
U.S. Strategy on Countering Corruption Implementation Plan

U.S. Department of State



Introduction

In December 2021, the Biden-Harris Administration released the first-ever [U.S. Strategy on Countering Corruption](#) (the Strategy). This Implementation Plan (the plan) articulates activities the U.S. Department of State (the Department) is undertaking to achieve the five pillars of the Strategy:

- 1. Modernizing, Coordinating, and Resourcing Efforts to Fight Corruption**
- 2. Curbing Illicit Finance**
- 3. Holding Corrupt Actors Accountable**
- 4. Preserving and Strengthening the Multilateral Anti-Corruption Architecture**
- 5. Improving Diplomatic Engagement and Leveraging Foreign Assistance Resources to Advance Policy Goals**

This plan communicates Department activities currently underway or expected to implement the Strategy from 2023-2025. Several activities advance more than one strategic objective; this plan organizes activities under their primary objective. The plan complements other agency implementation efforts, such as U.S. Agency for International Development (USAID) activities articulated in its [2022 Anti-Corruption Policy](#). For an indication of progress towards the Strategy to date, please see the [White House Fact Sheet on the Strategy](#).

Accounting for resourcing, all listed activities also include an anticipated implementation timeline in the following categories: Short (less than 6 months), Medium (6 months to 2 years) and Long (more than 2 years). Activities with



variable implementation timelines are indicated by Short to Medium (less than 6 months to 2 years) or Medium to Long (6 months to more than 2 years). Activities that are being implemented without a discrete end date are labeled “ongoing.”

The Department welcomes feedback on this implementation plan to AC_Coordination@state.gov and looks forward to the opportunity to collaborate on implementation going forward. The Department will report on progress through internal leadership and the National Security Council on an annual basis, and intermittently as needed. We also commit to briefing Congress on progress towards the strategy’s objectives at least annually, and to publicly releasing a progress report on Strategy implementation.

For more information on country-level strategic objectives and activities related to anti-corruption, please see the Department’s [Integrated Country Strategies](#) and USAID’s [Country Development Cooperation Strategies](#).




Table of Contents

U.S. Strategy on Countering Corruption Implementation Plan	1
Introduction.....	2
Table of Contents.....	4
Pillar I: Modernizing, Coordinating, and Resourcing Efforts to Fight Corruption	6
Pillar I Overview.....	6
Strategic Objective 1.1 Enhance Corruption-Related Research, Data Collection, and Analysis	7
Strategic Objective 1.2 Improve information sharing with the U.S. government, with non-U.S. Government entities, and internationally	9
Strategic Objective 1.3 Increase focus on the transnational dimensions of corruption	11
Strategic Objective 1.4 Organize and resource the fight against corruption, at home and abroad.....	12
Strategic Objective 1.5 Integrate an anti.corruption focus into regional, thematic, and sectoral priorities	13
Pillar II: Curbing Illicit Finance	15
Pillar II Overview.....	15
Strategic Objective 2.1 Address deficiencies in the U.S. anti-money laundering regime	16
Strategic Objective 2.2 Work with partners and.allies to address deficiencies	17
Pillar III: Hold Corrupt Actors Accountable	19
Pillar III Overview.....	19
Strategic Objective 3.1 Enhance enforcement efforts	20



Strategic Objective 3.2 Update tools available to promote the accountability of corrupt actors at home and abroad	21
Strategic Objective 3.3 Work with partner countries to bolster anticorruption enforcement and amplify use of tools	22
Strategic Objective 3.4 Strengthen the ability of foreign partner governments to pursue accountability	24
Strategic Objective 3.5 Bolster the ability of civil society, media, and private sector actors to safely detect and expose corruption, increase public awareness, and pursue accountability	26
Pillar IV: Preserving and Strengthening the Multilateral Anti-Corruption Architecture.....	29
Pillar IV Overview	29
Strategic Objective 4.1 Bolster existing anti corruption.frameworks and institutions	30
Strategic Objective 4.2 Redouble efforts at multilateral.fora	32
Pillar V:..Improving Diplomatic Engagement and Leveraging Foreign Assistance Resources to.Advance Policy Goals	34
Pillar V Overview	34
Strategic Objective 5.1 Elevate and expand the scale of.diplomatic engagement and foreign assistance to address corruption	35
Strategic Objective 5.2 Protect anti-corruption actors	36
Strategic Objective 5.3 Leveraging innovation in the fight against corruption	37
Strategic Objective 5.4 Improve coordination and risk analysis across foreign assistance.....	39
Strategic Objective 5.5 Improve security assistance and integrate corruption considerations into military planning, analysis, and operations	40





Pillar I: Modernizing, Coordinating, and Resourcing Efforts to Fight Corruption

Pillar I Overview

Pillar I of the U.S. Strategy on Countering Corruption directs departments and agencies to devote additional resources to synchronize anti-corruption work as a core domestic and foreign policy priority, including by ensuring coordination with global partners and partnering with both governments and non-governmental organizations to exchange knowledge, foster learning, and pioneer innovative solutions.

