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Mission and Values

United States Department of State
- and -
United States Agency for International Development

MISSION

Create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

VALUES

Loyalty: Commitment to the United States and the American people.

Character: Maintenance of high ethical standards and integrity.

Service: Excellence in the formulation of policy and management practices with room for creative dissent. Implementation of policy and management practices, regardless of personal views.

Accountability: Responsibility for achieving United States foreign policy goals while meeting the highest performance standards.

Community: Dedication to teamwork, professionalism, and the customer perspective.

Introduction

Purpose

The Department of State and the Agency for International Development (USAID) Fiscal Year 2006 Performance Plan, submitted to the President, the Congress, and the American public, describes Department of State and Agency for International Development plans to advance their common mission, long-term strategic goals, and performance goals during FY 2006. The FY 2006 **performance targets** relate to the most critical efforts that the agencies will focus on during FY 2006.

This plan satisfies the reporting requirements of the Government Performance and Results Act of 1993 (GPRA).

The Joint Performance Plan: State and USAID Working Together

The first-ever Joint Performance Plan is built upon the long-term State and USAID strategic planning framework, and is the most recent step in the Administration's efforts to better integrate foreign policy and development assistance. The annual Joint Performance Plan process will lead to:

- Increased strategic collaboration and communication between agencies
- Standardization of evaluation tools, indicators, and benchmarks
- Effectiveness and efficiency gains from more integrated program execution.
- Budget and performance integration

Report Structure

The Joint Performance Plan is divided into the following nine sections:

1. **Benefit to the American Public:** Summarizes the benefits provided to the American people through pursuit of each of the agencies' twelve strategic goals.

2. **Major Crosscutting Efforts:** Describes the major issues on which the Department and USAID work with other agencies to resolve.

3. **Management Landscape:** Describes the agencies' major management / organizational priorities including the following:
   - **President's Management Agenda (PMA) Initiatives:** Provides an update as to how the agencies are addressing the PMA initiatives designed to create a results-oriented and efficient federal government.
   - **Program Assessment Rating Tool (PART) Status:** Provides an update on the PART evaluations conducted by the Office of Management and Budget on many of the agencies' key respective programs.

4. **Performance Management - A Leadership Priority**: Describes the performance management approaches used by the Department of State and USAID respectively.

5. **Performance Measurement Methodology**: Describes the methodology by which this performance plan is used to measure progress and assess performance for both the Department of State and USAID.

6. **Strategic Planning Framework**: Presents the agencies' common strategic planning framework. The framework enables the agencies' leadership to more effectively prioritize work in a constantly changing international environment.

7. **Strategic Goal Chapters:** Each of the agencies' common twelve strategic goals is presented in a separate chapter organized as follows:

   - **Public Benefit**: Summarizes how the pursuit of the strategic goal benefits the American people.
   - **Resource Summary**: Aggregate funding and staffing totals devoted to activities that support the strategic goal.
   - **Strategic Goal Context**: A matrix showing the relationship among the performance goals, initiatives/programs, resources, bureaus and partners that contribute to accomplishment of the strategic goal.
   - **Performance Summary**: The performance summary section is divided as follows:
     - **Annual Performance Goals**: Represent the priorities and more specifically, the medium-term goals that lead to accomplishment of the longer-term strategic goals.
     - **Initiatives/Programs (I/P)**: Specific functional and/or policy areas, including the Office of Management and Budget's PART programs within which significant and tangible indicators and performance targets can be identified. Those I/Ps that are PART programs are specifically and clearly identified as such.

       Within an I/P, the following data elements are shown:
       - **Indicator Description**: One or more of the indicators used to measure progress.
       - **Targets:** FY 2006 and FY 2005 targets that represent the specific desired level of performance to be achieved.
       - **Indicator Validation**: Explains why a given indicator was chosen to measure progress towards a given performance goal.
       - **Data Source**: This identifies the source from which results information will be obtained. A data source might be cited as the title of a report or the name of an organization.

   - **Illustrative Examples of FY 2004 Achievements**: Examples of key achievements realized in FY 2004 that are typical of the Department's and USAID's work in support of the goal.
   - **Resource Detail**: Displays funding levels related to activities supporting the given strategic goal. Funding levels are shown for FY 2004, 2005, and 2006 for both State Appropriations and Foreign Operations funding. Information shown identifies the level of support by Bureau and by funding account.

8. **PART Tables**: A series of tables describing the status of the PART Programs.

9. **Resources by Strategic Goal**: Resources and staffing for all strategic goals in spreadsheet form. The first spreadsheet depicts the Department of State Appropriations Act resources and the second the State and USAID Foreign Operations resources.

Benefit to the American Public

Mission Statement

U.S. Department of State and the U.S. Agency for International Development

CREATE A MORE SECURE, DEMOCRATIC, AND PROSPEROUS WORLD FOR THE BENEFIT OF THE AMERICAN PEOPLE AND THE INTERNATIONAL COMMUNITY

The Department of State and the United States Agency for International Development (USAID) are the lead U.S. agencies for developing and executing U.S. foreign policy and interacting with foreign governments and international organizations. The Department and USAID are potent instruments of national power and provide political, diplomatic, humanitarian, and sustainable development engagement at every level.

Human suffering due to poverty, authoritarian rule, conflict and natural disasters can foster extremism, destabilize individual countries and entire regions, and as the American people have seen, pose a threat to U.S. and global security. The Department and USAID lead U.S. diplomatic and programmatic efforts to prevent and alleviate such suffering. The Department also works to achieve peace and security by promoting conflict resolution and prevention, human rights and democracy, combating the proliferation of weapons of mass destruction, and countering international terrorism that threatens vital U.S. interests at home and abroad. In the wake of the events of 9/11, such efforts are increasingly critical.

The Department continually utilizes its resources and influence to assist Americans who travel and live abroad. The Department issues U.S. passports, facilitates overseas voting in federal elections, evacuates Americans from conflict areas, and deters the entry into the U.S. of those who seek to threaten the nation, while approving the entry of qualified foreigners. The Department meets important homeland security responsibilities, such as combating visa and passport fraud, and protecting foreign diplomats in the U.S. so that terrorists do not hinder the day-to-day conduct of diplomacy.

The Department and USAID advance sustainable development and solutions to global problems that cannot be solved by any one nation. For example, the Department and USAID work diligently to support the spread and adoption of democratic ideals worldwide, promoting fundamental universal values such as religious freedom and worker rights, and helping create a more secure, stable, and prosperous world economy through accountable governance. While contributing to American prosperity, the opening of foreign markets to U.S. goods and services also results in higher standards of living and lower poverty levels in other countries. The Department and USAID partner with other nations to build education capacity and leadership development to promote a prosperous and secure world. The Department also offers the opportunity for Americans to learn from others and share expertise through exchanges. The Department and USAID work with other countries to promote a sustainable global environment, a healthy world population, effective migration systems, and strong international health capabilities, enhancing American security by protecting the U.S. from the effects of environmental degradation and deadly disease in an increasingly interconnected world.

The Department's and USAID's promotion of mutual understanding and international cooperation aims to increase foreign acceptance of American values and efforts. Since cooperation is a two-way street, not only will people of other nations come to understand, if not accept, American values, but Americans will also gain greater understanding of foreign cultures and values.

Major Crosscutting Efforts

Challenges to U.S. and global security, freedom and prosperity often transcend the bounds of a single geographic or functional bureau. The Department and USAID address such crosscutting issues through effective collaboration among their bureaus and/or other U.S. Government (USG) agencies.

The War on Terrorism

The events of 9/11 have elevated international terrorism to the top of the list of U.S. priorities. The Department pursues multifaceted efforts to prosecute the global war on terrorism. Under the President's and the Secretary's leadership, the Office of the Coordinator for Counterterrorism (S/CT); the bureaus of Diplomatic Security (DS), Consular Affairs (CA), Economic and Business Affairs (EB), International Information Programs (IIP), International Organization Affairs (IO), International Narcotics and Law Enforcement Affairs (INL), Political-Military Affairs (PM), Democracy, Human Rights, and Labor (DRL), Intelligence and Research (INR), Overseas Buildings Operations (OBO), Educational and Cultural Affairs (ECA), and Public Affairs (PA); and the regional bureaus, are reorienting their priorities to fit new realities. USAID has undertaken a similar strategy and has sought to deny resources and sanctuary to terrorists by diminishing the underlying conditions they exploit. Programs to achieve this goal include education, training, rule of law, and alternative development conducted in both frontline and fragile states. In the countries of the former Soviet Union and elsewhere, the Department through the Bureau of Arms Control (AC) and the Bureau of Nonproliferation (NP) have worked with the Bureau of European and Eurasian Affairs (EUR) to focus attention on controlling nuclear material, redirecting expertise related to weapons of mass destruction and missiles to peaceful and self-sustaining free enterprise, and more broadly strengthening underlying export and border controls. This work is expanding to other countries such as Iraq and Libya and includes potentially dangerous radiological, chemical and biological weapons.

On a broader scale, the Department continues to cooperate with other agencies to combat terrorism. Coordinating with the Departments of Homeland Security (DHS) and Justice, as well as the FBI, CA has worked to strengthen its visa screening to prevent terrorists from entering the U.S. The INL, S/CT and DS bureaus have worked with other USG agencies to increase specialized counterterrorism training for foreign authorities, as well as broader law enforcement capacity-building to lay a firm foundation for fighting terrorism and other crimes, including the global network of multi-country International Law Enforcement Academies (ILEAs). S/CT, INL, INR, and EB have worked closely with the Treasury Department and other agencies to combat terrorist financing and underlying vulnerabilities to financial crimes, leading efforts to build an international coalition. The Department also has combined its efforts, including strategic communication, with those of the Department of Defense to establish key bases and build essential alliances. In Afghanistan and Pakistan, the Bureaus of South Asian Affairs (SA), Educational and Cultural Affairs (ECA), and International Information Programs (IIP), working with USAID's Bureau for Asia and the Near East (ANE) and other agencies, has led Department-wide and interagency efforts to support the Global War on Terrorism, promote accountable democratic governance, establish security forces in Afghanistan, and promote economic growth, and educational opportunities to combat extremism and instability. EB has led USG efforts in the Kimberley Process, which is an international certification scheme designed to prevent rough diamonds used to finance rebel movements in Africa from entering the legitimate global trade. The Bureau of Oceans and International Environmental and Scientific Affairs (OES) has been working to enhance global capacity to prevent and respond to bioterrorism, and to prevent illegal smuggling of wildlife and hazardous chemicals from generating profits for rogue organizations.

Public Diplomacy

The Department, led by the Office of the Under Secretary for Public Diplomacy and Public Affairs, ECA, PA, IIP, and related bureaus, is working to promote understanding and greater acceptance of U.S. policies and values. In a global environment marked by the threat of terrorism, the need for a unified and positive American message has never been as critical. Therefore, the Department and USAID, through their regional, functional, and global affairs bureaus have maintained a wide variety of

programs designed to foster democracy, protect human rights and provide humanitarian assistance worldwide, and generally provide needed context for an understanding of U.S. policies.

The Department is expanding the scope of public diplomacy by engaging younger and broader audiences, especially youth and youth influencers in Arab and Muslim environments both domestically and abroad; tailoring programs and messages to reach these targets; using multiple channels of communication and interaction to expand our reach; maximizing resources among the Department's bureaus and overseas posts; and coordinating interagency communication activities for the development and communication of USG messages across the globe. The Department and USAID coordinate closely with the White House, Department of Defense, and other USG agencies.

Technical cooperation in areas such as English language learning, science and technology is key to projecting and promoting American values abroad. Under a joint five-year strategy with USAID, Department public diplomacy activities are focusing more on bringing attention to U.S. assistance activities and showing how these programs offer hope for a brighter future.

Homeland Security

The Department works on the frontlines to provide homeland security. Since the events of 9/11, the Department has taken steps to coordinate more effectively with other USG agencies on improving overall U.S. border security. Department consular officers at more than 200 overseas posts adjudicate the majority of visa applications of those who seek entry into the U.S. Among these applicants are those who wish to harm the U.S., as shown by the events of 9/11. Since this tragic day, the Department has strengthened its visa screening system by vastly increasing the size of its name check database, conducting more visa interviews, and instituting interagency clearances for additional categories of applicants from specific countries. The Department has provided U.S. ports of entry with real-time access to visa issuance data and has worked closely with the Departments of Homeland Security and Justice, the intelligence community, and other USG agencies on other border security issues. The bureaus of CA and DS have played a critical role in homeland security efforts to control visa and passport fraud. Both bureaus are intent upon continuing their efforts toward ensuring a strong and secure visa system, while allowing and encouraging qualified applicants to come to the U.S.

The INL and Western Hemisphere Affairs (WHA) bureaus implement training, equipment and procedural improvement assistance programs, drawing on several DHS agencies to help Mexico and certain Caribbean countries improve border security. Highlights include improved passport and visa issuance, better screening of passengers and cargo, "trusted" traveler and shipper programs, improved patrol capabilities, search and rescue upgrades, anti-corruption efforts, and information sharing. As the U.S. Coast Guard, (former) U.S. Customs Service, and other agencies were merged into DHS, the Department has re-doubled efforts with those and other law enforcement and intelligence agencies to interdict, investigate, and disrupt illegal international flows of drugs as well as criminals, funds, and weapons, which are linked to a greater or lesser extent to terrorism in several parts of the world. INL has spearheaded the Department's work with domestic and international law enforcement organizations to minimize the negative impact of drugs and crime on American citizens. The Department, DHS and Justice founded the Human Smuggling and Trafficking Center (HSTC) with several intelligence agencies to integrate efforts against the linked national security threats of alien smuggling, trafficking in persons, and criminal facilitation of clandestine terrorist travel. INL, S/CT, EB and other Department elements work world-wide with DHS and other agencies protecting the American homeland, in areas such as the Container Security Initiative, G-8 nations' Secure and Facilitated International Travel Initiative, as well as in training and other support to other countries' border security and other law enforcement forces.

Finally, the Department works closely with specialized USG and international agencies such as the Federal Aviation Administration, the International Civil Aviation Organization, and the International Maritime Organization, and with elements of the private sector such as the telecommunications industry to strengthen the security of transportation and communication infrastructure and networks both domestically and internationally. It also works with other USG agencies to strengthen foreign governments' capability for screening people and goods at key entry and exit points.

State and USAID Coordination Infrastructure

To help achieve the diplomatic, development, and management priorities of the President, Secretary of State and the USAID Administrator, the Department and USAID have established joint policy and management councils.

The Joint Policy Council is ensuring that development programs are fully aligned with, and fully inform, foreign policy goals. The Deputy Secretary and USAID Administrator co-chair the Executive Committee, which also includes: the Under Secretaries for Political Affairs (as overall coordinator), Global Affairs, and Economic, Agricultural and Business Affairs; the Director of Policy Planning; and USAID's Bureau for Policy and Program Coordination. Twelve working groups, led by senior Department and USAID officials, are addressing ways to improve coordination on key policy and program issues. The working groups cover the six world regions represented by the Department's geographic bureaus and the following functional areas: Democracy, Human Rights and Justice; Economic Growth; Humanitarian Response; Social and Environmental Issues (including Education); Security and Regional Stability; and Public Diplomacy. There are also three crosscutting issue working groups: Foreign Assistance Effectiveness, Outreach to the Muslim World, and Law Enforcement Issues.

The Joint Management Council is overseeing the creation of more integrated structures to advance the goals of both institutions, support employees, and reduce costs. The Under Secretary for Management and USAID's Deputy Administrator co-chair the Executive Committee, which includes the Assistant Secretary for Resource Management and Assistant Administrator for Management. Eight senior-level working groups are implementing joint business plans that are addressing the following issues: resource management, management services, management processes, information and communication technology, E-government, facilities, security, and human capital. Examples of specific accomplishments to date include: synchronizing budget and planning cycles; providing mutual Intranet access; integrating shared administrative support services in the field; increasing coordination with the NGO community on security training; and implementing a pilot program for cross training and assignments.

Iraq Reconstruction

Helping Iraqis liberated from the tyranny of Saddam Hussein to build the unified, stable and prosperous country that they deserve is one of the Administration's highest priorities. The Department and USAID support reconstruction efforts inside Iraq, and through diplomacy and development, are assisting Iraqis in making progress toward economic reconstruction and the achievement of a free, sovereign, and democratic Iraq. USAID has led a massive relief and reconstruction effort in Iraq over the last year, providing assistance to address infrastructure, healthcare, education, governance, the economy, and other needs throughout the country. The Department and USAID are working with the Departments of Defense, Energy, Treasury, Commerce, Agriculture, and the Environmental Protection Agency to help build Iraq's agribusiness; develop its scientific capacity; rehabilitate its oil, electricity, water, telecommunications systems and export capacity; restore its marshlands; provide assistance to internally displaced persons and returning refugees; develop its security forces; and build institutional capacity for environmental protection in support of sustainable development. This interagency effort – the largest American foreign assistance program since the Marshall Plan – has successfully provided substantial reconstruction assistance and humanitarian relief, even in the face of an insurgency. As a result, 14.5 million people now have access to safe water and sanitation, more than three million children have been vaccinated, and small and large cities alike have equitable access to electrical power.

