



Agency Priority Goal | Action Plan | FY 23 – Q3

Equity Across Foreign Affairs Work

Goal Leader:

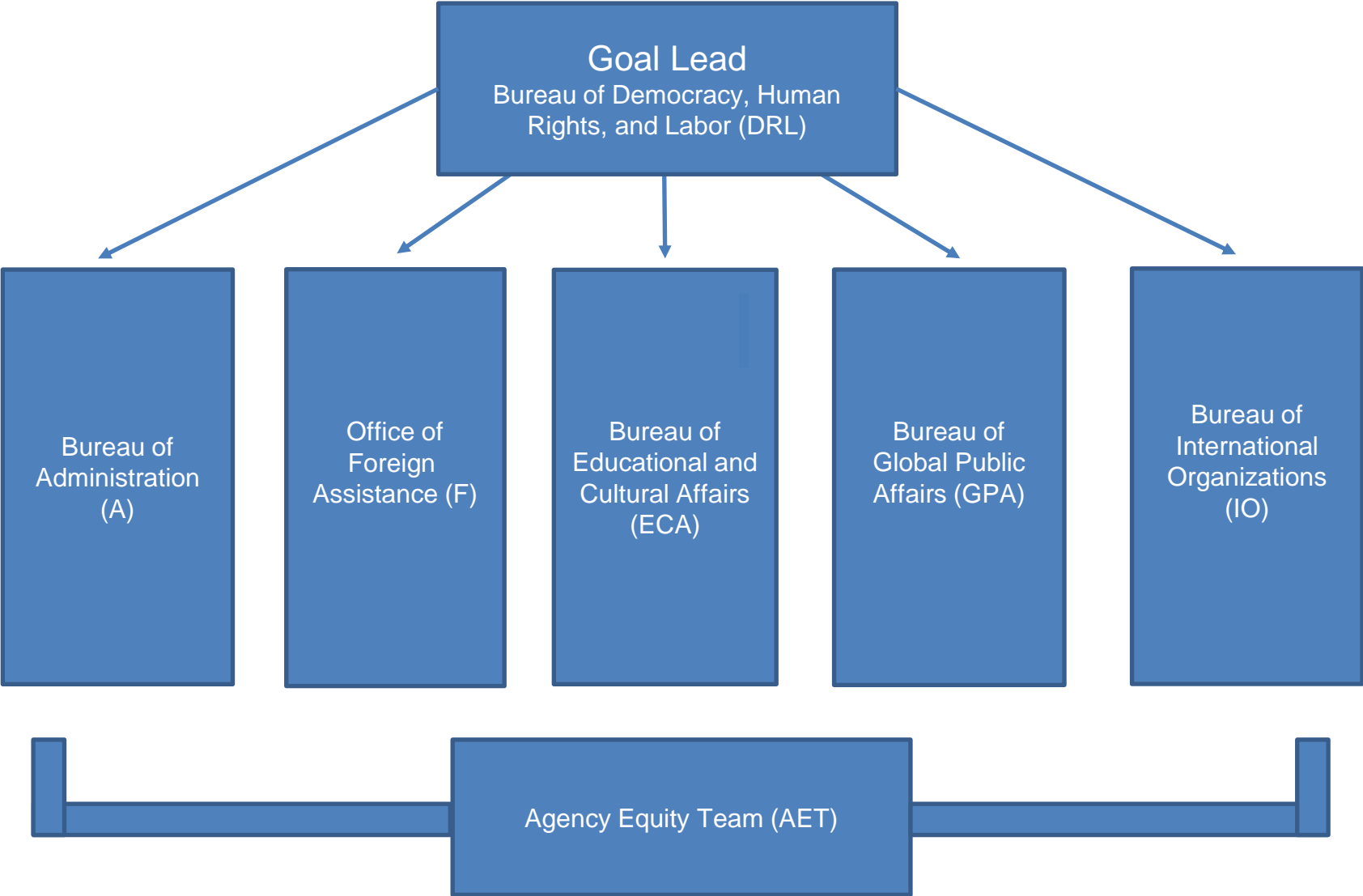
Ambassador Lisa Peterson
Principal Deputy Assistant Secretary
Bureau of Democracy, Human Rights, and Labor

Goal Overview

The U.S. Department of State aims to ...

Advance equity and support for underserved communities in the development and conduct of foreign policy. By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.

Equity APG Goal Team



Goal Overview

Problem to Be Solved

The U.S. Department of State lacks an overarching infrastructure to consistently apply an equity lens across the development and implementation of U.S. foreign policies, programs, and processes.

What Success Looks Like

By institutionalizing an equity infrastructure, the U.S. Department of State can actively engage underserved communities and take those perspectives into consideration to mitigate unintended consequences. This will yield more sustainable and effective U.S. foreign policies, foreign assistance programs, diplomatic engagements, procurement and contracts, and public diplomacy programs.