The Strategy identifies five strategic objectives under Pillar I. The specific activities that the Department is undertaking to implement each strategic objective, as well as the overall end state that the Department seeks to achieve through these activities, are enumerated in further detail in the following subsections.



Strategic Objective 1.1

Enhance Corruption-Related Research, Data Collection, and Analysis

Objective End State: If successful under this objective, the Department and its partners will have access to research, data, and analysis on key corruption trends and progress in countering corruption, and staff will be able to use this information effectively.

Table 1.1: Department Activities

Activity:	Timeline
Engage the intelligence community to improve intelligence collection and analysis about corruption and illicit finance, and facilitate use of this information in Washington, at Embassies, and across the interagency. See SO 1.3 for additional information on related activities.	Medium
Continue to produce the Department’s annual reports which provide country-specific data on corruption issues, including the Country Reports on Human Rights Practices , the International Narcotics Control Strategy Report (INCSR), the Fiscal Transparency Report (FTR), and the Investment Climate Statements . The Department will use this data to benchmark governments on U.S. anti-corruption policy priorities.	Ongoing
Provide Embassies with guidance on corruption analysis, diagnosis, and data usage to inform assessments, program design, and diplomatic reporting.	Short
Disseminate and apply findings from past and existing research projects on topics such as the successes and failures of anti-corruption campaigns, asset forfeiture and recovery, and/or how police can best contribute to combatting high-level corruption. See SO 1.2 for additional information on related activities.	Short/Ongoing



Activity:	Timeline
<p>Collect data for reporting on progress towards the anti-corruption goal (See SO 3.3 of the 2022-2026 Department of State-USAID Joint Strategic Plan).</p>	<p>Short to Medium/Ongoing</p>
<p>Create an anti-corruption learning agenda within the Department using a set of questions and associated initiatives (e.g., evaluations, research, data collection, literature reviews, and policy briefs) to better understand the effect of Department efforts under the strategy. Partner with interagency on common approaches to data collection and analysis where possible. Findings will be incorporated into programmatic guidance, internal strategy decision-making, and improvements to future program design, as well as shared with partners where feasible.</p>	<p>Medium to Long</p>



Strategic Objective 1.2

Improve information sharing with the U.S. government, with non-U.S. Government entities, and internationally

Objective End State: If successful under this objective, the Department and its partners will have and use improved mechanisms and processes to share key information on corruption and efforts to address it.

Table 1.2: Department Activities

Activity	Timeline
Amplify Department recognition of reformers, showcase International Law Enforcement Academy (ILEA) alumni, and publicize anti-corruption-related engagement with Post front office and Department upper leadership.	Ongoing
Support and empower all Department officers to prioritize anti-corruption into relevant diplomatic engagements on a broad range of foreign policy issues. Host a working group with Department press officers focusing on integration of anti-corruption messaging or development of an anti-corruption messaging toolkit.	Short/Ongoing
Strengthen the Department’s anti-corruption public communications approach by: <ol style="list-style-type: none"> 1) utilizing relevant social media accounts to communicate to partners and the public; 2) updating relevant webpages on state.gov; 3) undertaking broader public messaging and social media campaigns; and 4) conducting non-governmental partner consultations and public engagement activities. 	Medium/ Ongoing
Maintain and update an internal data portal to collate and amplify (FTR) findings and Fiscal Transparency Innovation Fund (FTIF) projects to make	Ongoing



Activity	Timeline
findings more accessible and improve internal understanding and decision-making.	
Continue monthly meetings of an Anti-Corruption Working Group to facilitate information-sharing among Department staff, the interagency, and non-governmental stakeholders.	Ongoing
Provide regular updates to Congress on success stories, jurisdictions of concern, and/or country implementation of international and regional anti-corruption standards.	Ongoing
Curate existing anti-corruption data, analysis, technical tools, and lessons learned (both internal and external) in platforms accessible to the Department and where possible, the interagency. This will also include a roster of U.S. government points of contact on anti-corruption issues.	Short/Ongoing
Develop, and refine training resources to improve knowledge about corruption and anti-corruption issues, programs, innovations, data, and toolkits. This will include training at the Foreign Service Institute, online training, regional training, and thematic training (e.g., on sanction and visa restriction cases).	Short to Medium



Strategic Objective 1.3

Increase focus on the transnational dimensions of corruption

Objective End State: If successful under this objective, the Department will have the capacity to understand transnational corruption and undertake more well-informed initiatives to tackle it.

Table 1.3: Department Activities

Activity:	Timeline
Expand research on kleptocratic networks and develop multimedia products to engage and inform audiences on the effects of kleptocracy. Alongside this programming, train civic activists to safely investigate and publicize kleptocratic links for audiences.	Ongoing
Increase analysis of transnational components of kleptocracy and strategic corruption by incorporating this into assessments and any other relevant learning products, including in jurisdictions where corruption risks are particularly relevant.	Medium
In close coordination with law enforcement, build law enforcement and criminal justice sector investigative and prosecutorial abilities to continue combating transnational organized crime and corruption.	Ongoing
Target programming to address corruption as a transnational issue, including through Summit for Democracy deliverables such as the Democracies Against Safe Havens initiative and associated projects.	Medium/ Ongoing
Engage the U.S. intelligence and law enforcement community to identify trends regarding corruption-facilitated illicit finance as well as networks responsible for movement of funds to better inform ongoing disruption and sanctions deployment and enforcement. See SO 1.1 for additional information on similar activities.	Medium



Strategic Objective 1.4

Organize and resource the fight against corruption,
at home and abroad

Objective End State: If successful under this objective, the Department will have sufficient resources to fight corruption, the ability to easily track these resources at all levels, and a strategic approach globally and locally to deploy resources effectively.

