ENTERPRISE

ARTIFICIAL INTELLIGENCE

STRATEGY FY2024-FY2025

Empowering Diplomacy through Responsible AI

Quote from S

"

[The Department wants] to ensure that as AI and related technologies transform how we live, how we work, how we compete, how we defend ourselves, that we're staying ahead of change, indeed that **we are shaping change** and, critically, making sure it delivers for our people.

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ENTERPRISE AI STRATEGY

Empowering Diplomacy through Responsible AI

A letter from the Secretary of State

Throughout its history, the State Department has been in a near-constant state of renewal, striving to ensure that American diplomacy was serving our national interests in a rapidly changing and increasingly complex world. New challenges mean that the Department must adapt and transform, and I am committed to ensuring our diplomats have the best tools, tradecraft, and technologies to serve the American people at home and abroad.

AI, especially generative AI, serves as a transformative tool in our diplomatic arsenal. From citizen services to foreign policy analysis and even negotiation advantages, AI offers us an opportunity to enhance our efforts with original insights and beyond-human processing speed.

As the United States works to advance a vision of effective, ethical, and responsible use of AI globally, it is important we lead by example in our use of AI here in the Department. Harnessing the benefits of AI to advance our foreign policy and increase management efficiency in the Department requires a secure and AI-ready technological infrastructure; the recruitment, upskilling, and retention of an AI-ready workforce; consistent, responsible governance and standards; and tangible deployment of AI to improve our operations. By following the principles outlined in this strategy, the Department will best position our diplomats to take advantage of the foreign policy insights and operational efficiencies AI promises, while mitigating its risks.

I extend my gratitude to all those who played a role in shaping this strategy, and who will work to make it a reality in the coming years. The Department's Enterprise Governance Board, AI Steering Committee, and Responsible AI Official, among many others, will work diligently to advance ethical and effective AI in the Department, comply with legislative and policy requirements, and actively innovate new technological and policy approaches to govern AI as the technology itself continues to change.

Collaboration remains at the heart of our success. The synergy between our bureaus, our incredible workforce, and our interagency partners will determine our success in incorporating responsible AI into our diplomatic efforts. Our mission remains clear: to champion the interests, safety, and economic prosperity of the American people. With your continued dedication and the power of innovative AI solutions, I have no doubt that the Department of State will remain a leader in safe, secure, and trustworthy AI.

Antony Blinken

ANTONY J. BLINKEN
U.S. Secretary of State

EAIS
VISION

The Department of State will responsibly and securely harness the full capabilities of trustworthy artificial intelligence to advance United States diplomacy and shape the future of statecraft.

EAIS
GOALS & OBJECTIVES

1 **Leverage Secure AI Infrastructure**

Integrate AI technologies into a sustainable and secure AI-enabling infrastructure to build and scale a variety of AI applications across the Department.

1.1 Enable AI Technology Integration

1.2 Fully Utilize Infrastructure for AI Adoption at Department Scale

1.3 Modernize Acquisition of AI Tools

2 **Foster a Culture that Embraces AI Technology**

Empower a dynamic workforce whose diverse needs for AI are served through training, a culture of continuous learning, and hiring for in-demand AI skills in ways that uphold the highest levels of data and scientific integrity.

2.1 Provide AI Training and Support Services

2.2 Develop New Opportunities for AI Talent

2.3 Promote Responsible AI Use

3 **Ensure AI is Applied Responsibly**

Establish the enterprise capacity to ensure trustworthy and ethical AI use, manage algorithmic risk, and assess data quality while providing appropriate access to AI-ready data to inform decision-making and operations.

3.1 Establish and Maintain AI Governance and Policy

3.2 Broker Appropriate Access to AI-Ready Data

3.3 Facilitate Data Quality Assurance

4 **Innovate**

Identify, experiment, and scale a range of successful solutions to be an active innovator in applied AI, while forming creative partnerships with responsible innovators outside of the Department to compound our successes.

4.1 Identify Opportunities

4.2 Facilitate Responsible Experimentation

4.3 Scale Successes

INTRODUCTION

The Department of State stands at a critical juncture where an emerging ecosystem of artificial intelligence (AI) capabilities presents enormous opportunity.