Goal Targets

Achievement statement		Key indicator(s)	Quantify progress			Frequency
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
09/30/2023	By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.	Number of missions and bureaus reporting on the new Advancing Racial Equity and Support to Underserved Communities Key Issue (F/P)	Missions 108	Missions 18	Missions 18	Quarterly
			Bureaus 24	Bureaus 4	Bureaus 4	
09/30/2023	By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements , and reporting mechanisms for the Department.	Percentage of Simplified Acquisition Threshold (SAT) awards to small business entities based on dollar value. (A/OPE)	35%	29%	30%	Quarterly
09/30/2023	By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements , and reporting mechanisms for the Department.	Percentage of [foreign] survey respondents reporting a belief that the United States is effective in protecting the rights of minorities and vulnerable populations. (GPA)	50%	NA	48%	Quarterly

Goal Targets

Achievement statement		Key indicator(s)	Quantify progress			Frequency
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
09/30/2023	By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.	Percentage of missions using equity messaging in communication strategies (GPA)	75%	45%	96%	Quarterly
09/30/2023	By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.	Number of consensus UN outcome documents expanding inclusion of vulnerable and marginalized groups, including racial, ethnic, and religious groups, persons with disabilities, indigenous persons, LGBTQI+ persons, and women and girls in all their diversity. (IO)	20	11	63	Quarterly

Goal Strategies

By creating an equity infrastructure, the Department will intentionally engage underserved communities to develop more equitable foreign policies, programs, and processes. Complete definitions of equity and underserved communities can be found in [Executive Order 13985](#).

- The Department will integrate equity and support for underserved communities as a cross-cutting policy priority across strategic planning and documents, tools and guidance, and stakeholder engagement. The Department can increase its understanding of a country's population, enhance accuracy in assessing a country's trajectory with respect to key foreign policy priorities, and redress inequities that serve as barriers to equal access and opportunity.
- The Office of Foreign Assistance (F) will undertake an extensive review and analysis of the FY 2021 Racial Equity Key Issue data as well as review select data on existing Key Issues that track foreign assistance programming related to underserved communities. This evaluation will reveal a formal baseline of data to determine equity programming gaps, challenges, and opportunities. F will also develop, deploy, and standardize the use of a "Social Inclusion Analysis Tool" to deploy prior to any foreign assistance program design at posts and bureaus. The Racial Equity Key Issue data and Social Inclusion Analysis Tool will ensure equity and support for underserved communities are given full consideration prior to program design. The tool will also be applicable to State's policy and public diplomacy work.
- The Under Secretary for Public Diplomacy and Public Affairs (R) will advance equity and support for underserved communities through strategic messaging, public diplomacy (PD) programming, and training of PD professionals. These efforts will support the Department in effectively communicating equity and support for underserved communities as core U.S. values and strengthen our relationship with our allies and partners.
- The Department's offices managing procurement, contracts, and grants will address Simplified Acquisition Threshold (SAT) procedures limiting the ability to reach full capacity. These offices will also develop objectives and sub-objectives in the Department of State's Equity Action Plan to address requirement issues for Competition Advocate for SAT. These actions will have a positive impact on equity through placing greater scrutiny and accountability on procurement actions and reporting which will ensure U.S. small and underserved businesses are provided maximum opportunity to win contracts under the SAT.**