USAID's Office of Food for Peace (FFP) worked to ensure that the World Food Program (WFP) and Coalition Forces could re-establish the Public Distribution System (PDS) in fewer than 30 days, avoiding a humanitarian food crisis and providing food security throughout the country. In partnership with the U.S. Embassy in Baghdad, FFP continues to support the U.S Embassy's Public Distribution System Working Group to assist the Ministry of Trade with improving PDS management.

The Department and USAID also work to assist Iraqis in developing pluralistic and democratic government institutions framed by rule of law and based on guaranteed civil liberties, including a free press and equal rights for all Iraqis without regard to ethnicity, religion, or gender. Progress has been positive as the majority of Iraq's adult population has been engaged – either directly or indirectly – in democracy or governance at the local level, and hundreds have benefited from exchange experiences in the United States because of U.S. programs.

The Department's Bureau of Economic and Business Affairs (EB) and USAID, along with the Departments of Treasury and Defense, also play a leading role in successfully mobilizing substantial foreign donor assistance for Iraq's reconstruction. Having helped assure the success of the Madrid Donors' Conference for Iraq in October 2003, the USG is working with other governments to encourage rapid implementation and effective coordination of assistance. The USG has worked closely with the International Reconstruction Fund Facility for Iraq (IRFFI), jointly managed by the UN and World Bank. Priority programs through the IRFFI include electoral assistance and infrastructure reconstruction, as well as investments in water, basic health and education, private sector development, and technical assistance. A critical element of Iraq's recovery was the effort led by EB and Treasury to work with the Paris Club of creditor nations to ensure that Iraq received very generous (80%) terms involving over $31 billion in debt reduction. EB and Treasury will continue to work for full implementation of the November 2004 Paris Club agreement, as well as supporting Iraqi efforts to seek at least comparable treatment from non-Paris Club creditors.

Through its primary partner, the UN High Commissioner for Refugees, as well as non-governmental organizations (NGOs), the Department's Bureau of Population, Refugees, and Migration (PRM) provides assistance facilitating the reintegration of the more than 100,000 Iraqi refugees who have returned. PRM also supports capacity building at the Iraqi Ministry of Displacement and Migration, which has responsibility for assisting refugees and internally displaced persons (IDPs). In addition, PRM works with the International Organization for Migration's project to provide technical assistance to the Iraq Property Claims Commission, which will provide redress to Iraqis whose property was confiscated by the former regime. USAID's Office of Foreign Disaster Assistance has provided assistance for coordination, health, nutrition, logistics, shelter, emergency relief supplies, support to IDPs, water and sanitation, and capacity-building activities countrywide.

The Department and USAID, along with the Department of Defense (which manages the largest portion of the U.S. reconstruction assistance to Iraq) are engaged in a broad range of programs designed to drive economic growth and generate employment. Efforts are generating short-term jobs while setting the stage for long-term employment with training programs and private sector development. Economic reforms and strong public sector institutions provide the framework for economic development driven by businesses and entrepreneurs. USAID economic growth programs develop and implement international best practice solutions aimed at improving the policy-enabling environment for private sector-led growth. Programs focus on policies, regulations, administrative procedures and institutions that have the most direct impact on the ability of foreign and domestic private sector firms to invest and grow their businesses in Iraq. USAID's Office of Transition Initiatives (OTI) disburses small grants to local groups and institutions throughout Iraq, and works with the U.S. Army First Cavalry Division to support stabilization activities. These efforts improve essential services while generating short-term employment for Iraqi youth.

The Department's INL, NEA, and DS bureaus are also working with other USG agencies and international coalition partners to re-establish and modernize the Iraqi police, justice, and prison systems to protect the people of Iraq and their human rights as well as to support the development of democratic institutions.

The Department's DRL bureau, in conjunction with IIP and ECA bureaus, is heavily engaged in supporting and promoting democratization, civil society development and political support for increasing Iraq self-government, specifically in the form of grant award funding to NGOs. DRL

administers a democracy and human rights portfolio that supports general human rights, the women's democracy initiative, and political party and democracy projects in Iraq. The National Endowment for Democracy (NED) provides election and political party support in Iraq, for which both the National Democratic Institute (NDI) and the International Republican Institute (IRI) are sub-grantees. ECA and IIP activities promote a democratic culture, essential to the development of a sustainable democracy.

USAID's Iraq Local Governance Program is working closely with Iraqis in all 18 governorates to promote diverse and representative citizen participation in provincial, municipal, and local councils. It also works to strengthen the management skills of local government and civil society organizations. USAID has committed assistance to 2,183 Community Action Programs (CAP) to identify and prioritize Iraqi development needs and implement projects.

The Department and USAID will continue to assist Iraq's transitional government by working with the Transitional National Authority to support a process of national reconciliation, including an effort to hold Saddam and his regime accountable for their crimes against the Iraqi people and their neighbors. The Department also will continue to work closely with the UN, in particular the Secretary-General's Special Representative who heads the United Nations Mission for Iraq (UNAMI). The UN has a leading role to play in the political process, as well as in legal, humanitarian, and economic reconstruction activities.

Through the U.S. mission, the Department, USAID and other agencies are working with Iraq's transitional government to establish strong and lasting relationships with Iraq's new generation of free leaders, promoting tolerance, freedom, and hope in the region.

Humanitarian Action

The Department and USAID are at the forefront of humanitarian action, providing consistently strong leadership among USG agencies and in the international community. The Department's PRM bureau and USAID's Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA) coordinate closely to respond quickly and effectively to complex emergencies. When crises strike, PRM and DCHA mobilize an array of resources and expertise in the international community in order to assist and protect refugees, internally displaced persons (IDPs), and conflict victims. USG assistance to UN and non-governmental humanitarian agencies seeks to ensure that basic needs are met. From refugees in Chad to IDPs in Chechnya, from the earthquake in Iran to flooding in Bangladesh, the Department and USAID match generous USG assistance with rigorous field monitoring and program management, working closely with the international community. This response integrates basic food, water, sanitation, shelter, health and education services with more complex needs, such as removal of landmines and destruction of light weapons, protection from gender-based violence or forcible recruitment, development of community governance and capacity building, self-sufficiency and economic livelihood so that assistance and protection are provided in safety and dignity. The Department also works closely with DHS in identifying, processing, and admitting refugees for resettlement in the U.S. Our effective response to humanitarian crises lays the foundation for future peace, security, democracy, and prosperity.

The U.S. government has led the international response to the humanitarian emergency resulting from the ongoing conflict in Darfur, Sudan. Working closely together, the Department of State and USAID have worked to meet the urgent humanitarian needs of over 200,000 Sudanese refugees in Chad and 1.6 million IDPs in Darfur. The Department and USAID actively engaged with multilateral and non-governmental organizations to ensure strong management of assistance programs under challenging conditions. The U.S. government is also a leading advocate for the protection of civilians affected by the conflict. To strengthen their response, the Department and USAID continue to deploy staff to the region—on diplomatic missions, extended monitoring missions, and a Disaster Assistance Response Team. OFDA assistance to Darfur and Eastern Chad in FY 2004 included efforts to provide water, sanitation, shelter, nutrition, agricultural inputs, and other important support.

The Department's Bureaus of Democracy, Human Rights and Labor (DRL) and Intelligence and Research (INR), along with USAID's Office of Transition Initiatives partnered to conduct a survey of refugees along the Chad/Sudan border in order to document human rights and international humanitarian law abuses committed in Darfur. The project met its twin objectives of producing an initial assessment of atrocities committed in Darfur based on 200 interviews by late July. In August, team members produced a more detailed assessment based on 1,136 interviews, which was shared with Secretary Powell. On September 9, Secretary Powell, based on the findings in the field along with other supporting information, labeled the events in Darfur as genocide.

Tsunami Relief

A devastating, 9.0 magnitude earthquake off the west coast of Northern Sumatra triggered massive tsunamis which caused catastrophic damage and flooding in many countries in South and Southeast Asia on the morning of December 26th, 2004. The primary countries affected were Indonesia, Sri Lanka, India, and Thailand, though the disaster also affected Maldives, Malaysia, Somalia, Tanzania, Kenya and the Seychelles. The USG provided immediate assistance to the stricken areas to save lives, mitigate suffering, assist American citizens, and reduce the economic effect of the disaster.

The President sent the Secretary of State and USAID Administrator to the region to do an assessment and show our concern, and U.S. Ambassadors to the affected countries offered immediate relief funds from their disaster assistance authority. USAID's Response Management Teams (RMTs) and Disaster Assistance Response Teams (DARTs) were dispatched to determine the severity of the situation, and to report back to Washington on their findings, ensuring a coordinated response capability. The DARTs work closely and cooperatively with the Red Cross and Red Crescent Movement, other Non-governmental Organizations (NGOs) and host nations, as well as the World Food Program (WFP), UNICEF, the UN High Commissioner for Refugees, the International Organization for Migration, and other international organizations. Meanwhile, the Department led efforts to form a core group of donors, instrumental in ensuring the smooth operation of initial relief efforts.

The Department of State worked closely with DOD, including the Joint Staff, to facilitate U.S. military support efforts in close coordination with other USG efforts. Relevant foreign governments were informed of and approved all military efforts. As a result of the Department's diplomatic support, the U.S. military was able to play a key role quickly in relief efforts throughout the region, especially in providing initial assessments and transporting and delivering supplies, including food, medicines, and personnel.

The Department and USAID coordinated closely with the White House, DOD and others to ensure that the breadth and scope of U.S. contributions to international relief efforts, was properly coordinated, briefed to the media and communicate to the world. Dedicated Department and USAID web sites provided extensive information in multiple languages, including photos and transcripts. Extensive worldwide and domestic coverage, including international placement of President Bush's January 8, 2005 op-ed, was evidence that we have reached hundreds of millions of readers and viewers.

To assist affected Americans, the Department's Bureau of Consular Affairs (CA) quickly established a round-the-clock task force, opened its 24-hour call center to respond to calls from concerned American citizens about loved ones, and disseminated current information online at www.travel.state.gov. The task force worked quickly and thoroughly, utilizing numerous channels, to resolve over 28,000 inquiries about American citizens. Embassies and consulates in the region simultaneously combed every hotel, hospital, and other sites where American survivors might be found.

Based on initial findings of USG assessment teams and the direction of the President, total USG Humanitarian and Recovery Assistance pledged equaled $350 million as of January 2005. This figure is likely to increase, and is in addition to the contributions of the USAID/Office of Foreign Disaster Assistance (OFDA), the Department of Defense, and other sources of USG support. These funds will be

directed towards a wide array of activities, such as the provision of food, water, and relief supplies; cash-for-work cleanup programs; construction of emergency shelters; and provision of sanitation, medical necessities, child protection and psychosocial trauma support. Other types of assistance include aerial assessment, transport of relief personnel and light cargo, logistics, air support and coordination, mobile health clinics, and emergency grants and loans.

In the transition from immediate relief to longer-term reconstruction, the Department and USAID will coordinate the USG's priorities and goals for reconstruction. This will include working with other agencies, the World Bank, Asian Development Bank, UN Development Group, other international organizations, and host governments to alleviate poverty; promote local empowerment and good governance; accelerate infrastructure repairs and environmental remediation; and develop long-term, sustained economic growth.

Capital Security Cost-Sharing Program (CSCS)

The Capital Security Cost-Sharing Program is a new crosscutting initiative that was recently approved by the Congress and will contribute to improving the security of overseas facilities against terrorism and other hostile threats. The 14-year program will allow the Department to accelerate greatly the construction of secure, safe, and functional new embassy/consulate compounds and provide protection to our employees advancing diplomacy and serving vital U.S. interests overseas. The CSCS program, which will be phased in over five years, will require agencies to contribute to embassy capital construction costs based on their number of overseas positions under Chief of Mission authority. This funding will allow expeditious replacement of facilities that do not meet security standards while also encouraging agencies to “right-size” by more accurately allocating the cost of providing office facilities for U.S. and locally employed personnel overseas.

The Management Landscape

To achieve their strategic goals and ultimately provide benefit to the American public, the Department and USAID must have effective organizational structures, established management capabilities, and core infrastructures in place to ensure diplomatic and development readiness.

This capability is made increasingly complex by the Department's and USAID's presence in more than 150 countries. Nevertheless, both agencies' leadership teams always maintain that better management is a central, critical element to mission achievement. Both the Department and USAID are committed to success on a broad range of management priorities including the President's Management Agenda (PMA) initiatives and other key efforts.

The Department's current, critical management priorities are summarized below.

Department of State Management Priorities

Our People

The Department's Operational Readiness: To be better prepared to respond to crises and to deploy quickly to provide post-conflict response, the Department will ensure that there are the needed people to support these efforts by establishing rapid, flexible, agile, and scaleable response mechanisms. For instance, the Department will develop a reserve capacity to quickly identify people with the needed skills, deploy them, and provide for their support. This "readiness reserve" will be supported by a system documenting fully the skills, abilities, and aptitudes of all our employees, and allowing our employees to get the training to keep those skills current. Creating a readiness reserve based on skills and experiences rather than by categorizing employees by positions will better enable the Department to achieve its goals.

Our Facilities

Long-Range Overseas Buildings Plan (LROBP): The Department uses the Long-Range Overseas Buildings Plan (LROBP) to schedule the design and construction of new embassy compounds (NECs) overseas on a priority basis. The Plan also includes schedules and priorities for major renovation, compound security, and build-to-lease projects; refurbishment of representational residences; consular improvements; and other projects. For FY 2005 and 2006, the plan calls for the award of 12 and 13 new capital security construction projects respectively. The Department, in implementing the President's Management Agenda, has initiated a Capital Security Cost-Sharing Program that will require all agencies with personnel overseas to contribute to capital construction costs. This will greatly accelerate the construction of secure, safe, and functional embassies and consulates overseas. Domestically, improvements continue at the Department's headquarters building and other facilities, and construction is set to begin on a new facility for the U.S. Mission to the UN.

Our Systems

State Messaging and Archive Retrieval Toolset - SMART System: SMART is a simple, secure, and user-driven system intended to support the conduct of diplomacy through modern messaging, dynamic archiving and information sharing. SMART will provide users with a powerful tool for creating and sharing information. It will replace the outmoded cable system and will provide diplomats and managers with significantly enhanced communications and the building blocks for knowledge management. SMART will support interagency collaboration as well as the records management requirements of the National Archives and Records Administration. In FY 2004, a system integrator was selected to develop and demonstrate a fully integrated, functioning system in a laboratory environment. The design/demonstration was successful and the system integrator is currently developing a fully integrated operational SMART Beta Solution in the DOS environment. In FY 2005, the Beta Solution Phase will be completed, and a Pilot will be deployed to selected users. The Pilot will provide proof that users can do their jobs effectively without the legacy systems that SMART will replace.

USAID's critical management priorities are summarized below.

> *"The most fundamental changes in national security policy since the beginning of the Cold War are occurring. And President Bush has been emphatic that development will play a central role. This is, then, a turning point for USAID as it is for the country as a whole. To remain effective, the Agency must enhance its business systems and processes. I have made management reform one of my highest priorities so that this Agency can meet the challenges of the new era."*
>
> Administrator Andrew S. Natsios

USAID Management Priorities

Our People

Development Readiness Initiative: The Development Readiness Initiative (DRI), modeled after the Department of State's successful Diplomatic Readiness Initiative, was launched by Administrator Natsios in Fiscal Year 2004. The DRI is the most aggressive recruitment effort to rebuild and revitalize the Agency's workforce in more than a decade. This initiative, the cornerstone of the Agency's succession planning efforts, provides surge capacity to respond quickly to emerging program priorities. Over the next three years, the Agency plans to hire a total of 250 additional employees, thereby increasing the direct hire workforce from 2,000 in FY 2004 to 2,250 by FY 2006 (assuming full funding). These new employees are being recruited through several hiring mechanisms. Entry-level Foreign Service Officers are being recruited and trained through the International Development Intern (IDI) program. The Agency is reinstating a Contract Specialist Intern Program (CSIP) and expanding the use of Presidential Management Fellows (PMFs) to fill critical skill gaps in its procurement staff and other Washington-based Civil Service positions. The additional human resources provided by DRI enable USAID to: immediately fill important, longstanding vacant positions; increase the levels of oversight and accountability of organizations receiving taxpayer funds by U.S. direct hire employees; allow more employees to attend training without creating coverage gaps; and respond to new and emerging program requirements without reassigning employees from other Agency programs.