Table 1.4: Department Activities

Activity	Timeline
Facilitate senior Department leadership participation in Anti-Corruption Policy Board chaired by the Deputy Secretary to discuss cross-cutting anti-corruption issues.	Ongoing
Undertake internal messaging and capacity building to improve process of reporting anti-corruption spending.	Ongoing
Develop common framework for anti-corruption efforts within the Department and map comparative advantages for resource allocation. In partnership with USAID and the broader interagency, coordinate on anti-corruption foreign assistance decisions and learning, such as by reviewing redundancies, overlaps, and gaps.	Short to Medium
Scale up team supporting the Coordinator on Global Anti-Corruption to facilitate greater coordination, engagement, and integration of corruption issues within U.S. foreign policy.	Short to Medium
Partner with Posts, bureaus, and the interagency to develop an integrated, strategic approach that will guide the best use of U.S. resources toward context-specific anti-corruption goals.	Medium



Strategic Objective 1.5

Integrate an anti.corruption focus into regional, thematic, and sectoral priorities

Objective End State: If successful under this objective, the Department will have a strategic approach to corruption issues globally and locally to deploy resources effectively across lines of effort.

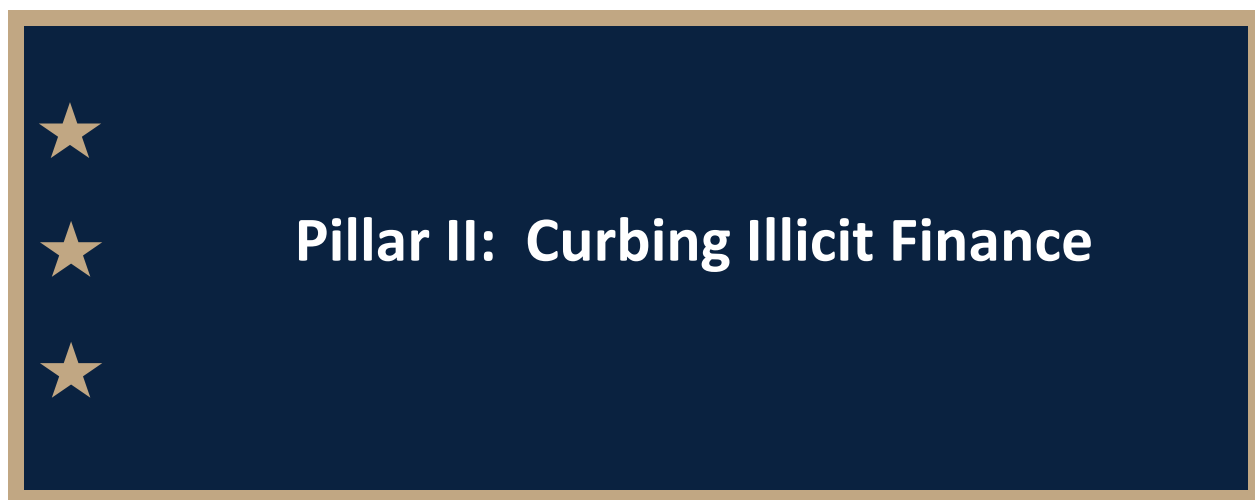
Table 1.5: Department Activities

Activity	Timeline
Create a centralized resource for country-based anti-corruption tools and strategies, including messaging and planning documents, to provide strategic support to regional and functional bureaus.	Short/Ongoing
Identify and maintain a list of anti-corruption points of contact at each U.S. Embassy.	Short
Integrate anti-corruption considerations into other foreign policy issues, such as on security assistance; conflict prevention, stabilization, and efforts relevant to addressing global fragility; counter-wildlife trafficking; climate, biological, and ecological efforts; and illicit finance foreign assistance programming.	Short/ Ongoing
Integrate anti-corruption efforts with Administration’s broader equity efforts, including promoting gender equity and equality, human rights of LGBTQI+ persons, disability rights, youth, and other efforts to support underrepresented, underserved, and marginalized populations. For example, applying a gender perspective to consider how corruption and anti-corruption efforts may affect women and girls in all their diversity differently.	Short to Medium Term
Integrate anti-corruption considerations into strategy drafting, reviews, and updating of Integrated Country Strategies, relevant Functional Bureau Strategies, and other strategic planning exercises (e.g., sectoral strategies, Public Diplomacy Implementation Plans) as appropriate.	Medium



Activity	Timeline
Leverage technical guidance to build the capacity of relevant stakeholders to implement effective anti-corruption systems based on international standards and to meet the objectives of global programs for infrastructure investment, including the Blue Dot Network.	Medium to Long





Pillar II Overview

Pillar II of the U.S. Strategy on Countering Corruption directs departments and agencies to take action both at home and abroad to combat money laundering, illicit trafficking, and other forms of criminal activity that fuel corruption and allow criminal actors to launder and shelter the proceeds of their illicit activities.