Key indicators

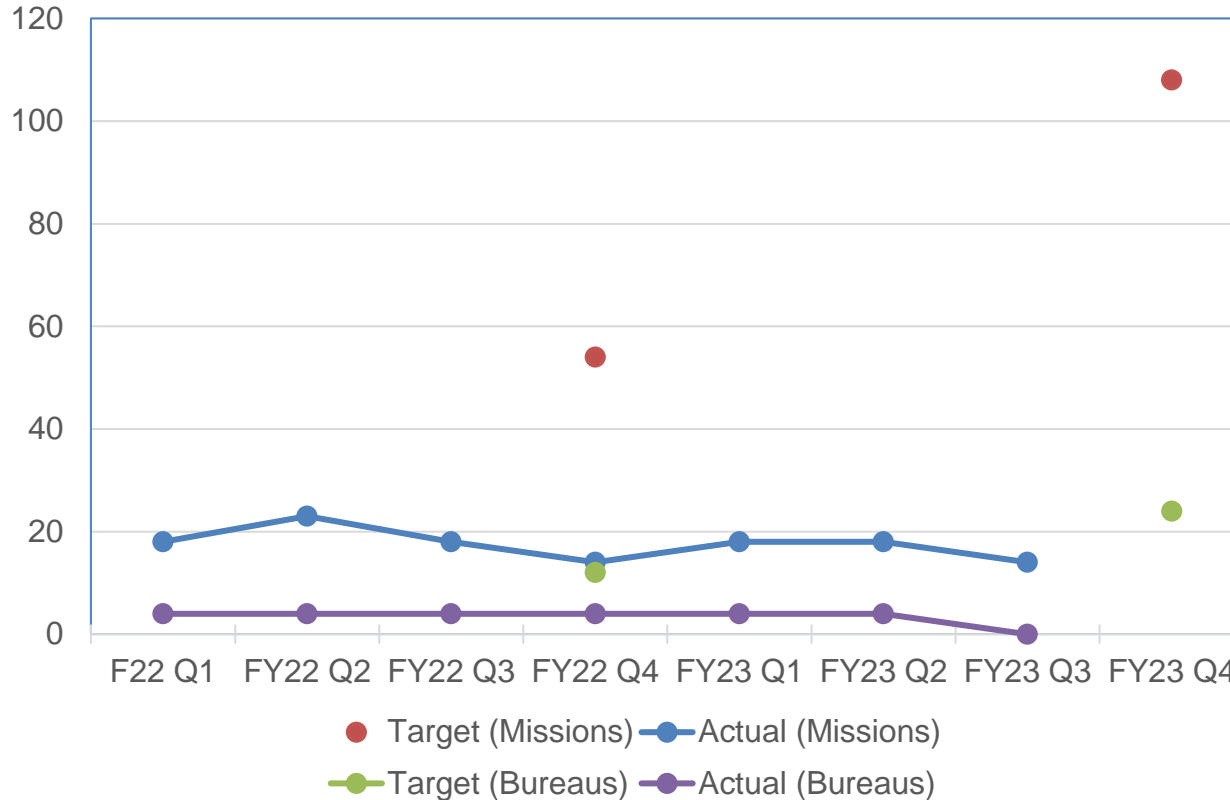
Indicator Title	Current Value	Starting Value	FY 2022 Target	FY 2023 Target
Equity APG Strategy				
Number of missions and bureaus reporting on the new Advancing Racial Equity and Support to Underserved Communities Key Issue* (F/P)	Missions			
	14	18	54	108
	Bureaus			
	4	4	12	24
Percentage of Simplified Acquisition Threshold (SAT) awards to small business entities based on dollar value. (A/OPE)	30%	29%	32%	35%
Equity APG Strategy				
Percentage of [foreign] survey respondents reporting a belief that the United States is effective in protecting the rights of minorities and vulnerable populations. (GPA)**	48%	N/A	N/A	50%
Percentage of missions using equity messaging in communication strategies (GPA)	96%	45%	65%	75%
Number of consensus UN outcome documents expanding inclusion of vulnerable and marginalized groups, including racial, ethnic, and religious groups, persons with disabilities, indigenous persons, LGBTQI+ persons, and women and girls in all their diversity. (IO)	63	11	10	20

*This indicator only includes Foreign Assistance funded activities

** The data for this indicator has come from a much larger survey, last fielded in May 2023. GPA has not fielded the survey again since that time, as it determines how best to align limited resources with the Secretary's policy priorities. Next steps are to be determined.

Key indicators

Number of missions and bureaus reporting on the new Advancing Racial Equity and Support to Underserved Communities Key Issue*

