

Information Integrity and Resilience OKRs

USAID Information Integrity and Resilience Vision

USAID is capable and resourced to proactively and reactively respond to information manipulation across all sectors from all actors, and is positioned to inform and influence USG and partner policy on information integrity and resilience.

In an affirmative and holistic way, USAID is capable of strengthening the integrity of the information environment in USAID partner countries.

*All actors include: nation state actors and strategic competitors, highly localized individuals, and organized non-state actors (terrorist organizations, etc.)

IIR OKR Purpose

The purpose of the Information Integrity and Resilience (IIR) OKRs is two fold:

- Align USAID around a shared set of objectives and identify key results we seek to achieve through the end of 2024.

- Identify what initiatives across USAID we need to prioritize through end of 2024 and the resources (funding, people, will) needed to implement.

Agency IIR Objectives

Objective 1: Invest in cross-sectoral programming to strengthen information integrity and resilience

Objective 2: Expand Agency's strategic communications to address information manipulation

Objective 3: Through development diplomacy, build external partnerships with private sector, foundations, bilateral institutions, and multilateral institutions in order to strengthen USAID's capabilities to address information manipulation

Objective 4: Develop internal policy framing and influence USG interagency process through NSC process to strengthen IIR

Objective 5: Reduce physical, digital, and security risks to USAID missions, programs, and partners

Objective 1. Invest in cross-sectoral programming to strengthen information integrity and resilience (programming)

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
1.1 Expanded evidence-based, responsive programming to strengthen information integrity and resilience	—	—	—	—
1.1.1 Definition for IIR completed (basis for IIR Guidance)	Vera + IRC Core	completed	existing	Q1 FY24
1.1.2 Identify external SME team through contract mechanisms to respond to Mission requests for technical support (studies, technical guidance, etc) (IP staff cannot design activities)	Regional POCs	ongoing	existing	Q4 FY 23
1.1.3 Encourage three Missions to include IIR objectives in new CDCS/Results Frameworks	Regional POCs	ongoing as CDCSs are cleared	1 FTE	ongoing
1.1.4 Hire USAID IIR experts to support BIO efforts on info integrity and resilience (i.e. support missions to develop activity components on IIR existing programs)	Individual B/IO (including regional Bureaus)	ongoing	TBD Personnel (hiring or shifting responsibilities)	Q1 FY 24 - Q4 FY 24

Objective 1. Invest in cross-sectoral programming to strengthen information integrity and resilience (programming)

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
1.2 Improved tracking of results and evidence of what is working / what is not	—	ongoing	—	—
1.2.1 MEL Indicators developed for IIR	DRG M&E Team	ongoing	leverage existing DRG M&E staff	Q2'24
1.2.3 Key issue area for IIR developed (MRR, BRR, operational plan, PPR)	DRG and BRM	not started	1 FTE for 3 months	By Q4 24

Objective 1. Invest in cross-sectoral programming to strengthen information integrity and resilience (programming)

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
1.3 Integration of info integrity, cyber security, comms for programs across sectors are completed in partnership with OAA.	IRC Core, M/ OAA, LPA	not started	existing	Q4 23 - Q4 24
1.3.1 Develop a new mechanism (e.g., P4P2) that incorporates disinformation and hate speech, among other problems related to conflict and violence	CPS/CVP	Mechanism awarded	existing	done
1.3.2 ProInfo mechanism designed and procured	DRG	completed	existing	Design: Q1/2 FY 24 Procurement: Q4 FY 24
1.3.3 Conduct assessment to determine what regional programming is needed and establish activity design timeline with Regional POCs for the new mechanisms.	Regional POCs + functional bureaus	ongoing	existing	Q1 24 -Q4 24
1.3.4 Increase investment into existing Agency mechanisms (e.g., TI account) that allow for flexibility to mitigate the destabilizing effects of information manipulation (most notably, disinformation and hate speech)	DRG, Regional POCs, CPS/OTI, OAA	ongoing	existing but additional needed	ongoing

Objective 2. Expand Agency's strategic communications to address information manipulation