The Strategy identifies two strategic objectives under Pillar II. The specific activities that the Department is undertaking to implement each strategic objective, as well as the overall end state that the Department seeks to achieve through these activities, are enumerated in further detail in the following subsections.



Strategic Objective 2.1

Address deficiencies in the U.S. anti-money laundering regime

Objective End State: If successful under this objective, the Department will inform and shape interagency discussions on any necessary improvements to anti-money laundering regimes, including to account for threats from digital assets.

Table 2.1: Department Activities

Activity	Timeline
In accordance with EO 14067 , regularly participate in an interagency discussion on digital assets with Departments of Treasury, Justice, Commerce, and USAID.	Ongoing



Strategic Objective 2.2

Work with partners and allies to address deficiencies

Objective End State: If successful under this objective, Department partners and allies will have sufficiently robust regimes to counter illicit finance, including both laws and implementation.

Table 2.2: Department Activities

Activity:	Timeline
In close coordination with law enforcement, build capacity of criminal justice actors to improve weak institutions in order to counter corruption and related crimes.	Ongoing
Through funding technical assistance by FBI Legal Attachés (LEGATs) and other attachés and advisors from DOJ, support local authorities to investigate corruption with a U.S. nexus and provide assistance on anti-corruption and anti-money laundering. See SO 3.4 for additional information on related activities.	Ongoing
Support law enforcement networks to further coordinate and share practices on corruption investigations and cases. See SO 3.4 for additional information on related activities.	Short to Medium
Partner with the interagency to support partner governments and civil society in recovering and returning assets, including through the development of technical third-party applications and tools designed to facilitate transparency and accountability in the asset return process.	Medium
With program implementers, facilitate national risk assessments on legal persons/arrangements, develop country-specific beneficial ownership country guides for jurisdictions with beneficial ownership weaknesses, and deliver technical assistance to address compliance with Financial Action Task Force (FATF) recommendations.	Medium



Activity:	Timeline
Through the Fiscal Transparency Innovation Fund (FTIF), partner with government institutions to address deficiencies identified in the Fiscal Transparency Report (FTR) in order to improve public financial management in the areas prioritized in the FTR. See SO 3.5 for additional information on related activities.	Ongoing
Through the High-Tech Financial Disruption program, partner with DOJ, law enforcement, and the Treasury to help investigators develop skills such as bitcoin tracing and online fraud investigations as a part of wider financial investigations and efforts to proactively disrupt illicit finance flows.	Long/Ongoing
Undertake additional efforts to address the enablers of corruption, including by identifying opportunities for additional programmatic and diplomatic efforts in coordination with interagency partners. For example, consider the risks and threats posed by gatekeepers and enablers, respectively, through the Summit for Democracy Cohort on Financial Transparency and Integrity (See SO 4.2 for additional information on related activities).	Short to Medium
Review transparency in government natural resource contracts and licensing in annual FTR reporting and fund projects to support extractive transparency through FTIF. See SO 4.2 for additional information on related activities.	Ongoing
In coordination with the interagency, conduct additional analysis to identify and prioritize critical illicit finance deficiencies, such as by reviewing FATF Mutual Evaluation findings and identifying strategies to address such deficiencies.	Medium





Pillar III Overview

Pillar III of the U.S. Strategy on Countering Corruption directs departments and agencies to improve enforcement and accountability efforts, and address deficiencies in enforcement regimes in order to hold corrupt actors accountable and to decrease the ability of corrupt actors to launder the proceeds of corrupt activities through global markets.

The Strategy identifies five strategic objectives under Pillar III. The specific activities that the Department is undertaking to implement each strategic objective, as well as the overall end state that the Department seeks to achieve through these activities, are enumerated in further detail in the following subsections.

Strategic Objective 3.1

Enhance enforcement efforts

Objective End State: If successful under this objective, the United States and foreign partners will have the tools and mechanisms needed to properly enforce foreign bribery laws and standards.

Table 3.1: Department Activities

Activity	Timeline
Support efforts to counter foreign bribery and money laundering of corrupt proceeds as well as efforts to enhance asset recovery related to such conduct. See SO 3.3 and SO 3.4 for additional information on similar activities.	Ongoing



Strategic Objective 3.2

Update tools available to promote the accountability of corrupt actors at home and abroad

Objective End State: If successful under this objective, the Department and its partners will have strong tools, ranging from sanctions to visa restrictions and public naming, to promote the accountability of corrupt actors.

