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A Message from the Administrator

“The Foreign Agriculture Service has a longstanding tradition of increasing food security and expanding opportunities for the U.S. agricultural and food products across the globe. We will build on these successes as we expand our work to address new challenges, such as *climate change*, and *economic and environmental equity*, that impact the lives of so many both at home and abroad.



Daniel B. Whitley
Administrator
Foreign Agricultural Service



About FAS

FAS serves as the vital eyes, ears, voice, and hands of U.S. agriculture around the world. With approximately 1,100 staff including civil servants in Washington, D.C., and a global network of Foreign Service Officers (FSOs) and locally employed staff (LES) covering over 161 foreign countries from over 96 international offices, FAS is the lead U.S. agency tasked with promoting exports of U.S. agricultural products. The Agency advances the growth of U.S. agricultural exports through trade policy, market intelligence, trade capacity building, and trade promotion programs.



Agricultural Trade Creates Jobs & Economic Activity for Rural America

Maintaining and creating global market opportunities for American agriculture has never been more important to our farmers and ranchers. As the world's most efficient producers, U.S. farmers and ranchers depend on global markets to sell the bounty of their production and to assist in meeting the world's food and nutrition needs. FAS plays an important and critical role in ensuring that U.S. farmers and ranchers can have fair and open access to the world's markets.

USDA estimates that every dollar in agricultural exports yields \$1.03 in business activity. Additionally, every \$1 billion in sales of U.S. agricultural products abroad generates an estimated 7,550 jobs domestically. In calendar year 2020, U.S. agricultural exports valued at \$149.7 billion resulted in an estimated \$154.3 billion in additional economic activity and over 1.1 million American jobs. With current fiscal year 2023 agricultural export estimated at \$193.5 billion, the United States can expect even greater economic impact and an increased number of jobs on the home front.



FAS Mission, Vision, & Values



Our Mission

FAS is a trade agency that promotes U.S. agricultural exports

Our Vision

A diverse, inclusive, and effective trade agency that positions U.S. agriculture to prosper in the global marketplace

Our Values

Respectful We treat our colleagues and others with respect and professionalism

Accountable We act ethically and with integrity, taking responsibility for our actions

Collaborative We support each other and work together to effectively deliver our mission

Customer-focused We believe our customers are at the forefront of everything we do

Resilient We stay positive and mission-focused when confronting challenges

Innovative We promote and cultivate creativity in what we do to deliver more



About the Plan

The FAS Strategic Plan outlines the organization's mission and priorities and aligns directly to other relevant strategies from above and below the Agency level. The President's Annual Budget sets forth the Administration's long-term vision for the government on behalf of its citizens. The priorities spelled out there guide each Department's strategic plan. Thus, the USDA FY 2022-2026 Strategic Plan, published in early 2022, cascades directly from the White House and informs the work of the entire Department.

The FAS FY 2023-2027 Strategic Plan was informed by the [FY 2022-2026 USDA Strategic Plan](#) and closely directed by the leadership of the FAS Administrator, as well as through consultation with a diverse group of technical staff from across the Agency.

USDA's vision is an equitable and climate-smart food and agricultural economy that protects and improves the health, nutrition, and quality of life of all Americans; yields healthy land, forests, and clean water, helps rural America thrive, and feeds the world.

USDA Strategic Goals for FY 2022-2026

1. Combat Climate Change to Conserve and Protect America's Natural Resources
2. Ensure America's Agricultural System is Equitable, Resilient, and Prosperous
3. Foster an Equitable and Competitive Marketplace for All Agricultural Producers
4. Provide All Americans Safe, Nutritious Food
5. Expand Opportunities for Economic Development and Improve Quality of Life in Rural and Tribal Communities
6. Attract, Inspire, and Retain an Engaged and Motivated Workforce that's Proud to Represent USDA