Our Planning and Budgeting

Strategic Budgeting Model: The Agency developed a formal strategic budgeting model to help decide how to allocate resources to bilateral country programs. The model is based on the following criteria: development need, country commitment, foreign policy importance, and program performance. The Agency first applied this model to the formulation of its FY 2004 budget request, which resulted in reallocation of some funds from lower performing to higher performing programs. The model was expanded during the formulation of the FY 2005 budget to categorize countries based on Millennium Challenge Account (MCA) criteria of commitment to economic freedom, governing justly, and investing in people. The countries were divided into four categories: Top Performers (based on MCA criteria), Good Performers (including near misses and other high performers who do not meet the per capita income threshold for MCA consideration), Fragile or Failing States, and Other Foreign Policy Priority Countries (those which are rated low on country commitment, as measured by MCA criteria, or which are important for U.S. foreign policy reasons). This more sophisticated model was used to inform the budget allocations to USAID country programs across the four categories.

Our Systems

Phoenix Accounting System Overseas Deployment: Phoenix will provide an affordable and standardized Agency-wide system for online budget execution, accounting, and financial management. Phoenix will extend the headquarters core accounting system to USAID missions and, when fully implemented, will be the central component of the Agency's global business platform. USAID's missions in Colombia, Egypt, Ghana, Peru, and Nigeria implemented Phoenix in FY 2004, and USAID is now preparing for worldwide deployment. USAID is coordinating the implementation of Phoenix overseas with the State Department through a project referred to as the Joint Financial Management System (JFMS) project.

The President's Management Agenda – Status at Department of State

The Department has made substantial progress on each of the five President's Management Agenda (PMA) initiatives. Each quarter, the Office of Management and Budget (OMB) releases an executive scorecard, which rates progress and overall status in each of the President's Management Agenda initiatives. The progress and status ratings use a color-coded system that is based on criteria determined by OMB and used by all agencies. The Department achieved five "Green" scores for progress on implementation. With respect to overall status, the Department has made significant improvements in several areas, with the status scores for Strategic Management of Human Capital, Improved Financial Performance, Budget and Performance Integration, and Expanded Electronic Government now at "Green." For the PMA agency-specific Federal Real Property Asset Management initiative, the Department is currently at "Yellow" for progress and "Red" for status. The following is a brief overview of the Department's overall PMA progress:

Progress	Strategic Management of Human Capital	Status

Goal

Build, sustain, and deploy effectively a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

Progress

- Implemented third year of the Diplomatic Readiness Initiative that increases personnel strength, improves recruitment, and streamlines hiring process.
- Completed third year of mandatory leadership and management training initiative; and delivered expanded training in public diplomacy, consular affairs, and foreign languages.
- Updated comprehensive Human Capital Plan to 1) incorporate strategic milestones for restructuring/process redesign, 2) incorporate Domestic Staffing Model (DSM) findings, and 3) ensure alignment with the Department's Strategic Plan.

Upcoming Actions

- Implement Operational Readiness plans to increase the numbers of employees with skills needed to respond to new foreign policy challenges through development of expanded skills databases and plans for more rapid identification and deployment of personnel – including retirees, contractors, and Foreign Service Nationals.
- Complete strategic human capital milestone plan for OMB's "Proud to Be" II.

Progress	Improved Financial Performance	Status

Goal

World-class financial services that support strategic decision-making, mission performance, and improved accountability to the American people.

Progress

- The Department's FY 2004 Financial Statements received an unqualified opinion for the eighth consecutive year, and were issued by the accelerated deadline of November 15, 2004. The Independent Auditor's Report cited no material weaknesses in internal controls.
- The Department's FY 2003 Performance and Accountability Report received the prestigious Certificate of Excellence in Accountability Reporting (CEAR) Award.
- The collaborative effort between the Department and USAID to establish a common financial systems platform for the beginning of FY 2006 continued on schedule.

Upcoming Actions

- Collaborate with USAID to establish a common financial systems platform by the beginning of FY 2006.
- Provide additional examples of "financial data integration," including ICASS, Peacekeeping, Embassy Security, and International Crime and Law Enforcement, and finalize the data integration expansion plan.

Progress	Competitive Sourcing	Status

Goal

Achieve efficient, effective competition between public and private sources and establish infrastructure to support competitions.

Progress

- Established transparent web-based collaborative FAIR Act Inventory process and submitted inventory on time.
- Completed five streamlined competitions within the OMB mandated timeframes.
- Announced Standard Competition for 199 FTE.
- Announced sixth streamlined competition.
- Received OMB approval for 2004 inventory.

Upcoming Actions

- Complete the challenge and appeals process for 2004 inventory.
- Complete business case on two additional streamlined competitions.

Progress	Budget & Performance Integration	Status

Goal

Improve the performance and management of the federal government by linking performance to budget decisions and improve performance tracking and management. The ultimate goal is better control of resources and greater accountability over results.

Progress

- Fully integrated all Program Assessment Rating Tool (PART) elements into planning documents (Department & Bureau Performance Plans) and created efficiency measures for all PART designated programs.
- Developed a Performance Indicator and Analysis catalogue.
- Developed Quarterly Management Reports to ensure performance information is used to make decisions on a regular basis and address marginal cost issues.
- Developed Knowledge Management repository for PART information.
- Completed Version One Pilot of the Dashboard Reporting Module, an executive reporting tool that will allow the sharing of performance and budget data Department-wide and among other agencies with foreign affairs programs.

Upcoming Action

- Further institutionalization of PART and expand program evaluation.
- Work with OMB to create Congressional justification documents that better link performance goals to resource requests.
- Create a methodology that allows the Department to capture actual costs related to performance goals, so that this information can be used to better estimate the marginal cost of changing performance goals.
- Further develop Central Financial Planning System modules including the Bureau Resource Management System, the Bureau Allotment Control System, the Bureau Reimbursement Management module, and the Planning and Performance module (Dashboard) to include PART reports.
- Automation of Quarterly Management Reports in the Bureau Performance Plan application.

Progress	Expanded Electronic Government	Status

Goal

Expand the federal government's use of electronic technologies (such as e-procurements, e-grants, and e-regulation), so that Americans can receive high-quality government service.

Progress

- Completed the certification and accreditation project that resulted in full authorization of 5 general support systems, 133 major applications and 25 non-major applications. This met the FY 2004 project objective of authorizing 90% of the Department's systems by August 31 and was achieved one and one half months early.
- Department and USAID completed the "Applied Joint Enterprise Architecture" document, offering new opportunities for further collaboration.
- Signed a Memorandum of Understanding (MOU) on 15 of the 25 Government wide initiatives in the President's Management Agenda: E-Records management, GoLearn (e-Training), E-Travel, SBA Business Gateway, USA Services Working Agreement, GovBenefits.gov, Grants.gov, E-Rulemaking, Federal Asset Sales, E-Clearance, EPayroll, Integrated Acquisition Environment (IAE), Recruitment One-Stop, E-Authentication and Human Resource Management.

Upcoming Actions

- Complete the Joint State/USAID Enterprise Architecture Governance Framework to drive decisions on Information Technology investments.
- Complete integration of OMB's Data and Information Reference Model (DRM) into both organizations' data management processes.
- Complete integration of OMB's Performance Reference Model (PRM) into the Joint Enterprise Architecture.
- Reach agreement on selected payroll provider as prescribed by e-Payroll.
- The Department continues to participate in 20 of OMB's 25 "Quicksilver" initiatives that will consolidate and improve various functions government wide.
- Renew MOUs on the 15 Government wide initiatives and sign new MOUs on Financial Management (FM), Grants Management (GM), Case Management (CM) and Federal Health Architecture (FHA).

Progress	Federal Real Property Asset Management Initiative	Status

Goal

To promote the efficient and economical use of America's real property assets.

Progress

- Developing new performance measures in accordance with Federal Real Property Council (FRPC) requirements.
- Integrating Bureau of Administration and Overseas Buildings Operations Reporting on asset management activities.
- Supplementing the Long-Range Overseas Buildings Plan (LROBP) to address key recommendations of FRPC and OMB.
- Using template developed by FRPC to prepare an Asset Management Plan for domestic real properties (A Bureau).

Upcoming Actions

- FY 2005/2nd Qtr – Develop an OMB-approved comprehensive asset management plan that complies with FRPC guidance.
- FY 2005/2nd Qtr – Improve property inventory profile consistent with the standards set by the FRPC.

The President has emphasized the importance of security, efficiency, and accountability in U.S. Government staffing overseas by identifying Rightsizing as part of the President's Management Agenda (PMA). Rightsizing is ensuring that the mix of USG agencies and personnel overseas is appropriately aligned with foreign policy priorities, security concerns, and overall resource constraints. OMB is leading this PMA initiative. It is included in this report due to its importance to both the Department and USAID.

Progress	**Right-Sized Overseas Presence** (OMB Lead)	Status

Goal

- Reconfigure USG overseas staff allocation to the minimum necessary to meet U.S. foreign policy goals.
- Have a government-wide comprehensive accounting of total overseas personnel costs and accurate mission, budget, and staffing information.
- Ensure that accurate projected staffing patterns determine embassy construction needs.

Progress

- OMB and Department's Bureau of Overseas Buildings Operations worked together to develop a Capital Security Cost-Sharing (CSCS) Program to distribute the capital cost of new facilities in accordance with agencies' total overseas presence. All affected agencies' budget requests include funding for their share of the FY 2005 cost.
- The Department completed an assessment of all staff currently in and planning to move to the U.S. Consulate Frankfurt facility. The Frankfurt facility has 960 committed permanent tenants and 198 training desks. It is anticipated that additional commitments will bring the total permanent tenancy to over 1,100.
- The Department formed a Task Force to develop a new Model for Overseas Management Support (MOMS). MOMS is providing direct support to Mission Iraq from remote locations, thus reducing staffing requirements. MOMS is expanding support to other posts and developing new policies and procedures to facilitate greatly expanded and reorganized regional support for non-location-specific functions.

Upcoming Actions

- Ensure that implementation of the CSCS Program is inclusive, cooperative, and transparent, in accordance with Congressional direction.
- Finalize plans with all agencies to move regional support operations to the new U.S. Consulate Frankfurt facility to ensure full utilization.
- Institutionalize the MOMS experience, expanding out-of-country support to a range of overseas posts, particularly to those in dangerous/difficult locations.
- Develop capacity of Frankfurt Regional Support Center and Florida Regional Center to conduct "back office" functions for overseas posts and transfer work to these centers.
- Work with OMB to continue interagency efforts to ensure uniform computations of the cost of staff overseas and focus attention on the staffing guidelines.
- Issue detailed guidance to govern staffing projections for New Embassy Compound (NEC) construction. Conduct rightsizing analyses for each NEC project to identify and implement rightsizing opportunities inherent in moves to new facilities.
- Develop new ICASS funding methodology for regional support activities to equitably allocate costs to all serviced agencies in accordance with ICASS precepts.
- Create web-based NSDD-38 application and decision process.
- Review and revise as appropriate the Special Embassy Program, emphasizing work that can be reduced or performed externally.
- Foster standardized global support systems, e.g., Computer Aided Job Evaluation for FSN personnel classification and the Post Administrative Software Suite.

The President's Management Agenda – Status at USAID

USAID has made significant progress in its business transformation, and this has been reflected in the Agency's scores on each of the five government-wide initiatives in the President's Management Agenda (PMA). USAID achieved three "Green" ratings and two "Yellow" ratings for progress in achieving the OMB-developed, government-wide criteria and has two "Yellow" ratings and three "Red" ratings for status. Since March 2004, the Agency has maintained "Yellow" status scores for Expanded e-Government and Budget and Performance Integration. For the PMA agency-specific Faith-Based and Community Initiative, USAID received "Green" for progress and "Red" for status. The following is a summary of USAID's overall progress towards achieving the goals of the PMA during FY 2004.

Progress	Strategic Management of Human Capital	Status

Goal

Build, sustain, and deploy effectively a skilled, knowledgeable, diverse, and high-performing workforce aligned with strategic objectives.

Progress

- Finalized the five-year Human Capital Strategic Plan that lays out plans to address workforce issues in the coming years.
- Hired 85 limited-term Foreign Service officers in first year of three-year, congressionally authorized recruitment program.
- Implemented the first year of the three-year DRI.
- Conducted a study to incorporate affirmative employment goals into recruitment strategies and designed strategies to address underrepresentation.
- Revised Senior Foreign Service promotion precepts policy and related regulations and guidance.
- Completed an Agency Business Model Review (BMR) and recommended consolidating administrative functions in regional service centers to further rationalize staffing and to streamline overseas operations.
- Developed and implemented a Succession Planning Strategy to address critical skills gaps.
- Completed and implemented the human capital accountability system; completed and analyzed the baseline data for performance metrics.
- Began the development of a comprehensive workforce analysis and workforce planning process; collected and utilized initial mission critical workforce planning data; and began identifying and addressing gaps in mission critical occupations and competencies.

Upcoming Action

- Implement new Civil Service performance appraisal system and Annual Evaluation Form (AEF).
- Develop new Senior Foreign Service performance system for the 2005 rating period, in concert with the State Department.
- Begin second year of DRI.
- Design and implement new SES performance system for the 2005 rating period.
- Complete diversity study and prepare recommendations to the Administrator.
- Conduct overseas mission management assessments per Business Model Review.
- Complete Headquarters/Field Alignment Study.
- Complete development of workforce planning and workforce analysis process and begin implementation of strategies to eliminate mission critical skills gaps.

Progress	Improved Financial Performance	Status

Goal

Improve accountability through audited financial statements; strengthen management controls; implement financial systems that produce timely, accurate, and useful financial information to facilitate better performance measurement and decision-making.

Progress

- Received an unqualified audit opinion on USAID's FY 2004 financial statements.
- Completed the first round of overseas deployment of the Phoenix financial management system in five missions (Ghana, Egypt, Peru, Nigeria, and Colombia).
- Completed actions needed to close three auditor material weaknesses.
- Closed the Federal Managers' Financial Integrity Act (FMFIA) material weakness on computer security.
- Implemented an electronic solution for the reconciling and payment of purchase card corporate invoices in Washington.
- Completed delivery of hardware for network coordination through the first joint State/USAID procurement.
- With State Department, developed a joint business case for a common financial systems platform.

Upcoming Action

- Continue with the worldwide rollout of the Phoenix accounting system.
- Complete the design of the functional and technical components of the integrated financial system in collaboration with the State Department to establish a joint financial platform.
- Develop action plan to address any auditor material weaknesses, reportable conditions, or material non-compliances identified in FY 2004 Government Management Reform Act (GMRA) audit report.
- Establish a back-up operations facility that will provide access to the financial system for continuity of operations in an emergency.
- Implement plan to obtain electronic certifications from responsible offices that strategic objectives correspond to appropriate Agency goals.

Progress	Budget and Performance Integration	Status

Goal

Improve performance of programs and management by linking performance to budget decisions and improve performance tracking/management. The ultimate goal is to better control resources and have greater accountability of results. Eventual integration of existing segregated and burdensome paperwork requirements for measuring the government's performance and competitive practices with budget reporting.

Progress

- In March 2004, improved status rating from "red" to "yellow" as a result of strategic budgeting improvements.
- Developed requirements for performance appraisal plans to link, differentiate, and provide consequences for members of the SES, Senior Foreign Service, and managers.
- Developed efficiency measures for all of the programs that underwent the PART process, surpassing the PMA milestone of having more than 50% of programs assessed by PART.
- Seven agency programs received PART rating of "adequate" or better.
- Finalized Agency-wide common indicators for all performance goals as defined in the Joint State-USAID Strategic Plan.
- Utilized strategic budgeting model to inform and support the Bureau Program and Budget Submission process.
- Synchronized Bureau budget reviews with State.

Upcoming Action

- Develop efficiency measures for upcoming programs scheduled for PART review.
- Develop common performance indicators from programs previously assessed by PART, in accordance with Performance Goals defined in the Joint State-USAID Strategic Plan and the Joint Performance Plan.
- Implement procedures for streamlining the Agency's strategic planning and reporting processes.

Progress	Competitive Sourcing	Status

Goal

Achieve efficient, effective competition between public/private sources; establish infrastructure to support competitions and validate savings and/or significant performance improvements.

Progress

- USAID's BTEC approved revisions to Competitive Sourcing (CS) policy that include Business Process Improvement (BPI) actions.
- Developed and implemented a revised CS communication plan that factors in BPI activities.
- Completed Business Model study of overseas staffing that included a review of outsourcing vs. direct provision of services.
- Completed actions related to the Agency's Recruitment BPI Plan including implementing improvements to the Agency's automated electronic recruitment tool AVUE. Recruitment BPI has improved recruitment processes to meet OPM 45-day hiring model.