Table 3.2: Department Activities

Activity	Timeline
Working with other agencies, support implementation of the OECD Working Group on Bribery's 2021 Revised Recommendation that focus on the demand side of bribery. See SO 3.3 for additional information on foreign bribery.	Ongoing
Engage in targeted, bilateral diplomatic engagement and improve utilization of foreign assistance focused on the demand side of bribery and other corruption offenses like embezzlement and laundering of proceedings as well as asset forfeitures and work with DOJ, Treasury, and other federal law enforcement to complement interagency efforts.	Short to Medium
In partnership with Treasury, engage with jurisdictions to address vulnerabilities created by citizenship by investment (CBI) programs, and work with U.S. Citizenship and Immigration Services on implementing changes to the EB-5 Immigrant Investor Program, including the new EB-5 Regional Program Center, to implement a new law effective March 15, 2022.	Ongoing
Engage in targeted diplomatic engagement and improve utilization of foreign assistance focused on CBI schemes.	Short to Medium
Submit annual updates to the Section 353 Corrupt and Undemocratic Actors Report to Congress, if re-authorized.	Ongoing
Work with Treasury through the FATF process to complete a report on CBI and Residence by Investment (RBI) and amplify messaging once finished.	Short



Strategic Objective 3.3

Work with partner countries to bolster anticorruption enforcement and amplify use of tools

Objective End State: If successful under this objective, the Department and its partners will seek to leverage anti-corruption enforcement action and use tools such as sanctions to promote accountability.

Table 3.3: Department Activities

Activity	Timeline
In partnership with Treasury, strengthen the use of our anti-corruption sanctions authorities and accountability tools to maximize impact, advance systemic change, and address corruption in all its forms, including policy priorities such as state capture and strategic corruption. Strengthen coordination with civil society and likeminded allies to bolster our evidence base and joint action for maximum impact.	Ongoing
Engage key international partners through the Democracies Against Safe Havens initiative and similar programs to assist in the development of sanctions and visa restriction actions for countries that already have similar authorities, as well as on establishment of new comparable tools to promote accountability for partners without them.	Ongoing
Under the Democracies Against Safe Havens initiative, fund programs to enhance Financial Intelligence Unit (FIU) investigations and operations and, in close coordination with law enforcement, educate vulnerable jurisdictions about money laundering, internal and trans-border coordination, and how to disrupt transnational financial crime.	Ongoing
Promote implementation of the updated OECD Working Group on Bribery's 2021 Recommendation for Further Combating Bribery of Foreign Public Officials in International Business Transactions in public spaces, events, and other international platforms, including advocating for related recommendations in country monitoring reports of foreign bribery laws in the OECD Working Group	Ongoing



<p>on Bribery. Further promote international standards on money laundering and asset recovery and return contained in the Recommendations of the Financial Action Task Force and the Global Forum on Asset Recovery (GFAR) Principles.</p>	
<p>Engage actively in the OECD Working Group on Bribery through participation and leadership in the Management Group, country peer reviews, sub-groups on topical themes, and sessions in the quarterly plenaries. More broadly, support implementation of international standards and recommendations on foreign bribery, money laundering, and asset forfeiture offered through review processes under the UN Convention against Corruption, GRECO, MESICIC, and other mechanisms.</p>	Ongoing



Strategic Objective 3.4

Strengthen the ability of foreign partner governments to pursue accountability

Objective End State: If successful under this objective, the Department’s foreign partners will have the capacity to hold corrupt actors accountable, and systems that encourage this accountability.

Table 3.4: Department Activities

Activity	Timeline
Work with DOJ to place advisors (e.g., FBI LEGATs, Judicial Attachés, or Resident Legal Advisors) at U.S. Embassies in order to enhance counterpart capabilities to effectively investigate, prosecute, and adjudicate complex, transnational and national anti-corruption cases, particularly those involving bribery, money laundering, and asset recovery with a U.S. nexus. See SO 2.2 for additional information on related activities.	Ongoing
In coordination with U.S. law enforcement, fund projects to promote reform and to combat corruption and impunity in law enforcement and the criminal justice sector. This includes vetting activities and capacity building for law enforcement, judicial, and oversight institutions.	Ongoing
Through the International Law Enforcement Academy (ILEA), offer several courses on anti-corruption to train criminal justice sector professionals from partner countries around the world at academies in Accra, Bangkok, Budapest, Gaborone, and San Salvador, as well as an executive-level academy in Roswell, New Mexico.	Ongoing
Support information exchange through the OECD Working Group on Bribery Law Enforcement Officials, Asset Recovery Interagency Networks, the Egmont Group, INTERPOL, and others. See SO 2.2 for additional information on related activities.	Ongoing



Activity	Timeline
<p>Seek to expand funding for rule of law programs (such as DOJ’s Resident Legal Advisors) that provide training and technical assistance to strengthen the competency and capacity of justice sectors to investigate, prosecute, and more efficiently manage complex criminal cases, including transnational organized crime, public corruption, cybercrime, financial crimes, narcotics trafficking, human trafficking, and terrorism offenses, while at the same time helping to build and strengthen U.S. law enforcement relationships with their foreign counterparts to develop known reliable partners.</p>	Short to Long/Ongoing



Strategic Objective 3.5

Bolster the ability of civil society, media, and private sector actors to safely detect and expose corruption, increase public awareness, and pursue accountability

Objective End State: If successful under this objective, the Department’s foreign partners will have the capacity to hold corrupt actors accountable, and systems that encourage this accountability.