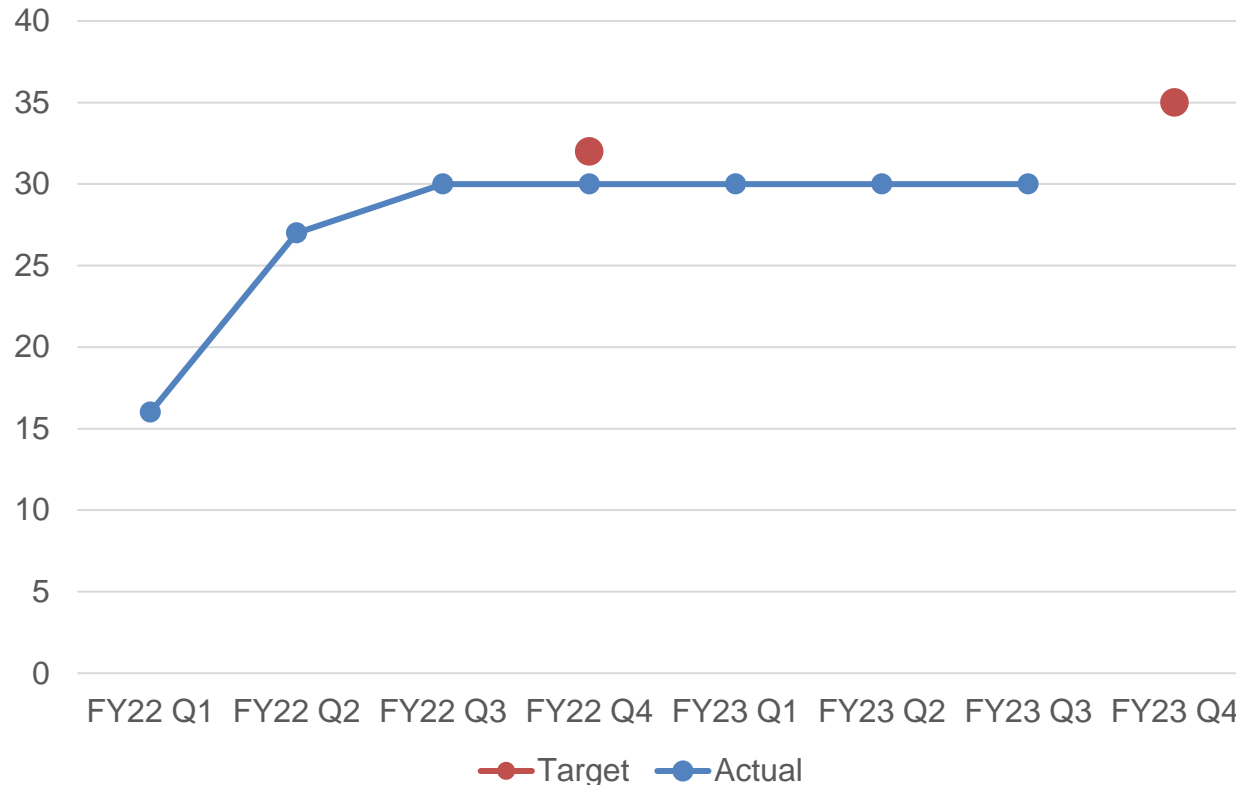


Rationale: This indicator shows how the Department's bureaus and missions are connecting funding to advancing racial equity and support for underserved communities.

*This indicator only includes Foreign Assistance funded activities

Key indicators

Percentage of Simplified Acquisition Threshold (SAT)* awards to small business entities based on dollar value

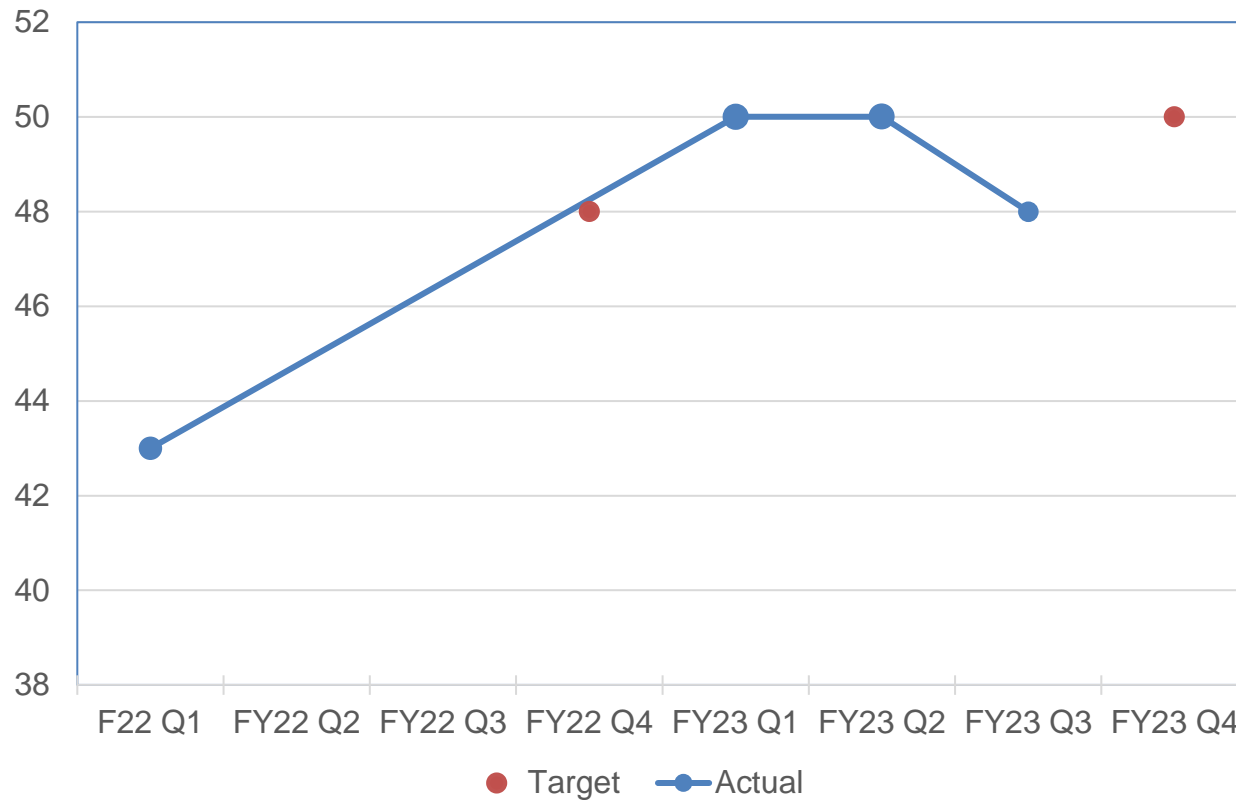


Additional Information: This indicator reports the cumulative percentage of SAT awards to small business entities out of the total value of SAT awards via annual spend to date. Since the volume of awards is not constant across quarters, the cumulative percentage may fluctuate and is expected to be Q4 biased.

*SAT awards are contracts valued at \$250k or under

Key indicators

Percentage of [foreign] survey respondents reporting a belief that the United States is effective in protecting the rights of minorities and vulnerable populations.