FAS Strategic Goals at a Glance

MISSION | FAS is a trade agency that promotes U.S. agricultural exports

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6
Liberalize global agricultural trade by developing and enforcing agreements, policies, and addressing trade barriers	Expand U.S. agricultural exports through implementation of trade-supporting initiatives	Inform global agricultural markets and advise U.S. decision-makers by providing relevant intelligence, expertise, and analysis	Operate FAS and administer its programs efficiently and effectively, with a focus on excellent customer service	Promote a supportive trade environment for sustainable and climate-smart commodities, while encouraging the adoption of global agricultural climate solutions	Recruit, build, and retain a well-qualified, diverse, and inclusive workforce, and ensure FAS programs are equitably promoted and available to underserved communities
<p>1.1 Expand U.S. agricultural exports by removing trade barriers</p> <p>1.2 Support the global development of a strong rules-based trading system</p> <p>1.3 Prevent or mitigate adverse effects on U.S. agricultural exports from foreign country policy decisions</p> <p>1.4 Negotiate and enforce trade agreements and obligations to maintain and expand markets</p>	<p>2.1 Support existing and potential exporters, and agricultural organizations, to expand and diversify U.S. agricultural exports</p> <p>2.2 Deliver technical assistance and capacity building to current and potential trading partners to expand and develop new markets</p>	<p>3.1 Advise U.S. decision-makers on policy, economic, and climate issues</p> <p>3.2 Provide market intelligence, expertise, and analysis to better inform market decisions</p>	<p>4.1 Leverage technology and shared solutions to better serve internal and external customers</p> <p>4.2 Ensure all policies and procedures are well-documented, accessible, and available to stakeholders</p> <p>4.3 Ensure programs, policies, budgets, and human capital are managed efficiently and effectively</p> <p>4.4 Deliver accurate and timely information to promote internal collaboration and facilitate customer engagement</p>	<p>5.1 Highlight the sustainability of U.S. commodities and products and support industry efforts to market climate-smart commodities</p> <p>5.2 Promote the international adoption of climate-smart agricultural practices and policies through capacity building and technical exchanges based on domestic actions and resources</p> <p>5.3 Advance USDA climate leadership by building coalitions and by promoting international initiatives through bilateral and multilateral relationships</p>	<p>6.1 Foster a culture of diversity, equity, inclusion, accessibility, transparency, and accountability</p> <p>6.2 Establish a customer-centric, inclusive, high-performing workforce that is representative of America and the communities we serve</p> <p>6.3 Deliver programs and services in an equitable manner that is inclusive of minority, underserved and disadvantaged communities</p>



Strategic Goal 1



Liberalize global agricultural trade by developing and enforcing agreements, policies, and addressing trade barriers



America's farmers and ranchers depend on fair and open markets to share the bounty of their production and to help feed the world. Always working to ensure fair and equitable access to global markets is a key part of the FAS mission and vital to a prosperous rural America and a robust U.S. economy. Together with U.S. Government agencies, domestic agricultural stakeholders, and regional and international organizations, FAS helps facilitate and bring predictability to global agricultural trade by negotiating international trade agreements and encouraging a science and rules-based trading system

Strategic Goal 1



Liberalize global agricultural trade by developing and enforcing agreements, policies, and addressing trade barriers



SPOTLIGHT

FAS leverages its overseas staff; strong interagency relationships; rapport with U.S. farmers, ranchers and exporters; and active participation in international institutions to expand markets and remove trade barriers worth an average of 3% of annual agriculture and related products exports.

OBJECTIVES

- 1.1 | Expand U.S. agricultural exports by removing trade barriers
- 1.2 | Support the global development of a strong rules-based trading system
- 1.3 | Prevent or mitigate adverse effects on U.S. agricultural exports from foreign country policy decisions
- 1.4 | Negotiate and enforce trade agreements and obligations to maintain and expand markets

METRICS

- 1A | Value of trade preserved or attained through resolution of foreign market access issues
- 1B | Percent increase in value of exports of trade agreement partners
- 1C | Number of SPS and TBT measures, and COA questions asked with foreign countries
- 1D | Number of countries where we have expanded value of exports



Strategic Goal 2



Expand U.S. agricultural exports through implementation of trade-supporting initiatives



Expanding and diversifying overseas markets is another important aspect of our work. With a focus on delivering market development programs, as well as capacity building and technical assistance, FAS helps foster the competitiveness of American agriculture by driving demand for products in global markets. FAS market development programs aim to build overseas markets by increasing awareness of U.S.-produced goods. FAS further supports this effort through its significant capacity building and technical assistance activities that seek to support the development of other countries' readiness to take part in the global agricultural economy. Together, these efforts facilitate increased trade in new and existing markets for U.S. agricultural products.