Table 3.5: Department Activities

Activity	Timeline
Through the Fiscal Transparency Innovation Fund (FTIF), build capacity of civil society to participate in the budget formulation process, monitor public expenditures, and hold government officials accountable. See SO 2.2 for additional information on related activities.	Ongoing
Continue and improve foreign assistance-funded efforts to empower civil society and independent media to counter corruption and address the weak governance and poor human rights conditions that cultivate corruption.	Ongoing
Continue and improve upon foreign assistance-funded efforts to improve financial transparency and address the strategic use of corruption by authoritarian states to undermine democracy and good governance.	Ongoing
Conduct capacity building activities to increase the visibility of government procurement to citizens and businesses through the consolidation of government procurement information.	Short
Increase capacity of civil society to investigate and report on corruption and promote accountability through technical capacity building and promoting information sharing between civil society organizations.	Short to Medium



Activity	Timeline
Support regional civil society organization capacity building projects in South and Central Asia through the Democracy Commission Small Grants Program.	Short
Recognize the efforts of individuals who have demonstrated leadership, courage, and impact in preventing, exposing, and combating corruption through the annual Anti-Corruption Champions Awards (ACCAs).	Short to Medium/Ongoing
Work with the Open Government Partnership (OGP) to elevate its civil society pillar in order to help ensure that civil society organizations are empowered to support relevant national action plans.	Short to Medium
Through the Civil Society Anti-Impunity Complaint Platform, work with civil society organizations to submit corruption-related information through appropriate host country mechanisms and monitor and track action, or lack thereof, by the host country on that information.	Medium to Long
Through the South Asia Governance Fund, support civil society organizations to carry out work advancing governance, fiscal transparency, and anti-corruption, among other issues, and build the capacity of these organizations.	Medium to Long
Train American Spaces staff from a variety of countries on implementing media and digital literacy programs in American Corners.	Short
Support investigative journalists to improve reporting on crime, corruption, and related governance issues through training, learning exchanges, and other efforts.	Short to Medium
Support the Global Anti-Corruption Consortium (GACC), a Summit for Democracy deliverable, to bridge the divide between investigative journalists and civil society and facilitate collaboration to uncover complex cases of transnational corruption, drive legal and policy reform, and spur law enforcement and government action to hold corrupt actors accountable.	Medium
Engage private sector partners on anti-corruption efforts complementing and building on other existing efforts.	Short to Medium



Activity	Timeline
Support OECD in organizing a Business Integrity Roundtable to provide the opportunity for public-private dialogue corruption issues and potential solutions.	Short
Through the Global Initiative to Galvanize the Private Sector as Partners in Combating Corruption (GPS), establish a platform for collective action and public-private dialogue to combat corruption.	Medium
Through the International Visitor Leadership Program (IVLP), support study tours for government officials and non-governmental stakeholders on a number of anti-corruption-related topics, such as investigative journalism, crime, justice, rule of law, government transparency, democracy, law enforcement, and media freedom.	Short to Medium
Leverage exchange programs to promote democratic values. The Department runs several exchange programs for both students and professionals, including the Future Leaders Exchange (FLEX) program, the Humphrey Fellowship Program, and multiple two-way professional exchanges administered by the Global Leaders Division.	Long





Pillar IV: Preserving and Strengthening the Multilateral Anti-Corruption Architecture

Pillar IV Overview

Pillar IV of the U.S. Strategy on Countering Corruption directs departments and agencies to lead efforts to preserve and strengthen the multilateral system's approach to corruption as a global problem, using all available fora to tackle shared priorities in order to give greater legitimacy to global anti-corruption efforts, eliminate safe havens for corrupt actors, lower the rewards for engaging in corrupt behaviors, and decrease the prevalence of corruption worldwide.

The Strategy identifies two strategic objectives under Pillar IV. The specific activities that the Department is undertaking to implement each strategic objective, as well as the overall end state that the Department seeks to achieve through these activities, are enumerated in further detail in the following subsections.

Strategic Objective 4.1

Bolster existing anti corruption frameworks and institutions

Objective End State: If successful under this objective, existing global and regional anti-corruption frameworks and institutions will be implemented effectively.