Upcoming Action

- Revise CS strategic plan for review and endorsement by Agency's Business Transformation Executive Committee (BTEC).
- Develop FY 2004 CS Accomplishments report to Congress.

Progress	Expanded Electronic Government	Status

Goal

Expand the federal government's use of electronic technologies (such as e-Clearance, Grants.gov, and e-Regulation), so that Americans can receive high-quality government service, reduce the expense and difficulty of doing business with the government, cut government operating costs, and make government more transparent and accountable.

Progress

- In March 2004, improved status rating from "red" to "yellow" as a result of activities to establish an Enterprise Architecture (EA). First component of the EA identified HIV/AIDS new technology and policy initiatives and provided the foundation for developing an Executive Information Systems (EIS) prototype to support reporting requirements under the President's Emergency Plan for AIDS Relief (PEPFAR).
- Completed implementation plan for joint EA with Department of State and completed joint EA business case.
- Completed select, control and evaluation process for FY 2006 business cases per Agency's Capital Planning and Investment Control (CPIC) policies.
- Completed certification and accreditation for major IT systems. The Office of Inspector General (OIG) verified that 100 percent of the Agency's operational IT systems are secure.
- E-Gov Initiatives:
  - Completed migration plan for e-Travel.
  - Finalized e-Gov Memorandum of Understanding (MOU) with GSA for Integrated Acquisition Environment (IAE).
  - Completed draft Migration Plan for e-Grants with the Department of Health and Human Services (DHHS).
  - Completed draft Migration Plan for e-Clearance in collaboration with State.
  - Completed E-Authentication risk assessments on all systems.

Upcoming Action

- Complete joint State-USAID award of contract to manage e-Travel.
- Complete pilot for e-Clearance.
- Complete pilot for e-Grant.
- Develop detailed Earned Value Measurement Implementation Plan and Alternatives Analysis.
- Develop a joint EA repository.
- Produce in collaboration with State a subset of EA dealing with telecommunications and security.

Progress	Faith-Based and Community Initiatives	Status

Goal

Enhance opportunities for faith-based and community organizations (FBCOs) to compete for federal funding, monitor compliance with equal treatment regulations in addition to identifying barriers to the equal participation of FBCOs in agency programs, collect data on the participation of FBCOs in agency programs, and implement and evaluate demonstration programs where FBCOs participate.

Progress

- Coordinated outreach and technical assistance to FBCOs.
- Began to collect and evaluate data on the participation of FBCOs in USAID programs.
- Developed and expanded FBCI web page to include information about funding opportunities and technical assistance.
- Published a Federal Register regulation on the participation of religious organizations in USAID programs.
- Initiated online registration for FBCOs in order to provide outreach and technical assistance.
- Implemented three demonstration programs.

Upcoming Action

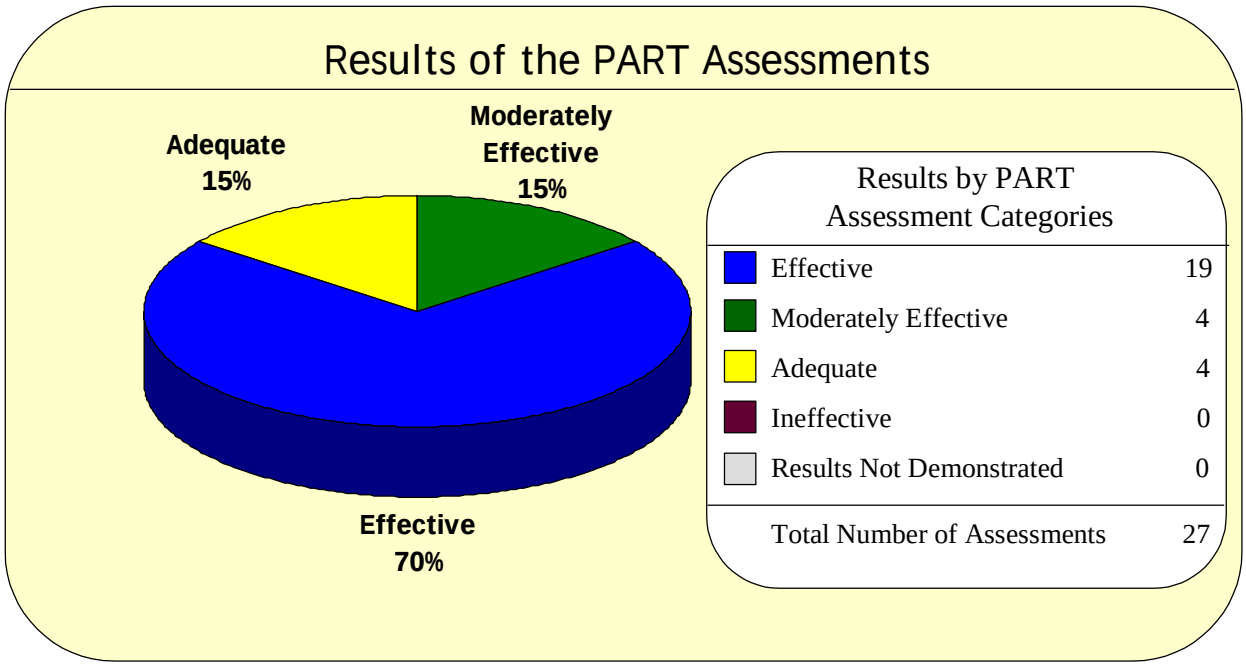
- Implement a comprehensive outreach and technical assistance strategy.
- Evaluate existing demonstration programs.
- Implement remaining demonstration projects.
- Complete FY 2004 annual report summarizing activities and barriers removed.
- Begin action plan to identify and remove additional barriers (if any) to FBCOs in compliance with published regulation.
- Implement education strategy on new regulation.

Program Assessment Rating Tool (PART) - Status at State

The Office of Management and Budget (OMB) uses the Program Assessment Rating Tool (PART) to assess federal programs. The PART is a series of diagnostic questions used to assess and evaluate programs across a set of performance-related criteria, including program design and purpose, strategic planning, program management, and results. PART results are then used to inform the budget process and improve program management to ensure the most effective and efficient usage of taxpayer dollars.

To date, State and OMB have conducted 27 PART reviews for State's programs. PART reviews conducted this year include both new assessments (11) and reassessments from previous years. All of State's programs assessed to date fall within the "Adequate" to "Effective" categories. State has no programs rated as "Results Not Demonstrated" or "Ineffective." (See table below.)

The results from the PART reviews conducted by OMB are summarized below by strategic goal. Information is provided describing how bureaus have addressed and implemented findings and recommendations for each of the PART programs.



FY 2004 PART PROGRAMS

Strategic Goal 1	Regional Stability
Program Name	**Peacekeeping Operations - OSCE**
Ratings	• CY 2002: Results Not Demonstrated
	• CY 2003: Moderately Effective
	• CY 2004: Not Reassessed
Lead Agency/ Bureau	• Department of State - European and Eurasian Affairs (EUR)
Major Findings/ Recommendations	• PM, EUR, and USOSCE should develop measurable criteria for the assessment of peacekeeping efforts in Organization for Security and Cooperation in Europe (OSCE) states.
Actions Taken/Planned	• USOSCE Mission Performance Plan established detailed performance indicators for resolution of conflicts in OSCE states and refined efficiency indicators for peacekeeping missions.
Program Name	**Security Assistance to Sub Saharan Africa**
Ratings	• CY 2002: Results Not Demonstrated
	• CY 2003: Moderately Effective
	• CY 2004: Effective
Lead Agency/ Bureau	• Department of State - African Affairs (AF)
Major Findings/ Recommendations	• Program and program partners not achieving all annual performance goals.
Actions Taken/Planned	• Provided proposed measures to OMB for review. Provided performance data for use in Department's Performance and Accountability Report.
Program Name	**Military Assistance to New NATO and NATO Aspirant Nations**
Ratings	• CY 2002: Moderately Effective
	• CY 2003: Not Reassessed
	• CY 2004: Not Reassessed
Lead Agency/ Bureau	• Department of State - European and Eurasian Affairs (EUR)
Major Findings/ Recommendations	• No regularly scheduled evaluation of program effectiveness exists by independent parties. • DOS and DoD differ on priorities and do not produce coinciding budget schedules.
Actions Taken/Planned	• The European Command Inspector General conducts annual inspections independent of the unified command. • DoD goals are discussed in interagency meetings to balance DoD requirements with Department goals. This produces a single, agreed upon recommendation.

Strategic Goal 2	Counterterrorism
Program Name	**Anti-Terrorism Assistance**
Ratings	• CY 2002: Moderately Effective
	• CY 2003: Effective
	• CY 2004: Not Reassessed
Lead Agency/ Bureau	• Department of State – Coordinator for Counterterrorism (S/CT)
Major Findings/ Recommendations	• Seek to improve long-term outcome measure to capture qualitative improvements to host country capabilities. • Demonstrate progress on newly developed efficiency measure and incorporate refined measure into the FY 2006 budget.
Actions Taken/Planned	• Working with OMB, S/CT has improved long-term outcome measures to better capture improvements in host country capabilities. • A revised efficiency measure has been developed and submitted with the PART input for this year's reassessment. The measure has been approved by OMB.

Strategic Goals 3 & 6	Homeland Security / American Citizens
Program Name	**Visa and Consular Services/Border Security**
Ratings	• CY 2002: Moderately Effective
	• CY 2003: Moderately Effective
	• CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Consular Affairs (CA)
Major Findings/ Recommendations	• The managers of this program and the program itself have made great progress over the past two years. The reassessment found that the program is not effectively tracking its own progress due to overly broad performance goals and measures, and Department of Homeland Security (DHS) and law enforcement agencies are not always including the State Department in early stages of deliberation over new policies that would enhance coordination and collaboration over long-term goals.
Actions Taken/Planned	• CA has revised its long-term and annual goals and more clearly defined the linkages between the two. CA is working closely with DHS and the FBI, in particular, on mutual goals. This has resulted in a significantly improved score for the recent reassessment in calendar year 2004.

Strategic Goal 10	Humanitarian Response
Program Name	**Refugee Admissions to the U.S.**
Ratings	• CY 2002: Adequate
	• CY 2003: Moderately Effective
	• CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Population, Refugees, and Migration (PRM)
Major Findings/ Recommendations	• Review the relationship for refugee reception and placement between the Refugee Admissions program at the Department and the Office of Refugee Resettlement at the Department of Health and Human Services (HHS). • Continue ongoing efforts to improve strategic planning to ensure that goals are measurable and mission-related.
Actions Taken/Planned	• Because of the Homeland Security Act, attention has been focused on other aspects of the HHS program in FY 2003 and FY 2004. OMB action to complete. • Measurable goals included in FY 2005 PART and in the FY 2005 Budget.
Program Name	**Humanitarian Migrants to Israel**
Ratings	• CY 2002: Adequate
	• CY 2003: Moderately Effective
	• CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Population, Refugees, and Migration (PRM)
Major Findings/ Recommendations	• Establish better long-term goals, as well as more annual goals, with the United Israel Appeal in the 2003 grant agreement. Establish efficiency measure.
Actions Taken/Planned	• Long-term and annual goals agreed with United Israel Appeal in 2003 and grant agreement finalized for 2004. Efficiency measure established and approved by OMB. (Action Completed)

Strategic Goal 11	Public Diplomacy and Public Affairs
Program Name	**Educational Exchanges in Near East Asia and South Asia**
Ratings	• CY 2002: Results Not Demonstrated
	• CY 2003: Effective
	• CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Educational and Cultural Affairs (ECA)
Major Findings/ Recommendations	• Clearly define targets and timeframes. • Create regional long-term goals. • Set long-term goals relative to baseline. • ECA is taking on additional management and administrative responsibility in 2005. This includes expansion of ECA coordination and management of policy, planning and development of standardized performance and evaluation tools and methods for all Public Diplomacy programs.
Actions Taken/Planned	• Department provided proposed measures and goals and process to OMB for review. Measures have been approved by OMB and resulted in a dramatic increase for the recent reassessment in CY 2004. • Regional goals set through coordination with regional bureaus and approved by OMB. • Long-term and annual goals are set to established baselines, targets and timeframes now included in performance indicators. • ECA has consulted with public diplomacy bureaus on PART, Evaluation and Strategic Planning. ECA has conducted public briefings on PART and Evaluation, and is coordinating evaluations of several programs.

Strategic Goal 12	Management and Organizational Excellence
Program Name	**Capital Security Construction**
Ratings	• CY 2002: Moderately Effective
	• CY 2003: Effective
	• CY 2004: Effective
Lead Agency/ Bureau	• Department of State – Overseas Buildings Operations (OBO)
Major Findings/ Recommendations	• Effects of management changes in OBO were not fully known at the time of the FY 2004 PART review. • Develop new goals that closely link performance to the budget.
Actions Taken/Planned	• Effects on management changes were well documented in the FY 2005 PART process and OBO received a strong score for this PART program. • Goals/performance measures were developed/linked to OBO budget.

FY 2005 PART PROGRAMS

Strategic Goals 1 & 2	Regional Stability / Counterterrorism
Program Name	**Foreign Military Financing (FMF)/ International Military Education & Training (IMET) - WHA**
Ratings	• CY 2003: Moderately Effective
	• CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Western Hemisphere Affairs (WHA)
Major Findings/ Recommendations	• Long-term goals need more definition, with specific targets and timeframes. • Annual resource needs and budget requests of State and Defense Departments could be presented in a more complete and transparent manner.
Actions Taken/Planned	• Resubmitted goals and specific targets. • Established a more formal arrangement for coordinating security assistance.

Strategic Goal 2	Counterterrorism
Program Name	**Terrorist Interdiction Program (TIP)**
Ratings	• CY 2003: Results Not Demonstrated
	• CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Counterterrorism (S/CT)
Major Findings/ Recommendations	• Complete program management staff improvements. • Develop targets for long-term goal of system installations. • Seek to improve long-term outcome measure to capture qualitative improvements to host country capabilities. • Demonstrate progress on newly developed efficiency measure and incorporate refined measure into the FY 2006 budget.
Actions Taken/Planned	• Targets have been initially established for long-term goal of providing the TIP watchlisting system to every country on the joint-agency developed "tier list." • Improved long-term outcome measures to capture improvements in host country capabilities that have been approved by OMB. • A revised efficiency measure has been submitted and approved by OMB.

Strategic Goal 4	Weapons of Mass Destruction
Program Name	**Nonproliferation and Disarmament Fund (NDF)**
Ratings	• CY 2003: Effective • CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Nonproliferation (NP)
Major Findings/ Recommendations	• Add long-term measures.
Actions Taken/Planned	• Nonproliferation and Disarmament Fund will now track all measures.

Strategic Goals 7 & 8	Democracy and Human Rights / Economic Prosperity and Security
Program Name	**Support for East European Democracy (SEED) / Freedom Support Act (FSA)**
Ratings	• CY 2003: Results Not Demonstrated • CY 2004: Effective
Lead Agency/ Bureau	• Department of State - European and Eurasian Affairs (EUR)
Major Findings/ Recommendations	• No independent evaluation of this office in its role as a coordinator of assistance or the impact it has on the effectiveness of these programs and the achievement of the purposes of the FSA and SEED Act.
Actions Taken/Planned	• Proposals for external evaluation received; completion date planned as Spring 2005.

Strategic Goal 8	Economic Prosperity and Security
Program Name	**United Nations Development Program (UNDP)**
Ratings	• CY 2003: Results Not Demonstrated • CY 2004: Effective
Lead Agency/ Bureau	• Department of State - International Organizations (IO)
Major Findings/ Recommendations	• The State Department will build on the progress of the last year by including an additional long-term goal in its performance planning documents. • The Department will continue to promote results-based management in official meetings and correspondence with UNDP and will monitor progress towards the goals and objectives included in the performance plan.
Actions Taken/Planned	• Program officers will continue to meet and consult frequently with UNDP officials to promote the Department's goals and objectives.

Strategic Goal 10	Humanitarian Response
Program Name	**Humanitarian Mine Action**
Ratings	• CY 2003: Effective • CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Political-Military Affairs (PM)
Major Findings/ Recommendations	• Review the relationship between annual and long-term goals and develop revised goals as necessary for the FY 2006 budget. • Demonstrate progress on newly developed efficiency measures and incorporate into the PART for the FY 2006 budget.
Actions Taken/Planned	• Revised existing annual performance measures and developed an additional performance measure. • The efficiency measure increased from 3.4 to 3.7 from FY 2002 to FY 2003, respectively.