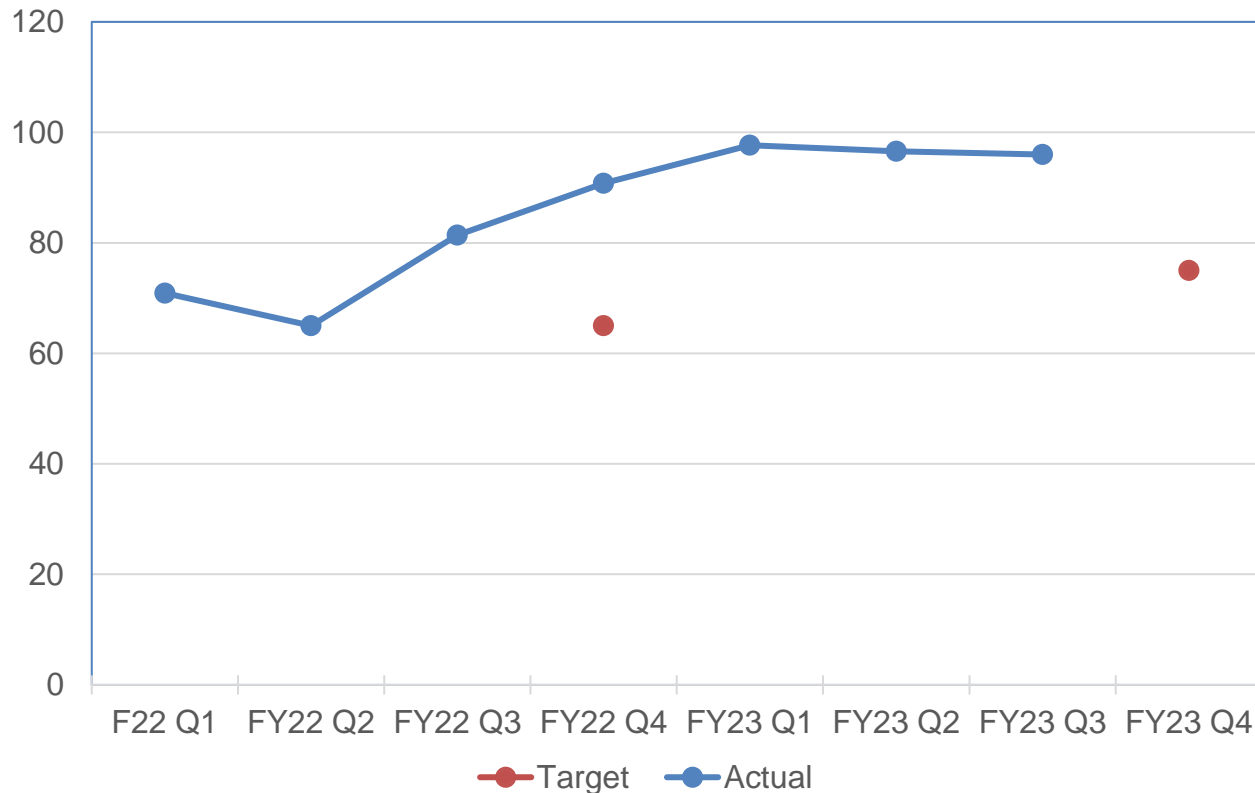


Rationale: Execution of this survey allows the Department to maintain a baseline assessment of how foreign audiences perceive U.S. action on addressing racial inequity in order to effectively evaluate the efficacy of public messaging efforts.