Table 4.1: Department Activities

Activity	Timeline
Provide support to the Follow-Up Mechanism for the Implementation of the Inter-American Convention against Corruption (MESICIC), which assesses countries on how they are fulfilling their obligations under the convention, and the Council of Europe’s (COE) Group of States against Corruption (GRECO) review process, which assesses how countries are complying with COE’s anti-corruption standards. This support includes core financial support for the mechanisms, engagement in review processes, and implementation assistance.	Ongoing
Provide ongoing support to the OECD Senior Party of Integrity Officials’ Public Integrity Indicators initiative, including by providing data on U.S. public integrity efforts and supporting use of the data where possible.	Ongoing
Create a dashboard that provides access to various reports on compliance with international obligations, standards, and recommendations (e.g., UNCAC, FATF, MESICIC, GRECO, and OGP). This would also include all U.S. reports and would be integrated with resources proposed under SO 1.1.	Medium
Support the establishment of UNODC Regional Anti-Corruption Hubs to fast-track implementation of UNCAC and regional anti-corruption standards.	Short/Ongoing
Provide financial support for the UNCAC Implementation Review Mechanism, which helps to facilitate country reviews, thereby allowing countries to assess progress made in their UNCAC implementation, identify potential gaps, and develop action plans to strengthen the implementation of the UNCAC.	Short/Ongoing



Activity	Timeline
Through the Global Defense Reform Program, provide partners with strategic advisory support to develop systems that reduce the likelihood of corruption by enhancing oversight, accountability, and transparency.	Ongoing



Strategic Objective 4.2

Redouble efforts at multilateral fora

Objective End State: If successful under this objective, existing global, multilateral, and regional anti-corruption frameworks and institutions will be implemented effectively.

Table 4.2: Department Activities

Activity	Timeline
Continue to support multilateral initiatives that promote international principles of transparency, integrity, and accountability in public decision-making processes, such as the Open Government Partner (OGP).	Ongoing
Continue to work with USAID to use the U.S board membership in the Extractive Industries Transparency Initiative (EITI) to promote accountability, transparency, and responsible management in the extractive sector, as well as pushing to redraft EITI Standards to be more explicit on anti-corruption objectives. See SO 2.2 for additional information on related activities.	Ongoing
Continue working with USAID to strengthen overall engagement with OGP, encouraging additional country and city/state membership, and bolstering OGP's organizational capacity. Work with domestic-facing U.S. government counterparts to ensure U.S. leadership in OGP not just by supporting participation in OGP globally but by leading by example domestically.	Short/Ongoing
Leverage the Summit for Democracy platform to continue to rally the international community on anti-corruption.	Medium
Continue working with USAID to support implementation of Summit for Democracy commitments including through the Summit for Democracy Financial Transparency and Integrity Cohort. See SO 2.2 for additional information on related activities.	Short/Ongoing



Activity	Timeline
Conduct follow-up on the Inter-American Action Plan on Democratic Governance, which was adopted at the Ninth Summit of the Americas and reaffirms commitments made at the Eighth Summit of the Americas, in the Lima Commitment on Democratic Governance.	Short
Follow-up to apply learning and implement due-outs from the 20th International Anti-corruption Conference (IACC), which was held in Washington, D.C. in December 2022, and provide lessons learned with the next host, Lithuania.	Short
Chair the Asia-Pacific Economic Cooperation (APEC) Anti-Corruption and Transparency Experts Working Group during the U.S. APEC host year in 2023. This is an opportunity to promote the role of civil society in the group's anti-corruption work and establish new processes to reinforce anti-corruption as a cross-cutting issue for all APEC sub-fora.	Medium
Utilize the Indo-Pacific Economic Framework (IPEF) to enhance anti-corruption cooperation in the Indo-Pacific through robust anti-corruption commitments that reinforce and build upon existing multilateral efforts.	Medium
Host the 10 th session of the UNCAC Conference of the States Parties (COSP) and assume the COSP Presidency in 2023. During the U.S. Presidency of the COSP, the U.S. intends to demonstrate anti-corruption leadership by highlighting interagency best practices and U.S. anti-corruption priorities, including promoting the role of civil society.	Medium
Engage with development finance and international financial institutions (IFIs) on efforts to align and strengthen anti-corruption guardrails, oversight of procurement and use of funds, and integration of anti-corruption into IFI programming.	Medium





Pillar V:..Improving Diplomatic Engagement and Leveraging Foreign Assistance Resources to.Advance Policy Goals

Pillar V Overview

Pillar V of the U.S. Strategy on Countering Corruption directs departments and agencies to leverage diplomatic engagement and foreign assistance to bolster partner government will and capacity to foster ethical behavior, strengthen legal regimes, ensure enforcement of anti-corruption measures, and organize effective responses to the use of strategic corruption. Foreign assistance resources can also be directed to support civil society in spotlighting corruption, engaging in advocacy and action, and building support for anti-corruption reform.

In order to safeguard assistance dollars, departments and agencies are further directed to assess the absorptive capacity of prospective partners, rationalize investments across the interagency, operate programs with the utmost transparency, and ensure that U.S. foreign assistance efforts fully align with broader policy goals.

The Strategy identifies five strategic objectives under Pillar V. The specific activities that the Department is undertaking to implement each strategic objective, as well as the overall end state that the Department seeks to achieve through these activities, are enumerated in further detail in the following subsections.

Strategic Objective 5.1

Elevate and expand the scale of diplomatic engagement and foreign assistance to address corruption

Objective End State: If successful under this objective, the Department will conduct active diplomatic engagement on corruption issues and deploy sufficient foreign assistance to counter foreign corruption that impacts U.S. interests.