Strategic Goal 10	Humanitarian Response
Program Name	**United Nations High Commissioner for Refugees (UNHCR)**
Ratings	• CY 2003: Moderately Effective • CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Population, Refugees, and Migration (PRM)
Major Findings/ Recommendations	• Department should use "Framework of Cooperation" to set policy priorities and common objectives. • Department should work with UNHCR to establish an integrated financial system. Establish efficiency measure.
Actions Taken/Planned	• Framework was signed on February 12, 2004. Consultations between Department and UNHCR occur regularly to review progress; last consultation occurred in November 2004. • System was launched in phases, beginning with Finance and Supply Chain (FSC) in 2004, followed by Human Resources and Payroll in 2005. FSC was launched on January 30, 2004. Efficiency measure established and approved by OMB.

Strategic Goal 12	Management and Organizational Excellence
Program Name	**Worldwide Security Upgrades**
Ratings	• CY 2003: Moderately Effective • CY 2004: Effective
Lead Agency/ Bureau	• Department of State - Diplomatic Security (DS)
Major Findings/ Recommendations	• Develop effective annual goals and targets. • Work to develop performance measures for major programs to support annual performance goals and ensure long-term effectiveness.
Actions Taken/Planned	• Develop effective annual goals and targets. • Baseline performance measures now developed for major programs to support annual performance goals and ensure long-term effectiveness.

FY 2006 PART PROGRAMS

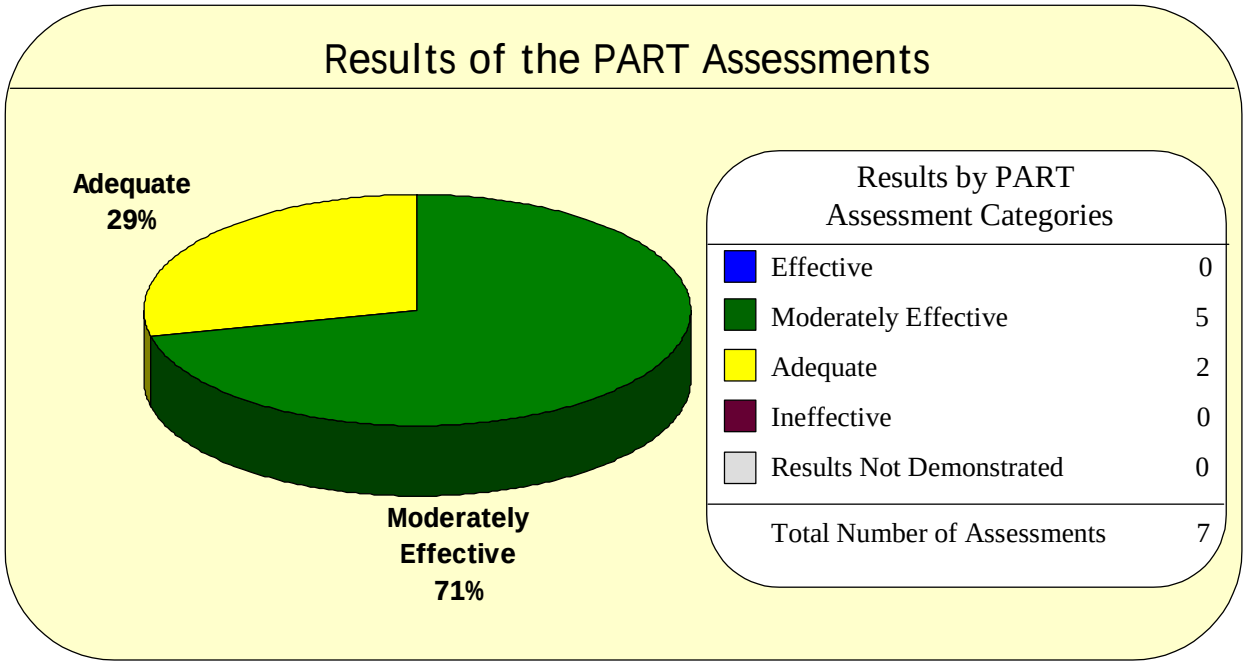
FY 2006 PART "major findings/recommendations" and "actions taken/planned" were not yet final at the time of this publication and thus are not shown.

Strategic Goal	Program Name	Rating	Lead Bureau
Regional Stability	Contributions for International Peacekeeping Activities	Effective	IO
Weapons of Mass Destruction	Nonproliferation of WMD Expertise	Moderately Effective	NP
Weapons of Mass Destruction	Export Controls	Effective	NP
International Crime and Drugs	International Narcotics Control and Law Enforcement - WHA	Adequate	INL
International Crime and Drugs	Andean Counterdrug Initiative	Adequate	INL
Democracy and Human Rights	Human Rights and Democracy Fund	Adequate	DRL
Economic Prosperity and Security	Economic Support Fund	Moderately Effective	WHA
Social and Environmental Issues	International Fisheries Commissions	Adequate	OES
Public Diplomacy and Public Affairs	Global Educational and Cultural Exchanges	Effective	ECA
Management and Organizational Excellence	Regular Asset Management Construction Program	Effective	OBO

Program Assessment Rating Tool (PART) - Status at USAID

The results from the PART reviews conducted by the Office of Management and Budget are summarized below by strategic goal for USAID. Information on how USAID has addressed and implemented findings and recommendations for each of the PARTs also is provided.

The tables below summarize the ratings for USAID's seven FY 2004 - 2006 PART reviews. USAID's goal is to have completed PART assessments for 100 percent of its programs by the end of the FY 2008 cycle, and that USAID will have OMB-approved performance and efficiency measures for all PART-assessed programs.



FY 2004 PART Programs

Strategic Goals 7 & 8	Democracy and Human Rights/Economic Prosperity and Security
Program Name	**Development Assistance - Population**
Rating	• CY 2002: Moderately Effective
Lead Agency/ Bureau	• U.S. Agency for International Development - Global Health (GH)
Major Findings/ Recommendations	• The program has been highly effective in increasing contraceptive use in assisted countries. • The program does not allocate resources across regions and countries in an optimal way to respond to highest need. • The program should continue providing resources at FY 2003 levels, and take steps to better align resource allocations with country needs through new performance budgeting efforts.
Actions Taken/Planned	• Strategic resource allocation model for this sector has been developed. Application of this need-based approach resulted in a $30 million resource shift to high-need countries in 2004: based on measures of demand for family planning services, levels of fertility and mortality, and population density. The approach continues to be refined and will be applied in 2005 allocations.

Strategic Goal 9	Social and Environmental Issues
Program Name	**Global Climate Change (GCC)**
Rating	• CY 2002: Adequate
Lead Agency/ Bureau	• U.S. Agency for International Development - Economic Growth, Agriculture, & Trade (EGAT)
Major Findings/ Recommendations	• The program is managed well. The real issue is redefining its role in foreign policy. • Only one of the program's performance measures is measurable and has a cumulative target linked to an outcome. The program would benefit from improved measures.
Actions Taken/Planned	• The GCC program is in the process of developing a new strategy to update its goals. • The GCC program is improving measurability by developing methodologies on carbon sequestration (awarded cooperative agreement to NGOs with expertise in carbon measurement). • The GCC program reflects Administration's priorities by actively participating in bilateral climate change discussions with the State Department, and is a member of the negotiating team in international climate change negotiations.

Strategic Goal 10	Humanitarian Response
Program Name	**Public Law 480 Title II Food Aid**
Rating	• CY 2002: Adequate
Lead Agency/ Bureau	• U.S. Agency for International Development - Democracy, Conflict, and Humanitarian Assistance (DCHA)
Major Findings/ Recommendations	• Overall changes in the well being of hungry people are difficult to measure. • Emergency food aid, which provides food to prevent or reduce discrete and protracted famines, has demonstrated adequate progress. • The program would be more cost-effective if several congressional mandates were eliminated, such as cargo preference requirements.
Actions Taken/Planned	• Development of a Food for Peace Office Strategic Plan provides indicators that will better measure the well being of those receiving food aid. • Working closely with the Department of Transportation, USDA, and others, USAID aggressively is pursuing ways to strike a balance in relief of cargo preferences and purchase of minimal tonnage of food aid requirements and other congressional mandates.

FY 2005 PART Programs

Strategic Goal 1	Regional Stability
Program Name	**Transition Initiatives**
Rating	• CY 2003: Moderately Effective
Lead Agency/ Bureau	• U.S. Agency for International Development - DCHA/Office of Transition Initiatives (OTI)
Major Findings/ Recommendations	• The assessment found that the program is strong overall. • OTI's performance measurement is strong at the individual program/country level, but there is no aggregate measurement of OTI's effectiveness across the board. • USAID will closely monitor the development of OTI's short and long-term baselines, timeframes, and targets to ensure their timely completion.
Actions Taken/Planned	• Currently working to put systems in place to aggregately measure OTI's effectiveness. • Developing a system to ensure timely completion of OTI's monitoring process at the mission level.

Strategic Goals 7 & 8	Democracy and Human Rights/Economic Prosperity and Security
Program Name	**Child Survival & Health – Latin America and the Caribbean Region**
Ratings	• CY 2003: Results Not Demonstrated
	• CY 2004: Moderately Effective
Lead Agency/ Bureau	• U.S. Agency for International Development - Latin America and Caribbean Bureau (LAC)

Major Findings/ Recommendations	• The program is closely aligned with U.S. foreign policy priorities in the region.
	• Based on the FY 2006 reassessment, OMB recommended the following actions for USAID:
	  • Develop regional performance indicators for the remaining regional bureaus.
	  • Continue efforts to strengthen budget and performance integration using the new agencywide and regional performance data.
	  • Continue to refine the analysis of this new performance data to broaden its applications for management decision-making at all levels of the agency.

Actions Taken/Planned	• LAC has implemented a system of regional common performance indicators that will facilitate the setting of ambitious annual and long-term performance targets, the measurement of results, and an annual budgeting process that is directly integrated with performance. This process will be continued into the FY 2007 cycle as common indicators are employed and monitored for the Agency's DA and CSH accounts managed by the Africa Bureau and all remaining accounts within the Agency.

Strategic Goals 7 & 8	Democracy and Human Rights/Economic Prosperity and Security
Program Name	**Development Assistance – Latin America and the Caribbean Region**
Ratings	• CY 2003: Results Not Demonstrated • CY 2004: Moderately Effective
Lead Agency/ Bureau	• U.S. Agency for International Development - Latin America and Caribbean Bureau (LAC)

Major Findings/ Recommendations	• The program is closely aligned with U.S. foreign policy priorities in the region.
	• Based on the FY 2006 reassessment, OMB recommended the following actions for USAID:
	  • Develop regional performance indicators for the remaining regional bureaus.
	  • Continue efforts to strengthen budget and performance integration using the new agencywide and regional performance data.
	  • Continue to refine the analysis of this new performance data to broaden its applications for management decision-making at all levels of the agency.

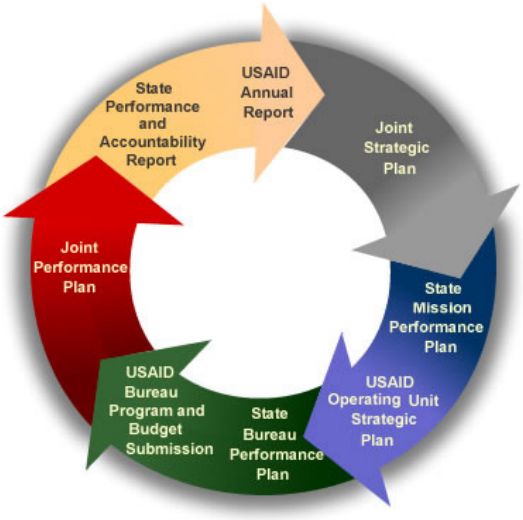
Actions Taken/Planned	• LAC has implemented a system of regional common performance indicators that will facilitate the setting of ambitious annual and long-term performance targets, the measurement of results, and an annual budgeting process that is directly integrated with performance. This process will be continued into the FY 2007 cycle as common indicators are employed and monitored for the Agency's DA and CSH accounts managed by the Africa Bureau and all remaining accounts within the Agency.

FY 2006 PART Programs

Strategic Goal 12	Management and Organizational Excellence
Program Name	**Operating Expenses**
Rating	• CY 2004: Moderately Effective
Lead Agency/ Bureau	• U.S. Agency for International Development
Major Findings/ Recommendations	• The evaluation highlighted the importance of USAID continuing its efforts to improve financial, human capital, and information technology management. • While USAID's on-going business transformation initiatives have already resulted in significant achievements, challenges remain including institutionalizing performance management in decision making. • Performance data is insufficiently used by managers when making resource allocation decisions. The data that is available highlights a number of areas in which further reform efforts are required.
Actions Taken/Planned	• Continue to develop and operationalize meaningful performance measures and utilize them in the management of agency operations. This will include ensuring that operating units and their managers are held accountable for results through regular reviews and performance reporting, and that the use of performance data becomes a routine part of making resource allocation decisions. • Focus reform efforts on increasing the effectiveness and efficiency of agency operations, including continuing to develop the capability to take advantage of further regionalization, centralization, cross-servicing, or other alternative approaches to the bi-lateral model of program delivery. • Implement comprehensive analysis-based workforce planning process encompassing USDH and non-USDH positions funded by trust, program or OE. Use results from the performance management plan to make key human capital program decisions and to drive improvements. • Expand the use of performance based contracting.

Performance Management - A Leadership Priority

The Department of State and USAID use strategic and performance planning to ensure that they achieve their desired objectives and goals. Under the strong leadership of the Secretary, the Deputy Secretary and the USAID Administrator, the State Department and USAID have issued a joint Strategic Plan that governs both agencies for fiscal years 2004-2009. This historic Strategic Plan utilizes a revised strategic goal framework that better captures and articulates the agencies' high priority goals and objectives, shortening the number of goals to better focus policy and management direction. Both agencies' performance management processes are driven by senior leadership direction and coordination as described below:



Planning Process	Department of State	USAID
STEP #1 **Mission Plans** *Winter/Spring*	Each of the Department's missions prepares a yearly Mission Performance Plan (MPP) that outlines goals, targets and resource requirements for the upcoming fiscal year and reports on performance for the prior year. Most of the MPPs are reviewed by the Assistant Secretary for Resource Management, as well as the regional bureaus.	Each USAID mission prepares a long-range strategic plan identifying key objectives, performance targets and overall resource requirements. Through the Annual Report process, missions report on progress in implementing the plan and resource requirements for the upcoming fiscal year. Data in the Annual Report is included in the MPP. Annual Reports (AR) are reviewed by respective Bureaus and PPC.
STEP #2 **Bureau Plans** *Spring/ Early Summer*	Following the MPP process, each of the Department's regional, functional and management bureaus prepares a Bureau Performance Plan (BPP) that outlines goals, targets and resource requirements for the upcoming fiscal year and reports on performance for the prior year. All BPPs are reviewed by the Deputy Secretary, in addition to the Assistant Secretary for Resource Management.	Following the AR process, each of the Agency's regional and functional bureaus prepares a Bureau Program and Budget Submission (BPBS) outlining goals, targets and resource requirements for the upcoming fiscal year. The BPBS is reviewed by the Agency Assistant Administrators.
Step #3 **Agency Plans** *Late Summer/ Fall*	Based on planning and performance information in the MPPs and BPPs, as well as additional budget information, the Department develops its annual Performance Budget, which focuses on the highest priority issues and is consistent with the high-level Strategic Plan.	Based on planning and performance information in the BPBS, as well as additional budget information, the Agency, in conjunction with the Department, develops its annual Performance Budget, which focuses on the highest priority issues and is consistent with the high-level Strategic Plan.