*** The survey did not run in FY22 Q3 and FY22 Q4 due to other funding priorities

Key indicators

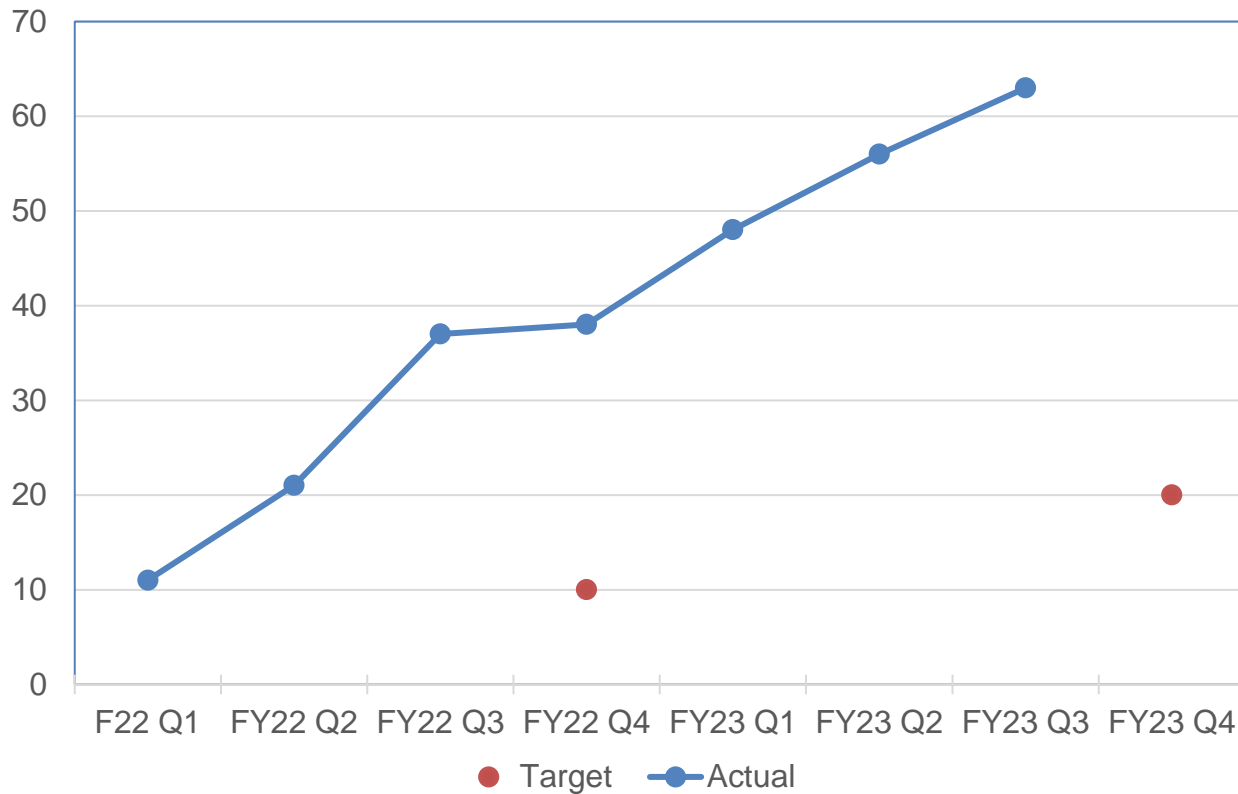
Percentage of missions using equity messaging in communication strategies



Rationale: By measuring how many Missions are using the racial equity messaging and evaluating how it is performing, the Department can better assess what type of content and rhetoric can best be used when messaging on racial equity policy.

Key indicators

Number of consensus UN outcome documents expanding inclusion of vulnerable and marginalized groups, including racial, ethnic, and religious groups, persons with disabilities, indigenous persons, LGBTQI+ persons, and women and girls in all their diversity.



Rationale: A crucial component of advancing equity and support for underserved communities is ensuring inclusion of vulnerable and marginalized groups in UN consensus and outcome documents

Key milestones

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Owner	Comments
1. Issue ALDACs with guidance on integrating the President's intersectional equity agenda into annual requests for funding, procurement & contracting, and diplomatic engagement.	Q1, FY 2022	Completed	D-MR	On November 29, D-MR issued two ALDACs with guidance on how posts and bureaus should embed equity into their strategic planning documents to support funding, diplomatic engagements, and programming.
2. Department Category Management Officer develops a plan to increase involvement of underserved communities as part of the Department's Category Management strategy.	Q2, FY 2022	Completed	A/OPE	The Department's Category Management Strategy was submitted on February 15 th and included a section on increasing contracting opportunities for underserved communities. The plan has been updated and awaiting approval by M.
3. Establish a baseline percentage of ICSes and JRS/FBSes that contain objectives and/or sub objectives to advance racial equity and support to underserved communities in foreign policy.*	Q3, FY 2022	Completed	DRL	Drawing from contributions of over 30 Department bureaus and 224 embassies, consulates, and missions worldwide, the Agency Equity Team established a baseline for the Department's approach to racial equity and support for underserved communities in U.S. foreign policy development, strategic planning, and execution. The AET baseline survey had an 81% response rate, which amounted to 224 posts worldwide. The baseline is 32.6%.
4. Implement research project to identify barriers to greater participation by diverse audiences in ECA programs and use results to identify steps to integrate more inclusive approaches to promote racial equity and support for underserved communities in public diplomacy programs.	Q4, FY 2022	Completed	ECA	ECA awarded a contract to conduct the assessment. Monthly reports are being provided and reviewed. The final report was received. Next steps include comparing research best practices to actual practices in ECA's exchanges and programs. The data will be used to inform a DEIA Programmatic Strategic/Action Plan.

*Integrated Country Strategy (ICS), Joint Regional Strategy (JRS) and Functional Bureau Strategy (FBS)