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
2.1 Expand USAID's ability to communicate "out front" with strategic communications across USAID missions	LPA	ongoing	yes	through Q4 24
2.1.1 Finalize campaigns and share strategic communications campaigns successes/lessons learned with Missions from the 4 piloted countries so Missions may develop their own reputational campaigns, increasing resilience to information manipulation • 2.1.2.1: Launch Solomon Islands, Serbia, and Nepal in Q4 2023 - Q2 2024	LPA w/Missions	completed	funded	Q4 23 - Q3 24
2.1.2 Set policy to establish a minimum of 3 DOCs at Missions/OUs dependent on size	LPA w/ FO	not started	yes, at Mission level	If approved, by Q3 24
2.1.3 Set benchmark policy to establish a 1-3 percent of Missions total budget for communications funding	LPA w/ FO + BRM	not started	yes, at Mission level	If approved, by Q3 24
2.1.4 Strengthen internal communications and communicate top lines on IRC priorities on monthly basis	LPA / IRC Comms group, working with functional and regional bureaus	ongoing	internal comms staff	TBD

Objective 2. Expand Agency's strategic communications to address information manipulation

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
2.2 Stand up crisis communications response capability in order to address information manipulation	Vera sets strategy / LPA implements	not started	yes	If resourced, through Q4 24
2.2.1 Provide civil service slot to hire a new direct hire LPA crisis comms to stand-up and run the crisis communication response capability and contribute to monitoring disinformation	LPA and M Bureau and OAA	not started	yes, funding; USDH slot for contract purposes	If resourced by Q2 24, Q4 24
2.2.2 Create a funding mechanism (two years with three options years average of 4-5 million in funding per year) with a ceiling of $20 Million that can support Missions through: - Surge support at Missions that need communications personnel support and/or where information manipulation is reaching a critical mass - Tailored, proactive reputation management campaigns	LPA, OAA	not started	yes, funding; as well as a dedicated OAA specialist to ensure that we have the ability to rapidly deploy the funds	If resourced by Q2 24, Q4 24
2.2.3 Partner with a Regional Mission to create an action plan that establishes **a Regional Mission Hub** pilot of 3 communicators at 1 regional Mission to monitor information manipulation in the region using the enterprise monitoring tool and design and deploy communications campaigns at Missions within the region as needed.	LPA, working with selected regional Mission	not started	yes, request of $2 Million for two years (up to $1 Million per year)	If resourced/clear intent to resource, partner with mission to create the action plan by Q4 24

Objective 2. Expand Agency's Strategic Communications to Address Information Manipulation

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
2.3 Integrate strategic communications across all programming and lines of effort	LPA	ongoing	yes	Through Q4 24
2.3.1 Provide information manipulation training for DOCs - 2.3.1.1: Training curriculum and design completed in May 2023 - 2.3.1.2: Share lessons learned from comms pilot with Global DOC Network completed in February 2023 - 2.3.1.3: Global DOC network complete training by March 2024	LPA	started in Q2'23, ongoing	existing	ongoing through Q4 24
2.3.2 Provide base-level communications training for all non-communications USAID staff, both in the field and in Washington Bureaus (e.g., Mission Directors, Program Officers, Technical Officers, Regional and Pillar Bureau Staff)	LPA	ongoing	existing, plus additional $1.5M of OE for future years to keep the cadence	training and outreach to non-communications USAID Staff by Q4 24

Objective 3. Through development diplomacy, build external partnerships with private sector, foundations, bilateral institutions, and multilateral institutions in order to strengthen USAID's capabilities to address information manipulation

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
3.1 Reinforce tech partnerships with Google, Meta, and Microsoft to address information manipulation and other safety issues	Vera + Agency leads as relevant + ITR/T	ongoing	existing	ongoing through Q4 24
3.2 Identify emerging tech companies to partner with at the local level	Vera ID's / DRG / Regionals/ Missions support	ongoing	existing	ongoing through Q4 24
3.3 Engage OECD, EU, UN, and OGP on info integrity partnerships. Explore foundations and other bilateral donor partnerships	Vera / Patrick / GTT / PPL/ ODC / Chris R	ongoing	existing	through Q4 24
3.4 Learn and adapt USAID's approach based on those of peer development actors that have established capacity in information resilience (e.g. UK, France, Germany) - combined	Vera / POL/ ODC/ Chris R	ongoing	existing	through Q4 24
3.5 Develop donor coordination architecture for information integrity and resilience in order to strengthen coordination and prioritization	Vera sets strategy with DRG (Patrick). DRG/GTT, and PPL/ ODC + Chris R	not started	existing	Q2 24

