



Chief of Mission Priorities Statement

Integrated Country Strategy



Managing for Results

The final step in the ICS process is articulating the key elements of the plan and how they relate to broader US and bureau strategies and policies in the Chief of Mission Priorities Statement (COM). The COM is the most widely read component of the ICS, so it should be presented in a concise fashion that can be absorbed by a lay audience. Missions may want to use this space to describe any broad trade-offs that were made when they were developing Mission Objectives (e.g. the Mission decided that objective focuses on expanding trade opportunities in one area rather than X). Also, the Mission may want to highlight any strategic shifts or shifts in priorities that have been articulated in prior strategies. The ICS is a forward looking document. Focus the majority of the COM discussion on the future operating environment as it relates to the planning period.

Example Chief of Mission Priorities Excerpt

The prospect for a mutually lucrative trade relationship with Freedonia is vast. Discussions are underway with US energy interests for Freedonian oil and other mineral deposits that should begin to come on line in 2015, and which are expected to kindle expanded trade and the first significant US direct investment. We will publicly encourage innovation and entrepreneurship, focusing on younger people not yet jaded by the experience of butting up against entrenched corruption. We will employ new technologies that emphasize secure flows to expedite the movement of “trusted” trade and travelers. USAID programs will also contribute to by initiating programs focusing on local economic growth, job creation and poverty reduction.

Example Chief of Mission Priorities Excerpt

Freedonians longstanding distrust of their government extends, in somewhat amorphous form, toward the US. Suspicion of US motives is palpable and often expressed. We have to earn the confidence of all Freedonians, our frequent contacts as well as the larger public. The former is now more likely with the easing of practices restricting contacts with official Americans. Access to younger Freedonians is facilitated by their burgeoning use of the internet and social networking sites like Facebook. However, the Highlanders remain a difficult group to reach because there has been more limited access to modern technology and less exposure to the outside world.



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Freedonia has long been a destabilizing presence on the continent, impeding regional security. The Northern Barterana Cartels' extensive reach into global crime syndicates have been, and still are, a powerful disincentive to effective economic and institutional development throughout the region. The historical distrust that the ethnic Centralian-controlled GOF had displayed to all outside influence impeded trade and discourse, with the region and with the US. In addition, the impoverished Highlands, and the meager infrastructure of the Southwest in general, has been a source of strong resentment among the Highlander minority resulting in GOF lacking complete control over that region.

A more stable, even prosperous Freedonia would have a profound influence throughout the region, removing the most formidable deterrents for regional progress and paving the way for partnerships on a number of fronts for the US and US private sector interests. The Mission is poised to support these developments with smart application of its limited resources. Well-placed, well-timed US interventions can have far-reaching benefits for US interests (i.e. high return for a relatively low investment). We need to stress that the outcome is still far from certain. Progress has been promising, but it is uneven and the prognosis is still tenuous. A return of the Northern Barterana Cartels to unfettered operations and growth would reverse political liberalization, thwart any chance of economic development and raise serious questions for US policies.