Key milestones

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status <i>[Complete, On-Track, Missed]</i>	Owner	Comments <i>[Provide discussion of Progress, changes from last update, Anticipated Barriers or other Issues Related to Milestone Completion]</i>
5. Conduct a series of social inclusion consultations throughout the Department to inform the development of a social inclusion analysis tool that can be used prior to the design of foreign assistance programs.	Q4, FY 2022	On-Track	F/P	This milestone is making good progress. However, it's become clear the consultation process needs to be more extensive than originally anticipated. The kick-off consultation garnered invaluable feedback and F/P and the working group are currently developing a consultation workplan expected to last through December 2022. This milestone is ongoing. We've essentially held a consultation per quarter since Q422, and had our most recent one last month. We will likely do one more in August.
6. Director of Acquisition Policy develops and finalizes standardized language concerning Equity in public notices of procurement action.	Q4, FY 2022	Completed	A/OPE	A/OPE implemented policy requiring all "unrestricted" domestic acquisition strategies under the Simplified Acquisition Threshold (\$250K) be reviewed and cleared by the Competition Advocate.
7. Submit a proposed program design (to include metrics and curriculum) to the Senior Procurement Executive to create training and opportunities for overseas small business communities.	Q1, FY 2023	Completed	A/OPE	A/OPE and OSDBU are implementing Equity language into their in-house training for acquisition professionals across the Department enterprise.
8. OSDBU and OPE develop E.O. 13985 related content to be included in training events beginning in October 2022.	Q1, FY 2023	Completed	A/OPE	A/OPE and OSDBU put together a combined list of regularly conducted internal trainings. A/OPE and OSDBU are routinely incorporating E.O. talking points, in outreach and training to industry/small businesses.
9. Issue quarterly guidance to posts with E.O. 13985 messaging that can be used on Department-owned platforms or in media	Q3, FY 2023	On-Track	GPA	In Q3 FY23, GPA hosted a webinar titled "Messaging on Human Rights" where communicators' throughout the Department

Key milestones

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status [Complete, On-Track, Missed]	Owner	Comments <i>[Provide discussion of Progress, changes from last update, Anticipated Barriers or other Issues Related to Milestone Completion]</i>
10. Conduct a quarterly survey to audiences to identify the percentage of [foreign] survey respondents reporting a belief that the United States is effective in protecting the rights of minorities and vulnerable populations (measured quarterly in 4 regions, 8 priority countries: E3, Brazil, Mexico, India, Indonesia, Philippines)	Q1 -Q4, FY 2023	Delayed	GPA	The data for this indicator has come from a much larger survey, last fielded in May 2023. GPA has not fielded the survey again since that time. Next steps are to be determined.
11. Draft, pilot, and receive feedback on a social inclusion analysis tool in order to improve equity-sensitive foreign assistance program design.	Q4, FY 2023	On-Track	F/P	Based on consultation feedback gathered in calendar year 2022, F/P and DRL have developed the basic framework supporting the analysis tool. An in-depth drafting workshop is planned for April 14.
12. Finalize and prepare for the implementation of the social inclusion analysis tool.	Q4, FY 2023	On-Track	F/P	The APG Foreign Assistance Working is reviewing and comparing similar already-existing analysis tools for discussion.

Narrative – FY 23 Q3

The Bureau of International Organization Affairs (IO):

The Bureau of International Organization Affairs (IO) negotiated an additional seven outcome documents achieved by consensus that expanded on inclusive language for vulnerable and marginalized groups in Q3 FY23.

Of the seven consensus documents, four expanded inclusive language for several marginalized groups: racial groups, ethnic groups, religious groups, persons with disabilities, indigenous persons, LGBTQI+/SOGI, and women and girls (in all their diversity). One document included expanded language for both racial groups and women and girls (in all their diversity). The remaining included one outcome document expanding LGBTQI+/SOGI and women and girls (in all their diversity) language, and six expanding on language related to women and girls (in all their diversity). One outcome document supported increased focus on racially or ethnically motivated terrorism, gender, and human rights.

The seven total documents reported in Q3 add to the first two quarters (25 total outcome documents in FY23) to exceed the annual target.

ECA:

The Educational and Cultural Affairs Bureau (ECA) has completed the study to in response to an OMB inquiry to the State Department Agency Equity Team: “are there any plans to do an assessment of barriers for racial and other marginalized communities in the U.S. to participate in State’s educational and exchange programs as well as stakeholder engagement plans for those communities in particular?” An executive summary with key findings was published for public awareness.

Based on longstanding diversity efforts by ECA over the past several decades, there are a number of current DEIA-related initiatives taking place in ECA that will set the stage for responding to the DEIA assessment findings and creating ECA’s first overarching DEIA Programmatic Strategic Plan. The plan will be informed by a reflection exercise in which ECA Program Offices compare their actual exchange practices to the best practices identified in the literature review. The reflection exercise analysis will enable ECA to identify successes, challenges, and barriers to further embed DEIA into programs and model inclusive behaviors.

Narrative – FY 23 Q3

F/P:

At the start of FY 2023 Q3, F/P collaborated with DRL to convene a drafting workshop for the Social Inclusion Analysis Tool (the Tool). This workshop followed months of internal and external consultation to ground proposed Tool structure and approaches with real-world scenarios. A first draft of the Tool was developed and, later during Q3, the drafting team facilitated a Department peer review focus group, which elicited significant substantive feedback that was incorporated into the draft. In addition, in Q3, F/P led the State-USAID collaboration to update and refine the Racial Equity foreign assistance Key Issue definition to improve data collection for the next annual reporting cycle.

The Bureau of Global Public Affairs (GPA):

The Bureau of Global Public Affairs (GPA) is on track to meet established metrics, including issuing messaging guidance relating advancing equity. GPA has either met or exceeded its FY 23 targets. GPA far surpassed its target for ensuring missions are using equity messaging in communication strategies and has met its target related to gauging foreign audiences beliefs that the United States is effective in protecting the rights of minorities and vulnerable populations.