Strategic Goal 2



Expand U.S. agricultural exports through implementation of trade-supporting initiatives

SPOTLIGHT

The Food for Progress Program (FFPr) focuses on improving agricultural productivity and expanding trade through partnering with eligible organizations to implement field-based projects in developing countries. These projects have resulted in the application of improved agricultural management practices and technologies, increase access to financing, improved infrastructure, developed agricultural value chains, addressed sanitary and phytosanitary policies and procedures, and helped modernize and harmonize agricultural trade processes. As a result of FFPr's work, in FY 2021, more than 199,000 individuals applied improved agricultural management practices or technologies to over 569,000 hectares

OBJECTIVES

- 2.1 | Support existing and potential exporters, and agricultural organizations, to expand and diversify U.S. agricultural exports
- 2.2 | Deliver technical assistance and capacity building to current and potential trade partners to expand and develop new markets

METRICS

- 2A | Annual present increase in value of U.S. agricultural exports to low-to-middle income countries
- 2B | Economic Return Ratio (\$ Total Return/Total Costs) for GSM-102
- 2C | Value of agricultural exports resulting from participation in USDA-endorsed foreign agricultural trade shows and trade missions
- 2D | Number of FAS program participants who implement new agricultural techniques and technologies that support a trade-enabling environment



Strategic Goal 3



Inform global agricultural markets and advise U.S. decision makers by providing relevant intelligence, expertise, and analysis



Knowledge of global market production and demand for agricultural products helps inform agricultural market decisions and support U.S. foreign and economic policy development. Unique in our ability to gather information on global markets, FAS is a trusted source for data, intelligence, and expertise that also serves to inform on policy challenges and optimal solutions to advance opportunities for U.S. agriculture.

Strategic Goal 3



Inform global agricultural markets and advise U.S. decision-makers by providing relevant intelligence, expertise, and analysis



DID YOU KNOW?

The annual [U.S. Agricultural Export Yearbook](#) provides a statistical summary of U.S. agricultural commodity exports to the world. The yearbook summarizes the trade policy and market developments in the United States' top 15 export markets which represented more than 80 percent of total U.S. agricultural exports in 2021. The U.S. Agricultural Export Yearbook consists of two sections: (1) top U.S. commodity exports and (2) top destinations for U.S. exports. The 13 top product export groups are based on the United States' largest export categories and accounted for 74 percent of total U.S. agricultural products exported in 2021.

OBJECTIVES

- 3.1 | Advise U.S. decision-makers on policy, economic, and climate issues
- 3.2 | Provide market intelligence, expertise, and analysis to better inform market decisions

METRICS

- 3A | Number of subscribers worldwide receiving information via the FAS GovDelivery system
- 3B | Percent accuracy of the quarterly Outlook for U.S. Agricultural Trade Forecast
- 3C | Percent of timeliness targets achieved for FAS's publications
- 3D | Average time in advance of events on trade and foreign agricultural affairs that guidance materials are received by senior-level USDA officials



Strategic Goal 4



Operate FAS and administer its programs efficiently and effectively, with a focus on excellent customer service



As part of The People's Department, working to ensure that we attain our mission by the most efficient and effective means possible is our responsibility. We commit to consistently seek ways to improve how we operate and administer our programs, always with a focus on delivering more and better. This commitment is a part of all aspects of our mission and means that we value creativity and innovation as a means of delivering more for the American people.

Strategic Goal 4

Operate FAS and administer its programs efficiently and effectively, with a focus on excellent customer service



SPOTLIGHT

In FY 23, FAS will focus on modernizing the agency's aging application portfolio and identify more cost-effective and faster to deliver solutions to support FAS business needs. As a foundation, FAS will be focused on the development and implementation of an 'Enterprise Data Platform' to support FAS data analysis and decision requirements. That platform will be the basis for other modernization initiatives, most notably PANGEA, which is taking an enterprise approach to modernizing several FAS legacy applications.