The Department's planning documents can be found on the World Wide Web as follows:

- FY 2004 Performance and Accountability Report: http://www.state.gov/m/rm/rls/perfrpt/2004/
- FY 2004-2009 State/USAID Strategic Plan: http://www.state.gov/m/rm/rls/dosstrat/2004/
- FY 2005 Performance Plan: http://www.state.gov/m/rm/rls/perfplan/2005/

Performance Measurement Methodology

To measure progress and assess performance, the Department and USAID employ a *performance measurement methodology* as illustrated below. Definitions of each of the six components of the pyramid are presented below:

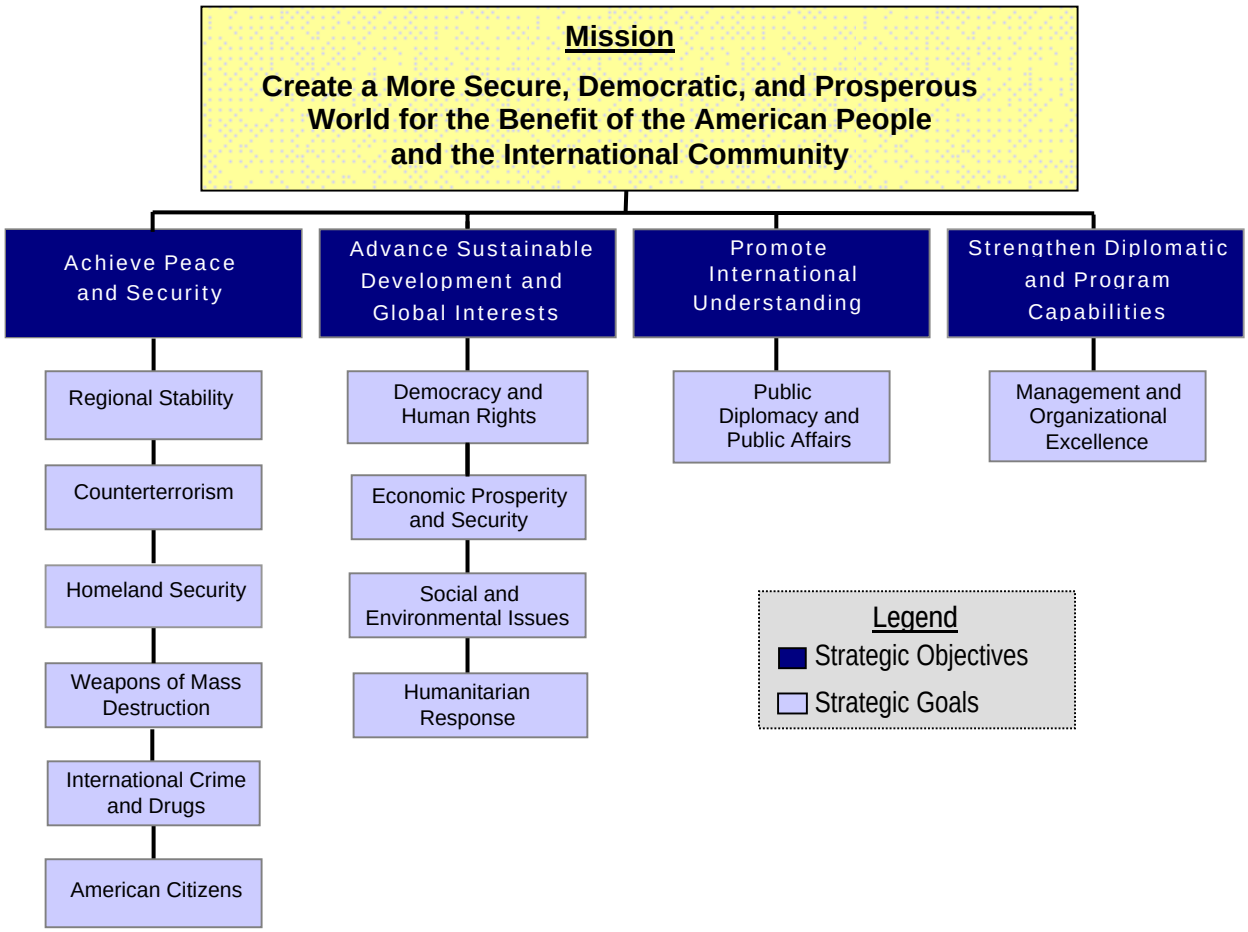
Strategic Objectives	High level, broad categories of action through which the Department and USAID will achieve strategies and performance goals.
Strategic Goals	The Department and USAID's long-term goals as detailed in the Strategic Plan.
Performance Goals	The desired outcomes the Department and USAID are planning to achieve in order to attain their strategic goals. There are thirty-eight performance goals.
Initiatives/Programs *(Referred to as Program Goals by USAID)*	Specific functional and/or policy areas, including programs defined by the OMB Program Assessment Rating Tool (PART), to which the Department of State and USAID devote significant attention.
Performance Indicators	Values or characteristics that the Department and USAID utilize to measure progress achieved towards stated annual performance goals. The indicators are drawn from bureau and mission performance plans.
Performance Targets	Expressions of desired performance levels or specific desired results targeted for a given fiscal year. Achievement of targets defines success. Where possible, targets are expressed in quantifiable terms. The FY 2006 Joint Performance Plan reports on how well the targets have been achieved by State and USAID respectively.

Performance Management Model
-Hierarchy-

Strategic Planning Framework

Consistent with their performance measurement methodology shown on the previous page, the Department and USAID focus their work around twelve strategic goals that capture both the breadth of their mission and specific responsibilities. The twelve strategic goals are centered around four core strategic objectives:

- Achieve Peace and Security
- Advance Sustainable Development and Global Interests
- Promote International Understanding
- Strengthen Diplomatic and Program Capabilities



Shown below are each of the Department and USAID's four Strategic Objectives together with their corresponding Strategic Goals and Performance Goals.

Strategic Objective #1 - Achieve Peace and Security -	
Strategic Goals	**FY 2006 Performance Goals**
Regional Stability Avert and resolve local and regional conflicts to preserve peace and minimize harm to the national interests of the United States	Close, strong, and effective U.S. ties with allies, friends, partners, and regional organizations.
	Existing and emergent regional conflicts are contained or resolved.
Counterterrorism Prevent attacks against the United States, our allies, and our friends, and strengthen alliances and international arrangements to defeat global terrorism.	Coalition partners identify, deter, apprehend, and prosecute terrorists.
	U.S. and foreign governments actively combat terrorist financing.
	Coordinated international prevention and response to terrorism, including bioterrorism.
	Stable political and economic conditions that prevent terrorism from flourishing in fragile or failing states.
Homeland Security Protect the homeland by enhancing the security of our borders and infrastructure.	Denial of visas to foreign citizens who would abuse or threaten the U.S., while facilitating entry of legitimate applicants.
	Implemented international agreements to stop the entry of goods that could harm the U.S., while ensuring the transfer of bona fide materials.
	Protection of critical physical and cyber infrastructure networks through agreements and enhanced cooperation.
Weapons of Mass Destruction Reduce the threat of weapons of mass destruction to the United States, our allies, and our friends.	Bilateral measures, including the promotion of new technologies, combat the proliferation of WMD and reduce stockpiles.
	Strengthened multilateral WMD agreements and nuclear energy cooperation under appropriate conditions.
	Verification integrated throughout the negotiation and implementation of nonproliferation and arms control agreements and commitments, and rigorous enforcement of compliance with implementation and inspection regimes.
International Crime and Drugs Minimize the impact of international crime and illegal drugs on the United States and its citizens.	International trafficking in drugs, persons, and other illicit goods disrupted and criminal organizations dismantled.
	States cooperate internationally to set and implement anti-drug and anti-crime standards, share financial and political burdens, and close off safe-havens through justice systems and related institution building.
American Citizens Assist American citizens to travel, conduct business, and live abroad securely.	U.S. citizens have the consular information, services, and protection they need to reside, conduct business, or travel abroad.
	Effective and timely passport issuance, with document integrity assured.

Strategic Objective #2 - Advance Sustainable Development and Global Interests -	
Strategic Goals	**FY 2006 Performance Goals**
Democracy and Human Rights Advance the growth of democracy and good governance, including civil society, the rule of law, respect for human rights, and religious freedom.	Measures adopted to develop transparent and accountable democratic institutions, laws, and economic and political processes and practices.
	Universal standards protect human rights, including the rights of women and ethnic minorities, religious freedom, worker rights, and the reduction of child labor.
Economic Prosperity and Security Strengthen world economic growth, development, and stability, while expanding opportunities for U.S. businesses and ensuring economic security for the nation.	Institutions, laws, and policies foster private sector-led growth, macroeconomic stability, and poverty reduction.
	Increased trade and investment achieved through market-opening international agreements and further integration of developing countries into the trading system.
	Secure and stable financial and energy markets.
	Enhanced food security and agricultural development.
Social and Environmental Issues Improve health, education, environment, and other conditions for the global population.	Improved global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis.
	Partnerships, initiatives, and implemented international treaties and agreements that protect the environment and promote efficient energy use and resource management.
	Broader access to quality education with emphasis on primary school completion.
	Effective and humane international migration policies and systems.
Humanitarian Response Minimize the human costs of displacement, conflicts, and natural disasters.	Effective protection, assistance, and durable solutions for refugees, internally displaced persons, and conflict victims.
	Improved capacity of host countries and the international community to reduce vulnerabilities to disasters and anticipate and respond to humanitarian emergencies.

Strategic Objective #3 - Promote International Understanding -	
Strategic Goals	**FY 2006 Performance Goals**
Public Diplomacy and Public Affairs Increase understanding for American values, policies, and initiatives to create a receptive international environment	Public diplomacy influences global public opinion and decision-making consistent with U.S. national interests.
	International exchanges increase mutual understanding and build trust between Americans and people and institutions around the world.
	Basic human values embraced by Americans are respected and understood by global publics and institutions.
	American understanding and support for U.S. foreign policy, development programs, the Department of State, and the U.S. Agency for International Development.

Strategic Objective #4 - Strengthen Diplomatic and Program Capabilities -	
Strategic Goals	**FY 2006 Performance Goals**
Management and Organizational Excellence Ensure a high quality workforce supported by modern and secure infrastructure and operational capabilities	A high performing, well trained, and diverse workforce aligned with mission requirements.
	Modernized, secure, and high quality information technology management and infrastructure that meet critical business requirements.
	Personnel are safe from physical harm and national security information is safe from compromise.
	Secure, safe, and functional facilities serving domestic and overseas staff.
	Integrated budgeting, planning, and performance management; effective financial management; and demonstrated financial accountability.
	Customer-oriented, innovative delivery of administrative and information services, acquisitions, and assistance.

Strategic Goal Chapters

Strategic Goal 1: Regional Stability

Avert and Resolve Local and Regional Conflicts to Preserve Peace and Minimize Harm to the National Interests of the United States

I. Public Benefit

The United States must provide for the safety of Americans at home and abroad, protect against threats to its interests worldwide, and honor commitments to its allies and friends. The activities of the Department and USAID are cost-effective means for enhancing and ensuring stability in all regions of the world through understanding, addressing, and responding early to the causes and consequences of violent conflict. Through diplomacy and development assistance, the U.S. builds and strengthens relations with neighbors and allies worldwide by promoting peaceful regional environments and by educating foreign audiences in ways that can prevent, manage, and mitigate conflicts, and foster cooperative efforts. The benefits to the U.S. are greatest when the world is safer and more stable. Early action to address failing, failed, and recovering states, or "fragile states" is central to promoting regional stability and addressing the source of our nation's most pressing security threats. Factors that contribute to fragility and regional instability include, but are not limited to, economic and political instability; health crises; the illegal trade in toxic chemicals and dumping of hazardous wastes; corruption; violent ethnic conflict; influence of neighboring country interests; population movements; landmine contamination; exploitation of natural resources; proliferation of small arms and light weapons; trafficking in persons; the trade of illegal conflict diamonds; natural disasters; and systemic, state-sponsored denial of political and legal rights. The Department and USAID advance U.S. national security interests through the resolution of regional instability, so that Americans, at home and abroad, are safe from violence.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	1,267	1,240	1,238	(2)	(0.2%)
Funds [2]	$6,367,266	$5,831,955	$6,102,256	$270,301	4.6%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Regional Stability" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)[1]	Partners
Regional Stability	Close Ties with Allies and Friends	Transatlantic Relationship	D&CP, FMF, IMET, ESF	EUR, PM	N/A
		International Military Education and Training	D&CP, IMET, FMF	PM	Office of the Secretary of Defense/Defense Security Cooperation Agency (OSD/DSCA), Joint Staff
		Military Assistance for New NATO/NATO-Aspirant Nations	D&CP, FMF, IMET	EUR, PM	DoD, Joint Staff
		Regional Stability in East Asia & Pacific	D&CP	EAP	DoD
	Resolution of Regional Conflicts	Prevent/Resolve Regional and Local Conflicts	D&CP	EAP	DoD
		Conflict Management and Mitigation	D&CP, PKO, IMET, FMF, DA, ESF, TI	AF, *AFR, DCHA/CMM*	AU, DoD, EU, UNDPKO, France, UK, Belgium, ECOWAS, Nigeria, Senegal, Ghana, Kenya, Benin, Mali
		Regional Security Cooperation & Arms Control	D&CP	AC, EUR	DoD, NATO, OSCE
		Peace Support Operations	D&CP, PKO	PM	OSD/SOLIC, NAVAIR, CCMR
		Implementation of the Road Map	D&CP, ESF	EB, NEA, *PPC/DCO*	NSC, CIA
		Iraq & Gulf Security	D&CP, FMF, IMET, ESF, INCLE, HRDF, IRRF	NEA, PM, *ANE/IR*	NSC, DoD, Treasury, Commerce, Agriculture, FAA, Education, HHS, International Broadcasting Bureau, DOJ, Energy, UN
		Iraq Reconstruction and Economic Development	D&CP, ESF, IRRF	NEA, *ANE/IR*	DoD, Treasury
		Security Assistance to Sub-Saharan Africa	D&CP, PKO, ESF, IMET, FMF	AF, PM	AU, DoD, EU, ECOWAS, UNDPKO, Netherlands, Belgium, France, UK, Nigeria, Senegal, Ghana, Kenya, South Africa, Benin, Mali, Ethiopia, Djibouti
		Contributions for International Peacekeeping Activities	CIPA, D&CP	IO	NSC, DoD, UNDPKO, UNSC, UN members

[1] USAID components are shown in blue italicized fonts.

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
CLOSE, STRONG, AND EFFECTIVE U.S. TIES WITH ALLIES, FRIENDS, PARTNERS, AND REGIONAL ORGANIZATIONS

I/P #1: Transatlantic Relationship

An enhanced and expanded Euro-Atlantic Partnership to promote stability, security, democracy, and prosperity within the region and build support for U.S. strategic goals beyond Europe.

Outcome Indicator

Indicator #1: Status of Transatlantic Security Relationships

TARGETS	FY 2006	1. NATO increases the size and scope of its training mission inside Iraq. 2. NATO-led International Security Assistance Force (ISAF) and Operation Enduring Freedom-led military operations in Afghanistan are consolidated. 3. NATO stages large-scale military exercise in the Middle East and Central Asia and the Caucasus; four more Gulf states join NATO's security cooperation initiative for the Middle East; three more Central Asian and Caucasus states conclude Individualized Partnership Action Plans. 4. NATO Response Force (NRF) reaches full operational capability following certification. The NRF is a state-of-the-art 20,000-person force to respond quickly to emergencies. 5. Ukraine further intensifies relationship with NATO, depending on progress on reform. 6. Russia launches peacekeeping brigade fully interoperable with NATO. 7. Maintain and increase European Union (EU) commitments to supporting the process of political and economic transition among its neighbors; coordinate approaches through joint or parallel actions to increase effectiveness.
	FY 2005	1. NATO expands headquarters training mission inside Iraq, establishes fully operational training center outside Baghdad for Iraqi officers. 2. NATO helps provide security for Afghan presidential and parliamentary elections, expands operation to western Afghanistan by establishing a Forward Support Base and four NATO-led Provincial Reconstruction Teams. 3. NATO increases engagement with broader Middle East and the Caucasus and Central Asia; NATO launches new, fully operational security cooperation program for the Middle East, which four Gulf States join; NATO enhances Partnership for Peace program in Central Asia and Caucasus, which leads three states to conclude Individualized Partnership Action Plans. 4. NATO concludes its nine-year stability operation in Bosnia and supports transition to an EU-led stability force, while continuing NATO counterterrorism, war criminal and defense reform missions inside Bosnia. 5. NATO expands relationship with Ukraine, concludes Status of Forces agreement with Russia. 6. NATO Response Force reaches initial operating capability, deployed for first time to Afghanistan.

RESULTS	2004	1. NATO launched headquarters training mission in Iraq. 2. NATO expanded operations inside Afghanistan to include nine northern provinces and Kabul. 3. NATO and EU planned transition for a NATO-led to EU-led stability force in Bosnia, the most ambitious NATO-EU cooperation effort to date. 4. Seven former Communist nations joined NATO as full Allies. 5. Thirty-five European and Eurasian countries have troops deployed in Iraq, 24 in Afghanistan, and 32 in NATO operations in the Balkans. 6. NATO expanded relations with post-Rose Revolution Georgia by concluding Individualized Partnership Action Plan.
	2003	1. Agreement reached with Allies to reform NATO's command structure. European partners committed themselves to boosting European capabilities. NRF in process of development. 2. Ratifications by Allies on track to welcome new members by May 2004. 3. Progress made on NATO-Russia projects, including military-to-military cooperation. Retooling PfP to better meet the needs of the Central Asia/Caucasus partners. NATO-Ukraine Action Plan launched in which Ukraine, with NATO's assistance, agreed to undertake necessary reforms.
	2002	1. Europeans made pledges at Prague to improve their capabilities. Seven new members invited at Prague. Berlin Plus would have allowed the EU to borrow NATO assets and capabilities for European-led operations, but was not agreed upon. 2. Allied Heads of State and Government committed at Prague to enhance military capabilities by filling key shortfalls through the New Capabilities Initiative. The initiative will encourage pooling and specialization, introduce the NRF and reform NATO's Command Structure. U.S. export controls with key European allies streamlined to promote transatlantic defense industrial integration. 3. NATO-Russia Council and 2002 work plan established in May.
	2001	1. Minimal progress on the Defense Capabilities Initiative, protracted discussion on NATO-EU arrangements. 2. Redefined ESDP goals. 3. Expansion of NATO tied to Partner States. Significant progress made on MAP.
DATA QUALITY	Indicator Validation	NATO is the United States' foremost security relationship. Strong and effective ties with our European allies within NATO are essential to promote stability and protect U.S. interests in Europe and the world.
	Data Source	2004 PfP Report to Congress, Report to Congress on NATO enlargement, GAO reports on NATO Enlargement.