This opportunity can allow the Department to leverage AI to achieve breakthroughs of all kinds – in public diplomacy, language translation, management operations, information proliferation and dissemination, task automation, code generation, and others.

Every organization in the Department can benefit from AI, and some already have. Many can use generative AI and other evolving AI tools to reap immediate rewards of greater productivity. Increased automation of routine tasks will make many of our daily efforts more efficient, reducing workload burden in Washington and at our 200+ posts worldwide, granting more time and focus on mission-critical work. It is imperative that the Department actively leverage AI tools in carrying out its mission. Wielded in the right way, and with adequate safeguards, AI systems can not only accelerate the pace of our information gathering, foreign policy analysis, and advocacy on behalf of the American people, but also help us be more discerning in those domains and more attentive to the critically human elements of our trade.

This opportunity will require the Department to take steps to protect individuals and manage risks, including the security and privacy of Department data, while working to avert biased outcomes that pose a risk to our mission and our values. The first step for the Department in AI risk mitigation will be proactively prioritizing security, bringing awareness to the risks posed by AI, and establishing clear Department wide governance and policies for responsible AI. From there, providing AI training and selectively initiating AI

projects that will exemplify responsible and secure AI adoption will enable us to shape our technological landscape while mitigating security risks and biases.

Strategically investing in our applied AI capabilities, supporting institutions, and our workforce to modernize the way we serve the American people directly supports Goal 4 of the FY 2022 – 2026 Department of State and U.S. Agency for International Development (USAID) Joint Strategic Plan (JSP), Part 2 of the 2022 National Security Strategy (NSS), and National Security Memorandum 3 (NSM-3) focused on modernizing the national security workforce, institutions, and partnerships. It is our duty to keep pace with the global evolution of technological advancements. The Department's success relies on our ability to extract meaningful insights from our data to make informed decisions and support mission delivery.

The launch of its Enterprise Data Strategy (EDS) in September 2021 accelerated the Department's applied AI journey. The EDS laid the foundation for the EAIS by prioritizing investment into secure, technical infrastructure and data governance processes, Department-wide access to accurate data, and the empowerment of our workforce through data-centric trainings. Through implementation of the EDS, the Department has already made strides in deploying AI applications that have responsibly freed our workforce from routine repetitive labor and delivered new insights to decision-makers.

This first, two-year Enterprise AI Strategy (EAIS) builds off that success and will reach for the still greater opportunities AI systems offer when used responsibly. It is the product of the State Department's AI leaders and policy experts from over 25 bureaus and offices across the enterprise, dedicated to ensuring that our adoption of AI is worthy of the Department's excellence in diplomacy and foreign policy.

STRATEGIC DRIVERS

AI is transforming the state of global affairs, and the conduct of U.S. foreign policy must evolve to maintain leadership on the world stage.

The development of the Department's first EAIS reflects a world taking new shape through technological innovation and, likewise, an agency full of opportunity in responsible AI.

Global Proliferation of Technological Innovation

The disruptive power of AI has asserted itself across many facets of government, business, and everyday life, thanks in large part to the proliferation and availability of user-friendly generative AI. Users no longer need vast resources or technical expertise to leverage AI. Today's rapid creation of new easy-to-use AI systems will permanently alter the way organizations operate and lead in the information economy.

AI systems are poised to take on a new and profound prominence in global affairs, and the Department must be at the forefront. Just as the birth of the internet bent the path of diplomacy toward a different future, emergent AI technologies will color the world in ways we had not imagined just a few years ago.

To develop and implement U.S. foreign policy in that world newly shaped by AI, the Department itself must thoughtfully grow its AI capabilities and training, understand and mitigate its practical risks, and connect our practice to our policy.

Opportunities for Responsible AI

The Department is charged with conducting U.S. foreign policy, a trade in which *information* is currency, and whose coordination involves nearly 80,000 personnel deployed around the globe, in service to the country. In the coming years, our ability to generate, translate, and summarize language, improve access to institutional knowledge, understand the motivations of our competitors, process ever increasing and overwhelming volumes of information, and coordinate the activities of roughly 270 diplomatic posts in about 180 countries will have direct bearing on the stature of the United States and the wellbeing of Americans.