Objective 4. Develop USAID policy position and Influence USG interagency to strengthen IIR

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
4.1 Ensure info manipulation is reflected in DRG Policy	DRG	completed	none	completed
4.2 Influence the USG interagency process on information integrity through FMI IPC, FIORG, AI and info integrity / UN, gendered disinformation / TFGBV	Vera leads, supported by Chris R, DRG, ITR, and regionals as needed	Ongoing	no	Q4 23 -Q4 24
4.3 Update the USAID / DRG Technical primer to serve as the technical update to the previous primer	DRG	on hold	staff time	Q2 24
4.4 Establish bipartisan relationships with Hill on IIR in order to inform Agency's IIR agenda overseas	Vera + LPA + DRG	Ongoing	none	Ongoing
4.5 Develop internal Agency guidance on information integrity and resilience	Vera + POL	completed	maybe - staff time	Q1 24 -Q4 24

Objective 5. Reduce physical, digital, and security risks to USAID missions, programs, and partners

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
5.1 Develop both active and passive mechanisms to detect information manipulation threats	SEC + ITR + LPA	–	–	Q1 24
5.1.1 Develop Agency-wide standard operating procedures for reporting of threats	SEC + ITR	Reporting and Risk Framework is under development	existing	Q1 24
5.1.2 Pilot 3rd party passive media monitoring service to detect threats at Missions abroad (individual country or region)	SEC + ITR	On hold	Vendor	Q1 24

Objective 5. Reduce physical, digital, and security risks to USAID missions, programs, and partners

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
5.2 Develop operational risk framework to determine impact of Information manipulation	SEC + ITR	In process	Personnel	Q1 24- Q2 24
5.2.1 Identify and characterize variables to assess risk/impact	SEC + ITR	In process	Personnel	Q1 24- Q2 24
5.2.2 Create algorithm/workflow to automate risk assessment process	SEC + ITR	not started	External vendor	Q1 24- Q2 24

Objective 5. Reduce physical, digital, and security risks to USAID missions, programs, and partners

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
5.3 Develop enterprise knowledge management system to catalog these threats	CIO	not started	Funding	Q4 24
5.3.1 Create structured data environment to house threat information for further analysis/evaluation	CIO	not started	Funding	Q4 24
5.3.2 Create indications/warning system to identify incidents or campaigns	SEC	not started	Personnel	Q4 24

Objective 5. Reduce physical, digital, and security risks to USAID missions, programs, and partners

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
5.4 Develop training and outreach program to sensitize USAID missions to risk environment and procedures for reporting/notification	SEC/LPA	In process- SEC has developed some training, coordinating with LPA and USAID University to post training	existing	ongoing through Q4 24
5.4.1 Baseline risk environment by country/region (interagency task)	SEC	In process - Currently seeking assessment from the IC.	existing	ongoing through Q4 24
5.4.2 Develop online training module for USAID personnel on reporting/response procedures	SEC/LPA	SEC has started development of training, coordinate w/ USAID University, already incorporated into NEO	existing	ongoing through Q4 24

Objective 5. Reduce physical, digital, and security risks to USAID missions, programs, and partners

KEY RESULTS AND SUB-KEY RESULTS	OWNER	STATUS	Resources Needed	Quarter in FY
5.5 Deploy detection and assessment framework to 3 pilot countries (or region) based on specific criteria	Vera to help stand up; SEC and ITR to execute	ongoing - WG needs to identify 3 countries UPDATE: Uzbekistan, Moldova, Ethiopia MIssions identified and agreed to parpticipate	existing	Q2 24
5.5.1 Exercise data collection mechanism and automated risk algorithm	SEC	ongoing - WG needs to identify 3 countries	existing	Q2 24
5.6 “Design development in disruption” training material and content created for MDs/DMDss that incorporates countering information manipulation in the field	SEC + HCTM +ITR + M	not started	existing	Q2 24
5.7 Hire 2 personnel to provide minimal capability to monitor and detect digital and physical security risk posed by information manipulation	SEC	not started	personnel	Q4 24

Thank YOU

Q&A