I/P #2: International Military Education and Training (IMET)

Strengthen the military capabilities of allies, friends, partners, and international organizations, which in turn serve U.S. national interests in many ways.

Output Indicator

Indicator #2: Number of Individuals Receiving Training Under IMET

TARGETS	**FY 2006**	12,800 individuals.
	FY 2005	11,484 individuals.
RESULTS	2004	11,689 individuals.
	2003	10,736 individuals.
	2002	10,417 individuals.
	2001	8,386 individuals.
DATA QUALITY	Indicator Validation	The number of foreign military personnel participating in IMET programs is an indication of increased foreign receptivity to the U.S. strategic approach and likely success in gaining foreign support on specific policy issues. The greater the number of IMET students, the greater the likelihood that future leaders will be drawn from these students and will therefore possess an appreciation for the interests of the U.S.
	Data Source	Data is based on Political-Military Affairs bureau and regional bureau assessments of participation by foreign countries.

I/P #3: Military Assistance for New NATO and NATO Aspirant Nations (PART Program)

U.S. military equipment, services, and training for the governments of the ten new NATO countries recently offered NATO membership - Czech Republic, Hungary, Poland, Estonia, Latvia, Lithuania, Bulgaria, Romania, Slovakia, and Slovenia.

Outcome Indicator

Indicator #3: Aspirants Making Progress Achieving NATO-Defined and Measured, Country-Specific Membership Action Plans

TARGETS	FY 2006	1. New members fully integrated into revised command structure and making measurable progress toward meeting force goals. 2. Remaining aspirants (Albania, Croatia, and Macedonia) accelerate military reform and increase number of deployment-ready niche units through Adriatic Charter.
	FY 2005	1. All new allies contribute to each aspect of alliance activities, including mentoring of aspirants, and are integrated into revised command arrangements. 2. Aspirant nations accelerate their reform efforts through Member Action Plans (MAP); intensify Adriatic Charter cooperation.
RESULTS	2004	1. One hundred percent of NATO aspirants made progress toward NATO-defined and measured, country-specific MAP. 2. Formal entry of New Allies, who complete full integration into NATO, and assist mentoring of Aspirants. 3. MAP cycle continued for aspirants; Adriatic Charter cooperation took shape.
	2003	1. Accession Protocols signed by 19 Allies in March 2003; U.S. Senate ratification in May 2003. Invitees' reforms took place, in line with NATO requirements for membership. 2. Aspirants continue MAP process and, with the U.S., signed the Adriatic Charter, where all parties pledge to work together to move reform efforts towards NATO and EU membership.
	2002	1. Sixty percent of NATO aspirants made progress toward achieving NATO-defined and measured, country-specific MAP. Prague Summit issued membership invitations to seven countries: Estonia, Bulgaria, Latvia, Lithuania, Romania, Slovakia, and Slovenia. 2. Three continuing NATO Aspirants (Croatia, Albania and Macedonia) continued to participate in NATO's MAP.
	2001	Numerous countries' participation in military operations (OEF, ISAF, SFOR, and KFOR); in Afghanistan and in the Arabian Gulf. Among others, the Baltic countries, Bulgaria, and Romania contributed forces to the Balkans and/or Central Asia/Caucasus; Czech medical unit in OEF.
DATA QUALITY	Indicator Validation	Indicates political will to integrate defense with NATO's as a whole.
	Data Source	NATO International Staff Consolidated & Individual MAP Progress Reports, Annual ANP Submissions.

Efficiency Indicator		
Indicator #4: Number of Countries Reaching Sustainable State of Niche Capabilities		
TARGETS	FY 2006	3/13; meaning there are 13 countries that should eventually establish niche capabilities.
	FY 2005	2/13; Poland recognized as developed niche command capability.
RESULTS	2004	1/13; Czech-led NATO CBRN unit deployed to Athens for Olympics. Poland built niche command expertise.
	2003	1/13; Poland took command of a multinational division in Iraq. Czech Republic commands NATO CBRN unit.
	2002	Baseline: 1/13; The Czech Republic's Chemical Biological, Radiological, and Nuclear (CBRN) company recognized as a promising specialty asset within NATO.
	2001	N/A
DATA QUALITY	Indicator Validation	Indicates know-how to develop a niche specialty and the political will to sustain it. By providing resources to assist new Allies and NATO aspirants to develop specialized capabilities, the USG is addressing needs identified and prioritized by NATO and EUCOM while promoting the transformation of NATO to meet emerging threats. Fostering the development of niche capabilities helps launch new Allies as vital elements of the common defense.
	Data Source	NATO planning documents. NATO-led and U.S.–led deployments.

I/P #4: Regional Stability in East Asia and the Pacific		
Use diplomacy to foster stability in the EAP region.		
Outcome Indicator		
Indicator #5: Status of U.S.-South Korean Relations		
TARGETS	FY 2006	Complete specified mission transfers to Republic of Korea (ROK) military. Complete comprehensive security assessment.
	FY 2005	Continue U.S. Forces in Korea (USFK) relocations from Yongsan and other facilities as jointly agreed with the ROK Government on a timeline to complete moves as new ROK-funded acquisition and construction projects are completed.
RESULTS	2004	Started USFK relocation.
	2003	Talks between the U.S. and ROK on the "Future of the Alliance Policy Initiative" produced a timetable and division of costs for the reconfiguration of USFK during 2004 – 2008.
	2002	Began Phase II of Joint Study on Future of U.S.-South Korean Alliance.
	2001	Began interagency discussion of the Future of U.S.-South Korean Alliance.
DATA QUALITY	Indicator Validation	Implementation of the measures approved for the Future of the U.S.-ROK Alliance will strengthen the alliance for the long-term.
	Data Source	Once completed, the Future of the U.S.-ROK Alliance will be available as a document.

Annual Performance Goal #2
EXISTING AND EMERGENT REGIONAL CONFLICTS ARE CONTAINED OR RESOLVED

I/P #5: Prevent/Resolve Regional and Local Conflicts

Improve our capacity to maintain stability, defuse tensions, and resolve conflicts.

Outcome Indicator

Indicator #1: Status of Chinese Cooperation on Regional Stability

TARGETS	FY 2006	1. China continues to host and participates in Six-Party settlement of North Korea (NK) nuclear issue. 2. Cross-Strait dialogue produces confidence-building agreements. 3. Senior China and Taiwan representatives exchange visits and discuss possibility of direct links. 4. Actual reduction in military buildup opposite Taiwan Strait.
TARGETS	FY 2005	China's active diplomacy continues to result in forward progress in Six-Party talks. China-ASEAN enhance confidence-building measures (CBMs) on trade and maritime ties; China, ASEAN and UN to promote Burma political opening.
RESULTS	2004	China facilitated two working group and two working party meetings on NK; China-India Vice Ministerial Talks reduce tensions in South Asia; China provides economic and technical assistance for Iraq and Afghanistan reconstruction and assists Middle East peace process in the UN.
RESULTS	2003	1. China discussed its bilateral border disputes with Indian officials. 2. China played a crucial role in facilitating multilateral talks with NK on maintaining a nuclear weapons-free Korean Peninsula.
RESULTS	2002	China encouraged NK openness and multilateral dialogue to end its nuclear weapons program. China's public statements at Asia-Pacific Economic Cooperation (APEC) ministerial were helpful in maintaining a nuclear weapons-free Korean Peninsula.
RESULTS	2001	1. Limited Chinese tension-reducing diplomatic efforts toward NK and South Asia. 2. China cooperated in encouraging NK openness and dialogue.
DATA QUALITY	Indicator Validation	China is capable of playing a significant role in reducing tension in the region.
DATA QUALITY	Data Source	Cable reports and memoranda of communication from U.S. overseas posts, intelligence reporting, regional allies, and NGOs will confirm China's actions with regard to reducing regional tensions.

I/P #6: Conflict Management and Mitigation

Use a variety of diplomatic and foreign assistance tools to turn despair into hope.

Output Indicator

Indicator #2: Progress Made in Advancement of a Peace Process (Worldwide)

TARGETS	FY 2006	1. 5% increase over FY 2005 in number and types of events in support of peace processes (i.e., peace conferences, dialogues, training course, workshops, and seminars). 2. 5% increase over FY 2005 in number of officials and key decision-makers trained in peacebuilding/conflict resolution/mitigation skills. 3. 5% increase over FY 2005 number of people trained in conflict mitigation/resolution. 4. 5% increase over FY 2005 in number of USAID-sponsored justice centers. 5. 5% increase in number of people reached by conflict prevention/mitigation media campaigns (disaggregated by country).
	FY 2005	1. 5% increase over FY 2004 in number and types of events in support of peace processes (i.e., peace conferences, dialogues, training course, workshops, and seminars). 2. 5% increase over FY 2004 in number of officials and key decision-makers trained in peacebuilding/conflict resolution/mitigation skills. 3. 5% increase over FY 2004 in number of people trained in conflict mitigation/resolution (disaggregated by country). 4. 4% increase over FY 2004 in number of USAID-sponsored justice centers. 5. 4% increase in number of people reached by conflict prevention/mitigation media campaigns (disaggregated by country).
RESULTS	2004	Baselines: Number and types of events in support of peace processes: 1,126 (peace conferences, dialogues, training course, workshops, seminars). Number of officials and key decision-makers trained in peacebuilding/conflict resolution/mitigation skills: 3,301 Number of people trained in conflict mitigation/resolution (disaggregated by country): 17,581 Number of USAID-sponsored justice centers (data forthcoming): 33 Number of people reached by conflict prevention/mitigation media campaigns: 7,295,860
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Peace cannot be achieved without extensive effort to reach all parties through the broadest means possible.
	Data Source	Aggregation of USAID mission responses worldwide.

Outcome Indicator		
Indicator #3: Number of African Armed Conflicts Resolved and Peace Support Missions Concluded		
TARGETS	FY 2006	1. Peacekeeping operations closed in Sierra Leone. 2. Peacekeeping downsizing in Ethiopia-Eritrea. Downsizing plans developed for Cote d'Ivoire, Liberia, and Democratic Republic of Congo (DRC). 3. Peacekeeping operations continue in Burundi and Sudan.
	FY 2005	One conflict ends and peacekeeping mission deploys (Sudan). Peacekeeping operations continue in Liberia, DRC, Sierra Leone, Cote d'Ivoire, and Ethiopia-Eritrea.
RESULTS	2004	Peacekeeping operations continued in DRC, Sierra Leone, Liberia, Ethiopia-Eritrea, Cote d'Ivoire and Burundi.
	2003	Three conflicts resolved (Liberia, DRC, and Burundi). Peacekeeping forces deploy in Liberia and Burundi.
	2002	No conflicts resolved, no peacekeeping missions withdrawn. Special protection mission deploys to Burundi.
	2001	One conflict resolved (Ethiopia-Eritrea) and peacekeeping mission deploys.
DATA QUALITY	Indicator Validation	Regional stability in Africa is greatly enhanced when conflicts end and parties to the conflict embark on a post-conflict process of reconciliation and reconstruction. Two clear indicators that parties engaged in armed conflict are on the path of peace are when peace agreements are signed and peacekeeping forces deploy to monitor the post-peace process. One clear indicator that they have completed the post conflict process and are on the path to longer-term stability is when peacekeeping forces leave the country/region.
	Data Source	Embassy, UN, NGO and press reporting.

Outcome Indicator

Indicator #4: Progress of Implementation of Sudan Peace Process

TARGETS	FY 2006	1. Regional democratic elections are planned; non-violent transitions to appropriate new government in Sudan or at a minimum, preparation activities toward a program of democratic elections are put in place. 2. Military reform continues with additional assistance provided to southern Army. 3. Disarmament, Demobilization, and Reintegration (DDR) on both sides results in force reduction of forty percent globally. 4. Forty percent of refugees and internally displaced persons (IDPs) return home. Darfur IDPs and refugees return home.
	FY 2005	1. The interim period begins. There is a smooth transition as all elements of the peace agreement are implemented. 2. A sustained international aid and development program begins to support the implementation of the peace agreement leading up to elections. 3. Refugees and IDPs returning home. 4. UN monitoring mission deploys. 5. Active combat in Darfur ends and relief organizations meet needs of vulnerable persons. 6. Political solution to Darfur achieved within framework of the North-South agreement.
RESULTS	2004	1. Power and wealth sharing agreements signed. 2. Comprehensive agreement being negotiated. 3. Crisis in Darfur eclipses Government of Sudan (GOS) - Sudan People's Liberation Movement (SPLM) peacemaking efforts. 4. GOS not yet able to rein in Jingaweit militia as humanitarian crisis worsens. 5. African Union deployed ceasefire monitors with U.S. assistance.
	2003	1. U.S. Government (USG) continued playing a strong role in the Inter-governmental Authority for Development (IGAD) peace process. Talks continued moving toward conclusion. 2. Wide-ranging USG planning in the event of peace undertaken; most planning targets were identified. 3. Ceasefire monitoring continued; DDR planning underway.
	2002	1. Both the GOS and the SPLM/Army began a peace process, resolving two of the most contentious issues: the role of religion and the right of self-determination. 2. Nuba Mountains ceasefire agreement concluded, international monitoring operations begun and humanitarian support provided. 3. Civilian Protection Monitoring Team prepared to stand up. 4. Zones of Tranquility and Slavery Commission work conducted.
	2001	1. Sudan at war, including gross underdevelopment and humanitarian deprivations in the Nuba Mountains region and the south of the country. 2. Violations of human rights throughout Sudan, especially in the Nuba Mountains and the south.
DATA QUALITY	Indicator Validation	A peaceful Sudan with an inclusive government based on the rule of law could be a hedge against regional instability and an important partner in the global war on terrorism. Ending conflict will also alleviate one of the world's worst humanitarian situations and propel regional economic prospects.
	Data Source	Embassy, USAID, UN, and NGO reporting.

Outcome Indicator

Indicator #5: Status of Regional Security in the Mano River Countries of Liberia, Guinea, and Sierra Leone

TARGETS	FY 2006	1. Liberia holds acceptable elections with nonviolent aftermath. 2. Security sector reform continues in Liberia with newly trained police and military units deployed. 3. The countries remain at peace, posting Gross Domestic Product growth twice that of population growth and boosting their rankings in Freedom House's index of "free" nations by at least ten percentage points. 4. Seventy-five percent or more of internally displaced persons (IDPs) and refugees return home. 5. All international/regional forces withdraw.
	FY 2005	1. With international funding, Liberians disarm and demobilize. Liberia begins reform of its security forces, submits transparent budgets, and resumes debt payments. The International Monetary Fund (IMF) and World Bank resume programs. UN Mission in Liberia forces continue to monitor Liberian peace process. 2. The UN and NGOs develop Liberian National Elections Commission competency in preparing a census, redistricting, voter registration and education programs, and ballots. NGOs support Liberian political party training and media center. Liberia becomes eligible for Heavily Indebted Poor Countries and Paris Club programs. 3. Sierra Leone and Guinea remain stable and free of significant conflict. Number of refugees and IDPs in the region drops by 50%. UNAMSIL withdraws by December 31, 2005.
RESULTS	2004	1. The Liberian peace agreement was holding. 2. Disarmament, Demobilization, and Reintegration (DDR) was proceeding smoothly. 3. UN forces were deployed throughout most of the country. 4. IDPs and refugees were returning home. 5. Sierra Leone remained calm as UN Mission in Sierra Leone (UNAMSIL) continued its phased withdrawal.
	2003	1. The Liberian civil war deteriorated starting in May 2003. Peace talks began in Ghana in June 2003 and a comprehensive peace agreement was signed on August 18, 2003. 2. The U.S. provided nearly $26 million in logistics support to enable the deployment of Economic Community Of West African States peacekeeping forces. 3. The peace in Sierra Leone was still somewhat fragile, and Guinea's stability was questionable. 4. 259,000 refugees and 425,000 IDPs in the region. 5. UNAMSIL began phased withdrawal and UNMIL was fully deployed and the DDR process began, along with planning for security sector reform.
	2002	1. UNAMSIL planned withdrawal of forces as training of Republic of Sierra Leone Armed Forces continued. 2. 259,000 refugees and 425,000 IDPs in the region.
	2001	1. Liberia and Guinea promoting instability in neighbors. 2. 463,000 refugees and 570,000 IDPs in the region. 3. Sierra Leone stabilizing with deployment of 17,500 peacekeepers of UNAMSIL.
DATA QUALITY	Indicator Validation	Liberia, Guinea and Sierra Leone have been the site of war and other instability for at least the past 15 years, at untold humanitarian and economic cost to the countries and the region. Realizing a just peace will ensure that human resources and markets can better prosper and thereby decrease the region's potential as the site for potential terrorist or other illicit activities (including environmental degradation).
	Data Source	Embassy, UN, NGO and press reporting.