Today, we see immense opportunity in applied AI to support the *people* carrying out that mission. In domains where Department teams have already proven the value of responsible AI, we can refine our abilities and scale up our aspirations. In parallel, we should responsibly press into new domains, looking to leverage emerging AI approaches which can serve the people serving the United States in their many capacities, whether seated at negotiating tables, maintaining embassy facilities, or securing our networks.

Paramount to unlocking those successes, and itself a centerpiece of our strategy, is our acute sense of the risks embedded in this domain and our duty to underwrite every use case with the principles of safe, secure, trustworthy AI, ensuring AI techniques are used in accurate and appropriate manners, while upholding integrity.

As the foundation of the Department's AI readiness, the EDS has provided a framework to leverage data by empowering our workforce, providing greater access to accurate data, and investing in the Department's technical infrastructure and data governance processes. The EDS has provided us an institutional foothold to accelerate AI adoption, and the ingenuity of our personnel in pursuit of our collective mission is simultaneously driving enterprise-wide demand for AI. This strategy seeks to serve that demand by taking advantage of this once-in-a-generation opportunity.

DEPARTMENT OF STATE AI VISION

VISION STATEMENT

The Department of State will responsibly and securely harness the full capabilities of trustworthy artificial intelligence to advance United States diplomacy and shape the future of statecraft.

FROM VISION TO ACTION

To guide the Department towards its Vision, four Goals serve as foundational targets that will enhance the Department's AI capabilities. Each Goal rests on specific objectives that encompass priorities identified by the Department's AI leaders. These relevant and achievable efforts will enable measurable advancement over the next two years.

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> More than anything else, our task is to put forth and carry out a compelling vision for how to use technology in a way that serves our people, protects our interests, and upholds our democratic values. It's not enough to highlight the horrors of techno-authoritarianism... We've also got to make the positive case for our own approach, and then we've got to deliver.
>
> **That is the challenge before us.**
>
> "
>
> - SECRETARY ANTONY J. BLINKEN

GOAL 1 LEVERAGE SECURE AI INFRASTRUCTURE

IMPERATIVE

The Department of State workforce requires best-in-class software capabilities that leverage AI and ensure security, scalability, and ease of use.

SOLUTION

Integrate AI technologies into a sustainable and secure AI-enabling infrastructure to build and scale a variety of AI applications across the Department.

IMPACT

Providing secure, safe technology environments to developers and transparent tools to standard users promotes equitable AI use, ensures data protection and privacy, safeguards against potential cybersecurity threats, and protects individuals.

Objective 1.1: Enable AI Technology Integration

To build and scale a variety of AI technologies, the Department will integrate impactful AI technologies into sustainable, AI-enabling infrastructure, with security as a top priority. It will seek to provide broad access to AI technologies, commensurate with the Department's range of user abilities, with a mix of open-source, commercially available, and custom-built AI systems. Robust access controls and authentication mechanisms aligned to Zero Trust principles will mitigate risk of unauthorized access to AI technologies and Department data, providing a high level of security.

Objective 1.2: Fully Utilize Infrastructure for AI Adoption at Department Scale

The Department will rely on a robust technology infrastructure that further enables computing, development, testing, deployment, and continuous monitoring of AI technologies, while also protecting Department data and security. Leveraging resources within the Bureau of Information Resource Management (IRM) and integration with the Information Technology Executive Council (ITEC), the Department will design and implement supplementary technology architecture that allows for integration of AI components into our existing infrastructure and data pipelines. To meet the computational demands of AI development, our infrastructure will leverage Department cloud-based solutions and scalable infrastructure services. The Department will rely on expertise

in data encryption mechanisms, robust network security, multi-factor authentication, and regular data backups to safeguard its data.