Table 5.1: Department Activities

Activity	Timeline
Track opportunities for diplomatic engagement on anti-corruption and share opportunities with relevant equities throughout the U.S. government.	Ongoing
Determine list of countries of interest for focused and well-informed U.S. engagement. This will also include identification of relevant issues and groupings of countries, in terms of both operational and policy factors.	Short/Ongoing
Provide guidance for diplomatic engagement to address corruption in high-risk countries.	Medium
Conduct outreach with Embassies and partners to ensure public diplomacy resources and exchange programs are well understood and utilized by Posts to counter corruption at local and national level.	Short to Medium
Establish new coordination mechanisms to ensure interagency input in the design of foreign assistance, as needed.	Short to Medium



Strategic Objective 5.2

Protect anti-corruption actors

Objective End State: If successful under this objective, anti-corruption actors will feel safe as they expose corruption and have sufficient support if they receive threats.

Table 5.2: Department Activities

Activity	Timeline
Protect media, whistleblowers, and corruption advocates through short and medium protection programs and consider a standardized vetting and review process for reformers we support through protection programs.	Medium to Long
Conduct a study of existing efforts and gaps to identify necessary changes in our approach to better protect anti-corruption reformers and whistleblowers at risk. This could include ongoing inquiries to activists regarding what support or protection they need, and an assessment of existing tools from alumni of Department programs.	Short to Medium
Increase education in the anti-corruption community through targeted engagement and outreach with anti-corruption and/or transparency NGOs about existing global emergency assistance mechanisms, such as the Lifeline: Embattled CSOs Assistance Fund. These programs can provide short-term financial assistance to members of civil society who have been threatened or attacked for their work, including those engaging in anti-corruption or transparency efforts.	Short to Medium



Strategic Objective 5.3

Leveraging innovation in the fight against corruption

Objective End State: If successful under this objective, the Department and its partners will have and use innovative technological tools to prevent, detect, and counter corruption.

Table 5.3: Department Activities

Activity	Timeline
Through the TechCamp Program, support anti-corruption themed programs to improve the application of technology across government, civil society, and universities.	Ongoing
Through the Global Innovation through Science and Technology (GIST) initiative, empower young innovators to develop startup solutions that address local economic and developmental challenges and actively encourage transparent business practices to counter corruption.	Short/Ongoing
Through the Anti-corruption Solutions through Emerging Technologies (ASET) project, engage diverse stakeholders to help track, devise, elaborate on, and apply new and existing technological solutions to systemic challenges in preventing and detecting corruption.	Short to Medium
Engage with the private sector (e.g., large businesses, small-and-medium sized enterprises, technology companies, and others) on how corrupt actors are evolving in response to new technologies, and what adjustments are needed to address corruption while also ensuring smoother operations.	Medium
Through a Rapid Response Program, implemented with DOJ's Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT), facilitate the rapid deployment of experienced U.S. government anti-corruption experts to help address emerging corruption challenges in the justice sector in countries where there is an opening for reform and political will. See SO 3.4 for additional information on related activities.	Medium



Explore ways to expand engagement at the sub-national level, including by increasing opportunities for small foreign organizations to compete for U.S. funds, cooperating with local organizations and social movements, and seeking opportunities to leverage existing platforms such as OGP Local to further sub-national efforts.

Medium



Strategic Objective 5.4

Improve coordination and risk analysis across foreign assistance

Objective End State: If successful under this objective, the Department, interagency partners, and donors will have a common picture of corruption risks for foreign assistance and coordinate to use this information to inform decisions, including risk mitigation.

Table 5.4: Department Activities

Activity	Timeline
In coordination with USAID, implement reviews of Government-to-Government assistance to ensure recipient countries meet anti-corruption standards articulated in Section 7031(a) of the Department of State, Foreign Operations, and Related Programs Appropriations Act and internal anti-corruption standards.	Ongoing
Facilitate pilot programs for interagency coordination on country-specific anti-corruption efforts.	Short to Medium
Undertake efforts to increase foreign assistance accountability, coordination, and risk analysis, including developing and executing specific plans in key areas that receive large amounts of foreign assistance.	Short to Medium
Develop better processes for risk analysis and related data collection in Department foreign assistance and diplomatic engagement by systematizing the risk data collection process at the project level for grants and contracts, including the collection of prior risk analysis and risk management activities.	Medium to Long
Conduct additional national or sub-national corruption assessments and share this information with interagency.	Medium



Strategic Objective 5.5

Improve security assistance and integrate corruption considerations into military planning, analysis, and operations

Objective End State: If successful under this objective, the Department and partners will incorporate corruption risks in security sector engagements.

Table 5.5: Department Activities

Activity	Timeline
Develop protocols for the Department to assess corruption risks in its security cooperation and assistance activities, as well as partners' political will for anti-corruption reform.	Short to Medium
Develop guidance for the Department for applying risk assessment findings and Security Sector Governance (SSG) analysis, as well as mitigation strategies, for security cooperation and assistance in high-risk environments.	Medium to Long
Through institutional capacity building programs such as the Global Defense Reform Program, help partners develop systems that reduce the likelihood of corruption by enhancing oversight, accountability, and transparency.	Ongoing