OBJECTIVES

- 4.1 | Leverage technology and shared solutions to better serve internal and external customers
- 4.2 | Ensure all policies and procedures are well-documented, accessible, and available to stakeholders
- 4.3 | Ensure programs, policies, budgets, and human capital are managed efficiently and effectively
- 4.4 | Deliver accurate and timely information to promote internal collaboration and facilitated customer engagement

METRICS

- 4A | Number of school-aged children receiving daily school meals as a result of USDA assistance
- 4B | Percent compliance with the EEOC MD-715 model EEO program
- 4C | Percentage of Business Operations Systems tickets resolved with the deadlines established in the Ticketing System
- 4D | Number of Agency Wide Directives that have been published
- 4E | Percentage of applications and systems identified on the FAS 5-year IT Modernization Plan that have been developed, enhanced and/or retired annually
- 4F | Percentage of annual appropriations obligated by the end of the fiscal year



Strategic Goal 5



Promote a supportive trade environment for sustainable and climate-smart commodities, while encouraging the adoption of global agricultural climate solutions



Our rapidly changing climate poses a threat to the agricultural sector and to our farmer's ability to help feed the world. A key player in the U.S. Governments' wholistic and comprehensive approach to climate, FAS plays a critical role in this effort by working with our global partners to advance global climate ambition through international engagement, policy dialogues, and capacity building.

Strategic Goal 5

Promote a supportive trade environment for sustainable and climate-smart commodities, while encouraging the adoption of global agricultural climate solutions



A FOCUS ON CLIMATE-SMART AGRICULTURE

USDA is engaging with the agricultural industry to better understand how farmers are implementing climate-smart agricultural practices, how to measure the outcomes from climate-smart agricultural inputs and practices, and how and where those products could be marketed. FAS will play a critical role in establishing a framework, identifying markets for these new products, and helping countries to adopt practices that support that framework.

OBJECTIVES

- 5.1 | Highlight the sustainability of U.S. commodities and products and support industry efforts to market climate-smart commodities
- 5.2 | Promote the international adoption of climate-smart agricultural practices and policies through capacity building and technical exchanges based on domestic actions and resources
- 5.3 | Advance USDA climate leadership by building coalitions and by promoting international initiatives through bilateral and multilateral relationships

METRICS

- 5A | Percentage of TMS Event that highlights climate sustainability
- 5B | Number of capacity building and technical assistance programs implemented which promote the adoption of climate-smart practices and policies
- 5C | Number of engagements with foreign governments to promote the adoption of U.S. government climate positions



Strategic Goal 6



Recruit, build, and retain a well-qualified, diverse, and inclusive workforce and ensure FAS programs are equitably promoted and available to underserved communities



Our ability to deliver effectively on our mission means developing and maintaining a passionate and dedicated workforce that reflects our nation. The FAS pledge is that we will always strive to be a diverse, inclusive, and customer-centric organization that recognizes that our responsibility is to work for all Americans.

Strategic Goal 6

Recruit, build, and retain a well-qualified, diverse, and inclusive workforce and ensure FAS programs are equitably promoted and available to underserved communities



SPOTLIGHT ON DIVERSITY

In FY 2022, FAS launched a program aimed at creating more diversity in the agency’s foreign service. The [FAS Diversity Fellowship Program](#), administered in partnership with Howard University, identifies and prepares individuals interested in careers in FAS’s foreign service by providing graduate fellowships to qualified individuals pursuing a two-year graduate program in Agribusiness, Agricultural Economics, or FAS related field.

OBJECTIVES

- 6.1 | Foster a culture of diversity, equity, inclusion, accessibility, transparency, and accountability
- 6.2 | Establish a customer-centric, inclusive, high-performing workforce that is representative of America and the communities we serve
- 6.3 | Deliver programs and services in an equitable manner that is inclusive of minority, underserved and disadvantaged communities

METRICS

- 6A | Increase the participation rates of under-represented workforce levels
- 6B | Increase in career, internship, and fellowship program opportunities
- 6C | Increase the number of engagements with underserved communities
- 6D | Annual attrition rate of demographic groups (age, disability, racial/ethnic)
- 6E | Percentage of new grant and cooperative agreements with minority serving institutions





This Strategic Plan can be downloaded from FAS's website at www.fas.usda.gov under the About FAS link.

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