Objective 1.3: Modernize Acquisition of AI Tools

The Department's IT procurement authorities, in partnership with the Chief Data and AI Officer (CDAO), Responsible AI Officer (RAIO), Chief Innovation Officer (CIO), and others, will work to streamline the approval and procurement of prioritized AI technologies to meet the demand signaled by the Department's strongest potential use cases, consistent with applicable law and regulation. This includes examining the IT procurement pipeline to find efficiencies while maintaining the safeguards provided in the Federal Risk and Authorization Management Program (FedRAMP), the Information Technology Change Control Board (ITCCB), Authorization to Operate (ATO) process, and other approval mechanisms, following federal guidelines. To prioritize investment opportunities, the Department will identify use cases where AI can provide the highest impact, utilizing coordination by key offices like the CDAO and issued FedRAMP frameworks. Prior to their acquisition, AI technologies will be evaluated against security protocols and risk assessment processes. The Department's procurement and open-source approval processes will be further developed to enable flexibility and streamlined deployment of AI. Evaluating vendor claims and developing new language for Department contracts will ensure our partners are held to the same standards of security, risk management, and transparency to enshrine these requirements going forward.

GOAL 2

FOSTER A CULTURE THAT EMBRACES AI TECHNOLOGY

IMPERATIVE

The Department's workforce needs the skillset, robust training curriculum, enhanced AI literacy, and educational resources to ensure AI is to be widely and safely adopted across the Department.

SOLUTION

Empower a dynamic workforce whose diverse needs for AI are served through training, promoting a culture of continuous learning, and hiring for in-demand AI skills in ways that uphold the highest levels of data and scientific integrity.

IMPACT

Increased AI fluency enables all employees to safely and responsibly reduce time spent on tasks optimal for AI solutions, allowing them to focus their efforts on higher-impact activities.

Objective 2.1: Provide AI Training and Support Services

The Department will develop specialized AI learning opportunities to meet the diverse needs of its workforce, enhance AI literacy, encourage and educate on responsible AI use, and ensure that users can adequately mitigate some risks associated with AI tools. As AI is integrated into Department infrastructure and existing technology platforms, it is integral that our workforce understands what these technologies are and how to safely use and apply them. The Department will increase AI fluency for both technical and non-technical users through the development of multi-tiered, incentivized trainings and modifications of existing trainings, led by the Foreign Service Institute (FSI). To further support users, technology-specific materials will be developed to assist in the recognition, exploration, and interpretation of AI, as well as the facilitation of support sessions to assist all AI users. The Department will convene communities of practice to share AI resources, use cases and best practices, and development of specific impact metrics to accompany AI technologies that will establish parameters for the expected benefits of use.

Objective 2.2: Develop New Opportunities for AI Talent

The Department will recruit and hire AI expertise currently underrepresented in its workforce, especially those with an understanding of AI techniques, technologies,

principles, and ethics, who can play pivotal roles in our adoption of responsible AI. The Department will build on its success hiring a cohort of data science practitioners under the guidance of the Department's CDAO, and open fresh opportunities for technical practitioners through the development of new AI focused roles, such as data scientists, operations researchers, and IT specialists, and deployment of programs to support, attract, and retain AI talent.

Objective 2.3: Promote Responsible AI Use

In this early stage of AI adoption, the Department must wrestle with extensive unknowns to navigate the path of opportunity while ensuring responsible AI practice, including by respecting and promoting security, privacy, equity, and other core principles. Much like the EDS aims to cultivate a data culture, the Department will imbue its values around responsible AI use across the organization, including to uphold data and scientific integrity. The Department will instill best practices that routinizes responsible AI use by teaching our workforce when and how to use AI tools effectively, safely, and lawfully. Through the development of interdisciplinary training courses, we will educate our workforce on the basics of AI risk and risk mitigation techniques to empower effective AI use and uphold data and scientific integrity, while also recognizing the level of acceptable risk that accompanies each AI application. We will comply with applicable law and AI governance and policy guidelines and minimize the risk of AI use.

GOAL 3 ENSURE AI IS APPLIED RESPONSIBLY

IMPERATIVE

The Department must have policy, guidelines, and technologies to facilitate transparent, responsible, and ethical use of applied AI, including continual evaluation and testing.

SOLUTION

Establish the enterprise capacity to ensure trustworthy and ethical AI use; ensure data privacy and security; manage algorithmic risk; reduce harm, bias, and inequity; and assess data quality while providing appropriate access to AI-ready data to inform decision-making and operations.

