of the committee;

10 (B) determine any updates or modifica-
11 tions to the NDDS and related strategies to ef-
12 fectively respond to significant changes in do-
13 mestic, regional, and international environ-
14 ments;

15 (C) consider and recommend any steps
16 necessary to increase alignment of relevant dip-
17 lomatic, development, and security assistance
18 and cooperation activities with the objectives of
19 the NDDS and related strategies; and

20 (D) provide to each bureau and office of
21 the Department and, as appropriate, to the
22 equivalent units of any other participating Fed-
23 eral department and agency, the determinations
24 and recommendations made by the Committee
25 in accordance with this subsection.

1 (h) DEFINITION.—In this section, term “national di-
2 plomacy and development strategy” means the strategy
3 described in subsection (f).