A/OPE and A/OSDBU:

The Bureau of Administration, Office of the Procurement Executive (A/OPE) and the Office of Small Disadvantaged Business Utilization (OSDBU) continue to focus on the Department's strategies to advance equity globally through policy, training, and outreach to the acquisition workforce and industry partners. As a part of the strategic planning and public reporting initiatives, OSDBU and A/OPE led the Annual Small Business Summit in Charleston, SC. The Summit hosted close to 500 attendees and included a panel of small businesses seeking to do business with the Department. This event was followed by A/OPE and OSDBU participation in the Office of Overseas Buildings Operations (OBO) Industry Day Outreach Forum which hosted over 300 participants. The Agency's Advocate for Competition moderated a panel that included OBO subject matter experts on identifying barriers and solutions to broadening competition for construction contracts at the Department. Several policy initiatives are underway including proposed rule changes to the Department of State Acquisition Regulation (DOSAR) in support of equity for members of marginalized communities or vulnerable groups who experience heightened or compounded discrimination, violence, and inequality from existing, emerging, and growing global challenges. These proposed rules will impact contract and assistance awards.

In addition to the Departmental goals and achievements by socio-economic categories, A/OPE continues to focus on increasing awards to small businesses above the micro-purchase threshold (currently \$10,000) up to the simplified acquisition threshold. We are on target to meet or exceed our goal for this year. A/OPE pledged a minimum of one percent of its total contract spend for the Ability One Program, which supports the advancement of the rights of persons with disabilities globally.

Data accuracy & reliability

Data Source	Accuracy	Reliability	Notes
Office of the Procurement Executive			
<ul style="list-style-type: none"> • SAM.gov 	Med	High	SAM is the authoritative data for entity registrations including socioeconomic data, as well as contract reporting, including obligations, small business goaling, and Simplified Acquisition Threshold spend analysis
<ul style="list-style-type: none"> • GSA "D2D" 	High	High	Category management spend reporting
<ul style="list-style-type: none"> • SBA DSBS 	High	Med	Small Business capabilities repository, used to search for small and socioeconomic category vendors.
Office of Foreign Assistance			
<ul style="list-style-type: none"> • Operational Plans (as aggregated by F's FACTS Info database) 	High	High	Operational Plans are annual reporting documents prepared by all State and USAID bureaus and posts (also called Operating Units or OUs) that receive foreign assistance funds. Op Plans are submitted to F for review and approval. OUs do not receive foreign assistance funds until their Op Plan is approved.
<ul style="list-style-type: none"> • Performance Plans and Reports (as aggregated by F's FACTS Info database) 	High	High	PPRs are annual reporting documents prepared by all State and USAID bureaus and posts (also called Operating Units or OUs) that receive foreign assistance funds. PPRs are submitted to F for review and approval. Any Key Issue that is reported on in an Operational Plan must also have performance reporting in the PPR.

Data accuracy & reliability

Data Source	Accuracy	Reliability	Notes
Bureau of Global Public Affairs			
<ul style="list-style-type: none">CATI and CAPI survey	High	High	Global survey will interview respondents in six countries (one in each region) for three rounds with 1,000 observations per country and subsequent 500 observations per country. Questions will assess the scope of attitudes regarding the US reputation as a global human rights supporter and foreign audience opinions towards human rights and democracy in their home societies.

Additional information

Contributing Programs

Organization -

- Small and underserved business organizations / chambers of commerce (Veterans, Womens, Minority) - Town Halls and surveys of underserved small business communities

Program Activities:

- Operational Plan Development – Budgetary and qualitative (narrative) reporting on the Racial Equity Key Issue
- Performance Plan and Report Development – Quantitative (performance indicators and targets) and qualitative (narrative) reporting on the Racial Equity Key Issue

Regulations:

- Federal Acquisition Regulation (FAR) - definitions and small / socioeconomic business goals, contracting processes
- Small Business Act

Policies:

- Office of Federal Procurement Policy Memo — [Transforming the Marketplace: Simplifying Federal Procurement to Improve Performance, Drive Innovation, and Increase Savings \[PDF\]](#) - Category Management Policy

Other Federal Activities:

- General Services Administration (GSA) - Category Management Goals, SAM.gov repository
- Small Business Administration – Small Business Goal determination, negotiation, reporting, and compliance.
- Bureaus within the Under Secretary of State for Political Affairs; the Under Secretary of State for Civilian Security, Democracy and Human Rights; the Under Secretary of State for Economic Growth, Energy, and Environment; the Under Secretary of State for Public Diplomacy and Public Affairs; and the Under Secretary of State for Management; and, offices such as the Secretary's Office of Global Women's Issues and Office of Foreign Assistance.

Stakeholder / Congressional Consultations

Social Inclusion Analysis Tool Consultations – meeting with non-USG equity experts to incorporate suggestions into the development of a new analysis tool to support equity program design