IMPACT

Responsible data management and AI governance ensures the availability of high-quality, trustworthy, and relevant data, creating a foundation for accurate model development, reliable insight generation, and responsible and ethical use.

Objective 3.1: Establish and Maintain AI Governance and Policy

The Department will oversee and manage risk, adhere to the principles, guidelines, tools and practices established from key directives (e.g., Executive Orders), and develop additional policy to ensure alignment of applied AI with applicable law and policy, and with standards for responsible and ethical use, through the Enterprise Data & AI Council (EDAC), the AI Steering Committee (AISC), and the Data Governance Network. The Department's CDAO will support and coordinate the establishment and maintenance of AI policies—such as 20 FAM 201.1—that provide clear guidelines for responsible AI use, steward AI models, and prioritize the evaluation and management of algorithmic risk (e.g., risks arising from using algorithms) in AI applications during their entire lifecycle— including those related to records retention, privacy, cybersecurity, and safety. That commitment implicates many data science disciplines, like data collection, extraction, transformation, and loading; model selection, development, deployment, and monitoring in production; statistical methods; and others. AI compliance plans and protocols for system maintenance, recalibration, and use stoppage will prevent unintended bias and functionality. Minimum risk-management practices for rights- and safety-impacting AI will be established for development and procurement. The RAIO, per CDAO direction, will define rights or safety impacting AI use cases. Regular safety and trustworthy assessments and internal audits will be required to manage risks, both in isolation and because of human users, and address

threats, mitigate bias, and ensure data protection. The policies and guidelines developed will consider the security and privacy of Department data. The Department will ensure clear and transparent procedures for legal and policy review of new AI use cases.

Objective 3.2: Broker Appropriate Access to AI-ready Data

The Department will streamline and ensure appropriate access to internal, interagency, and third-party data for AI use that is transparently sourced. The Data.State platform will provide enterprise-wide access to data when possible and appropriate, consistent with applicable law and protections. Safeguards, protocols, and data management standards apply where necessary, in addition to data sharing agreements that reflect the Department's policies for data use in its technology platforms and with vendors.

Objective 3.3: Facilitate Data Quality Assurance

High quality datasets are those sufficiently free of incomplete, inconsistent, or incorrect data, while also being well documented, organized, and secure. The Department will maintain reliable, high-quality data that is fit for AI use, development, operation, and evaluation through implementation of robust data cleaning and quality assurance capabilities, assessments, and monitoring processes, implemented at the AI use case level, that are transparent to users. The Department will develop and implement data quality assessment tools and monitoring processes with results that are transparent to users. Assessments will also be done to evaluate data outputs from other AI platforms to minimize risk.

GOAL 4 INNOVATE

IMPERATIVE

The Department faces mission critical challenges well suited to the capabilities of AI that can be addressed through the systematic identification and application of thoroughly tested AI use cases.

SOLUTION

Identify, experiment, and scale a range of successful solutions to be an active innovator of Department processes through applied AI, while forming creative partnerships with responsible AI innovators outside of the Department to compound our successes.

IMPACT

An enterprise-scale solution for problem identification, experimentation, and deployment equips U.S. diplomats with a new capacity to meet their missions.

Objective 4.1: Identify Opportunity

The Department will use AI to advance U.S. diplomacy by honing its ability to identify opportunities in AI in an entrepreneurial approach. The Department will facilitate the identification of potential AI use cases in both centralized and decentralized fora and help the workforce identify appropriate applications of AI technologies. We will leverage enterprise Data Campaigns, as well as the Department's Data Governance Network, communities of practice, bureau AI forums, conference participation, innovation channels, training sessions in AI as referenced in Objective 2.1., Bureau Chief Data Officers, and other avenues to surface opportunities in AI. We will also rely on our Public Diplomacy and Public Affairs professionals; the Foreign Service Institute (FSI); CAIO Council; alumni networks, trade associations, private tech leaders, and newly established strategic partnerships with leading AI providers. Finally, we will pursue a new Department AI funding strategy to propel prioritized AI use cases and provision sufficient resources.

Objective 4.2: Facilitate Responsible Experimentation

Responsible, entrepreneurial experimentation will underwrite long-term and cost-effective success in AI adoption at the Department. We will leverage shared resources, including the expertise of our technologists, and pursue new funding to establish an innovation sandbox environment where practitioners from around the Department can bring their ideas to vet.

In these sandboxes, the Department will run low stakes experiments to test new AI tools with safely controlled data and build empirical cases for deployment. To accelerate AI technology adoption, centralized access to shared AI use cases, models, datasets, and applications will be provided to combine expertise, enable effective evaluation of progress, avoid duplication, and identify capability gaps. As delegated by the CDAO, the RAIO will oversee the maintenance of the existing AI Use Case Inventory, which will be enhanced with plain language documentation to inform users of the existence, purpose, and level of risk associated with AI technologies being used at the Department and will provide developers with access to example models to use.

Objective 4.3: Scale Successes

As Department personnel experiment with and identify AI use cases, certain use cases will prove widely valuable and merit reproduction at larger scales. The Department will emphasize cooperation with interagency CDAOs, RAIOs, and CIOs, interagency bodies working in applied AI, and networks of responsible AI practitioners in academia, industry, and foreign affairs to propagate best practices and scale success. Our partnerships will constitute an active frontier in AI innovation. Clear evaluation guidelines will be established requiring testing of AI systems prior to scaling to make sure accurate, safe, reliable function, and benefits outweigh risks before enabling AI capabilities in a production environment with access to Department data. AI system outputs will follow federal guidelines for transparency.

MOVING FORWARD ⟫⟫

Enhancing the use of AI throughout the Department requires broad coordination, leadership and working level alignment, financial and technical support, a trained workforce, a process for thorough and efficient legal and policy review, and a shift in the Department's data and AI culture to create the sustainable change outlined in this strategy.

As the AI governance body for the Department, the AISC – whose members include the CDAO, RAIO, the Deputy Legal Adviser, and the Senior Agency Official for Privacy, and others – will oversee the implementation of this Strategy and regularly report progress to the EDAC and the Deputy Secretary of State for Management and Resources (D-MR).

In turn, the EDAC will provide strategic guidance and oversee policy development related to the responsible development, deployment, acquisition, and use of AI. The AISC, RAIO, the Office of Management Strategy and Solutions (M/SS), and IRM will support continuous stakeholder engagement and advocate for the secure and responsible use of AI to Department leadership.

The Department's EDS Data Campaign approach is a proven force multiplier in maturing the organization's data capabilities and will likewise be used for EAIS implementation. With high leadership engagement and flexible delivery, we have completed eight high-impact Campaigns focused on the Department's most pressing challenges. The Campaigns are composed of dedicated delivery teams that drive AI-focused efforts across the Department for a specific mission or management priority in time-bound sprints.

Data Campaigns have demonstrated their ability to uncover opportunities in analytics, data governance, and strategic communications and are used as a methodology for strategy implementation. Bringing together key experts and stakeholders from multiple Bureaus, Offices, and Posts, the Data Campaign mechanism will ensure that Department priorities anchor development and scaling of AI applications. By delivering focused AI pilots in this manner, applications will receive the proper development and testing necessary to ensure safe deployment and scaling for broad Department use. During Campaign implementation, M/SS Center for Analytics (M/SS/CfA) will provide dedicated expertise in AI and Data Strategy, Data Policy, Data Sharing, Strategic Communications, and Data Infrastructure.

The Enterprise AI Strategy complements the Department's EDS. To effectively adopt AI across the Department, it is imperative that the goals and objectives laid out in the EDS be completed. The leadership of the CDAO for both strategies' implementation, done in compliance with Federal guidelines, will ensure proper coordination to create a solid foundation for responsible AI development, deployment, and use.

Plans to regularly review the EAIS's implementation progress will occur during regular reporting reviews with the AISC and EDAC and through the development and reporting of the Department's Agency Priority Goal (APG) on Data-Informed Diplomacy. The Department will plan to evaluate the progress and accomplishments of the strategy to inform future iterations of the Enterprise AI Strategy or similar strategic plans for years to come.