I/P #7: Regional Security Cooperation and Arms Control

Promote stability, security, democracy, and prosperity within the region and build support for U.S. strategic goals beyond Europe.

Output Indicator

Indicator #6: Progress of Implementation of the Adapted CFE Treaty

TARGETS	FY 2006	Entry into force of the Adapted CFE Treaty and accession discussions with additional Organization for Security and Cooperation in Europe (OSCE) states that wish to join.
	FY 2005	Russia acts to fulfill remaining Istanbul commitments on Georgia and Moldova. The U.S. and NATO Allies agree that Russian Istanbul commitments have been completed and begin procedures for ratifying the Adapted CFE Treaty.
RESULTS	2004	Russia has not fulfilled all Istanbul Commitments. Russia still needs to reach agreement with Georgia on remaining issues regarding the status of the Russian presence at the Gudauta base and its future use, and the duration of Russian presence in Batumi and Alkhalkalai. Russia also needs to complete the withdrawal of its forces from Moldova, which virtually stalled in 2004. The U.S. and NATO continued to press Russia to fulfill these commitments, but there has been no progress on key issues to report in FY 2004. Russia and the new Georgian government have been meeting, but progress on a Russian withdrawal from remaining bases has fallen victim to broader Russian-Georgian problems.
	2003	1. Major progress was made in calendar year 2003 on withdrawal of Russian forces from Moldova; some 20,000 tons of Russian munitions stored in depots in the Trannistrian region had been withdrawn by the end of the year. 2. Russia did not meet the OSCE's extended December 31, 2003 deadline to withdraw forces from Moldova. 3. Progress on withdrawal of Russian bases from Georgia stalled for most of 2003, despite limited progress on technical issues. 4. Russian equipment levels in the CFE Flank region remain below Adapted CFE Treaty Flank Limits.
	2002	1. Russia fulfilled its Istanbul commitment on the flank by reducing its flank equipment to Adapted Treaty levels. 2. Russia needs to reach agreement with Georgia on remaining issues re: Gudauta base and its future use, and the duration of Russian presence in Batumi and Alkhalkalai. Russia also needs to complete the removal and destruction of munitions and small arms in Moldova and withdraw its military forces. 3. Conditions for U.S. ratification of Adapted CFE Treaty were not met.
	2001	1. Second Review Conference of CFE Treaty successfully concluded and advanced U.S. and NATO interests. 2. NATO remained firm in demanding Russian compliance with Istanbul commitments. 3. Russia completed withdrawal of declared CFE Treaty-limited equipment (TLE) from Moldova; initial withdrawal of excess TLE from Georgia was completed in 2000; Russia closed the Vaziani base before July 1, 2001, but forces remained at the Gudauta base.
DATA QUALITY	Indicator Validation	The 1990 CFE Treaty has long been considered one of the cornerstones of European security. The 1999 Adapted CFE Treaty revised the CFE Treaty to meet the new security environment in post-Cold War Europe, while retaining the benefits of transparency, predictability, and U.S. force deployment flexibility. Entry into force of the Adapted CFE Treaty and its smooth implementation will contribute to a stable and secure Europe. The U.S. works closely with its NATO Allies in coordinating positions regarding CFE issues, reinforcing the U.S. role in European security.
	Data Source	U.S. representatives' and Embassies' reporting; reports of meetings; information released by states involved.

I/P #8: Peace Support Operations

Build international capacity to conduct Peace Support Operations (PSO) in order to improve international crisis response, enhance regional stability, and reduce the demand on the armed forces of the U.S. and key allies.

Output Indicator

Indicator #7: Percentage of EIPC-funded, PSO-Trained Countries That Pledge Military Units or Participate in the UN Peacekeeping Standby Arrangement System or Multinational Military Operations of High U.S. Foreign Policy Interest

TARGETS	**FY 2006**	90%
	FY 2005	90%
RESULTS	2004	88%
	2003	85.1%
	2002	85%
	2001	Baseline: 85%
DATA QUALITY	Indicator Validation	An expanding pool of qualified international peacekeepers and improvements in effectiveness of foreign militaries in PSO.
	Data Source	Comparison of UN Standby list with list of EIPC recipients.

I/P #9: Implementation of the Road Map

Implement the President's vision for a permanent, peaceful, two-state solution of the Israeli-Palestinian problem, leading to a comprehensive peace on all tracks, including Israel and its neighbors.

Outcome Indicator

Indicator #8: Progress of Implementation of the Road Map Leading to an Independent, Democratic Palestinian State Existing Side-by-Side with Israel in Peace and Security

TARGETS	FY 2006	1. Permanent Status Agreement and end of the Israeli-Palestinian conflict, and progress on the Syrian-Israeli and Israeli-Lebanese tracks. 2. Establishment of an independent Palestinian state with provisional borders. 3. Arab states accept full and normal relations with Israel. 4. Continued implementation of prior agreements. 5. Enhanced international monitoring of roadmap implementation. 6. Second international conference convened by Quartet. 7. Private Israelis and Palestinians participate freely with full official support in joint meetings, exchange projects, and people-to-people activities and receive coverage in the Israeli and Palestinian media.
	FY 2005	1. Cessation of violence. 2. Increased Palestinian territorial contiguity. With the emergence of a Palestinian leadership not corrupted by terror, an announcement of Palestinian state with provisional borders. 3. Arab-Israeli multilateral talks resume. Renewed trust between the sides permits end to Jericho prison monitoring program. Permanent status talks begin. Israeli, Palestinian, and regional Arab nonofficial experts resume dialogue on political, security, arms control, and other regional issues. 4. In Gaza, active public diplomacy and public affairs programming resumes with NGOs, professional associations, and academic institutions. 5. Implementation of prior agreements. Enhanced international monitoring of road map implementation. First international conference convened by Quartet. 6. Private Israelis and Palestinians participate freely with full official support in joint meetings, exchange projects, and people-to-people activities and receive coverage in the Israeli and Palestinian media.
RESULTS	2004	1. Worked with the Quartet (U.S., UN, EU, Russia) and other regional and international partners to lay the foundation for success of Israel's Gaza Disengagement initiative and return to roadmap implementation. 2. Supported the Palestinian Authority in preparing for successful local and presidential elections during a period of unprecedented leadership transition. 3. Supported the Palestinian Authority in pursuing its institutional and economic reform agenda. 4. Through targeted financial, humanitarian, and technical assistance, reduced Palestinian poverty and malnutrition.
	2003	Roadmap to peace introduced. Intermittent cessation of violence. Dialogue between the President and Palestinian and Israeli Prime Ministers. Deployment of a full-time senior representative to the region who has coordinated efforts to implement the roadmap.
	2002	Periodic, often large-scale, Palestinian terrorist attacks targeted at Israel, often followed by harsh preventive, retaliatory, or deterrent Israeli military actions. Significant civilian casualties on both sides.
	2001	U.S. encouraged both sides to reach a ceasefire and resume dialogue.
DATA QUALITY	Indicator Validation	The indicator corresponds to the vision articulated by the President in his June 24 speech of two states, Israel and Palestine, existing side by side in peace and security, with goals geared to roadmap obligations.
	Data Source	Post reporting, cite visits, other governments and institutions (World Bank, IMF, NGOs), media reports, intelligence reports.

I/P #10: Iraq and Gulf Security

Work with our allies in the Gulf to confront any threats to the region, including weapons of mass destruction and terrorism from al-Qaeda or others.

Outcome Indicator

Indicator #9: Free, Democratic, and Whole Iraq at Peace with Itself and its Neighbors

TARGETS	FY 2006	1. Permanent constitution stands for ratification; elections held for government per the provisions permanent constitution, and government takes office. 2. Iraqi democratic and civil society institutions develop further. Governance capacity at all levels increases. 3. Iraq assumes primary responsibility for own security, able to defend itself without being a threat to neighbors. 4. Iraqi security services continue to grow and develop professional skills and organization to effectively provide for Iraq's internal and external security.
	FY 2005	1. Elections for the Transitional National Assembly, which will produce the Iraqi Transitional Government (ITG) held and ITG takes office. 2. Permanent constitution drafted. 3. Rule of law and civil society take root. 4. Free media serves as responsible watchdog on governmental power. 5. Iraq assumes primary responsibility for own security, able to defend itself without being a threat to neighbors.
RESULTS	2004	1. Iraqi GC assumes additional responsibilities. 2. Transitional Administrative Law drafted and approved. 3. Iraqi Interim government assumes full sovereignty; continued political, legal and economic reform. National Conference held. 4. Iraqi Interim National Council selected and begins operating. 5. Democratic institutions, rule of law, civil society, free media started. 6. Accountability and anti-corruption efforts began to take hold. 7. UNSCR 1546 recognized the IIG and spelled out the UN's role in the transition to democratic rule. 8. Independent Electoral Commission of Iraq established and begins preparations for January 2005 elections, assisted by the UN.
	2003	1. Saddam Hussein's regime overthrown. The Department worked closely with DoD and CPA to stabilize and rebuild Iraq. The Department continues to support the development of strategies to move Iraq towards democracy, rule of law, build free market economy, including non-oil sector; build Iraqi security forces, subordinate to constitutional authority, capable of relieving U.S. and Coalition forces. 2. The Department's engagement at the UN is consistent with the responsibilities outlined in UN Security Council Resolution (UNSCR) 1483. UNSCR 1500 reaffirms the UN's support for the Governing Council and fortifies the important role for the UN in Iraq by establishing a UN Assistance Mission to support the work of the UN Special Representative in Iraq. UN agencies have been making critical contributions in humanitarian assistance and economic reform in Iraq.
	2002	Saddam Hussein still in power; UN sanctions remain in effect.
	2001	Saddam Hussein's regime entrenched in Iraq; UN sanctions remain in effect.
DATA QUALITY	Indicator Validation	Free and democratic Iraq would contribute to economic and political stability in the region.
	Data Source	U.S. Mission post reports.

I/P #11: Iraq Reconstruction and Economic Development

Work with our allies in the Gulf to confront any threats to the region, including weapons of mass destruction and terrorism from al-Qaeda or others.

Outcome Indicator

Indicator #10: Per Capita Growth Domestic Product (GDP)

TARGETS	FY 2006	Per capita GDP increases by 4.5%.
	FY 2005	1. Per capita GDP increases by 10%. 2. Infant mortality rate declines to 35 per 1000.
RESULTS	2004	1. Per capita GDP increased by 10%. 2. Infant mortality rate declined to 45 per 1000.
	2003	No significant results due to recent end of conflict.
	2002	Data not available.
	2001	1. Purchasing power parity per capita GDP was $2500; GDP growth rate is 5.7%. 2. Estimated infant mortality rate was 57.61 per 1000 (CIA Fact Book).
DATA QUALITY	Indicator Validation	GDP is widely recognized as an indicium that accurately portrays economic growth and development in a country.
	Data Source	International Monetary Fund: Iraq Debt Sustainability Analysis (2004).

I/P #12: Security Assistance to Sub-Saharan Africa
(PART Program)

Enhance ability of Africans to reduce conflict on the continent.

Output Indicator

Indicator #11: Percentage of U.S.-Trained African Units Deployed to Peace Support/Humanitarian Response Operations

TARGETS	FY 2006	Of all African battalions (or their equivalent) deployed in Peace Keeping Operations (PKO) globally, approximately 75% will have significant staff and unit training experience under U.S. or U.S.-trained trainers.
	FY 2005	Of all African battalions (or their equivalent) deployed in PKO globally, approximately 70% will have significant staff and unit training experience under U.S. or U.S.-trained trainers.
RESULTS	2004	Of all African battalions (or their equivalent) deployed in PKO globally, approximately 65% will have significant staff and unit training experience under U.S. or U.S.-trained trainers.
	2003	Seven (7) African contingents trained by the U.S. or U.S.-trained trainers engaged in peace support missions. An additional five contingents planned for Peace Support Operations (PSO) participation in Liberia and Burundi. ECOWAS forces, with significant U.S. support and training, deployed to Liberia and decreased the need to deploy a large U.S. force to mitigate the conflict.
	2002	Five (5) U.S.-trained battalion-sized units successfully participating in peacekeeping or contingency operations.
	2001	Five (5) U.S.-trained battalion-sized units successfully participating in peacekeeping or contingency operations.
DATA QUALITY	Indicator Validation	A U.S.-trained African unit or one trained by U.S.-trained trainers will perform better than one not provided such training or its equivalent. Also, African PKO requirements are expected to remain high and therefore improved African capability will lessen calls for the use of U.S. forces.
	Data Source	UN DPKO, Embassy and NGO reporting.

Efficiency Indicator

Indicator #12: Rate of Program Country Sustainment – Cost to Train and Equip One Battalion of U.S.-trained or U.S. Trainer-trained African Peacekeeping Troops

TARGETS	FY 2006	$1M to produce 1 battalion.
	FY 2005	$1M to produce 1 battalion.
RESULTS	2004	$15M to produce 14 battalions.
	2003	$8M to produce 6 battalions.
	2002	$15M to produce 4 battalions.
	2001	Baseline: $75M to produce 8 battalions.
DATA QUALITY	Indicator Validation	Ensuring that African militaries begin to train their own peacekeeping troops is vital if the Department is to break the cycle of one time training events. Such a cycle is more expensive and fails to transmit long-term capacity. Measuring the decrease in costs to train one unit for peacekeeping over time is the best methodology.
	Data Source	The data for these figures are produced by our Africa Contingency Operations Training and Assistance Program (ACOTA).

I/P #13: Contributions for International Peacekeeping Activities (PART Program)

Maintain international peace and security by taking effective collective measures for the prevention and removal of threats to the peace.

Efficiency Indicator

Indicator #13: Total Assessed UN Peacekeeping Mission Expenditures Divided by the Total UN Peacekeeping Mission Staff

TARGETS	FY 2006	$40,400
	FY 2005	$41,400
RESULTS	2004	$42,400
	2003	$43,400
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Once the United States pays its assessed contributions, it no longer has direct control of the use of those funds. The only efficiency that can be measured is thus that of the United Nations itself in its peacekeeping activities. Because of the great variance among the 17 active peacekeeping missions, an aggregate measure, the "Total Assessed UN Peacekeeping Mission Expenditures Divided by the Total UN Peacekeeping Mission Staff" has been chosen. The measure may be skewed at times by the inherent inefficiencies of starting up new missions, and will also be subject to dollar inflation and exchange rate variations.
	Data Source	The two figures chosen as factors for this calculation are available from statistics produced by the UN Department of Peacekeeping Operations, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the UN General Assembly.

Efficiency Indicator

Indicator #14: Per Unit Cost of USG-Funded OSCE Election Observation

TARGETS	FY 2006	15% below baseline.
	FY 2005	15% below baseline.
RESULTS	2004	10% below baseline.
	2003	5% below baseline.
	2002	Baseline: $6,500 per long-term observer; $3,700 per short-term observer.
	2001	N/A
DATA QUALITY	Indicator Validation	Measuring the decrease in costs per unit of is the best methodology.
	Data Source	Bureau of Political-Military Affairs.

V. Illustrative Examples of FY 2004 Achievements

Regional Stability	
Africa Contingency Operations Training and Assistance (ACOTA) Program	The mission of the ACOTA Program is to enhance the capacity of African partner militaries to participate in multinational peace support and humanitarian operations. To date, ACOTA, and its predecessor ACRI, have provided training and key non-lethal equipment to over 15,000 peacekeepers from ten African nations. ACOTA-trained soldiers have served under the UN, the Economic Community of West African States (ECOWAS) and the African Union (AU), and are currently serving in Burundi, Liberia, Cote d'Ivoire, the Democratic Republic of Congo, Ethiopia-Eritrea and Sierra Leone. U.S.-trained peacekeepers have received high marks and have enhanced the ability of Africans to better manage and resolve their own conflicts. For example, U.S. training and other assistance in 2004 played a direct role in ensuring a safe and expeditious deployment of African peacekeepers to Burundi and Liberia (ECOMIL). Besides ACOTA training of such troop contributing countries as Senegal, Ghana, Ethiopia and Kenya, FY 2004 PKO funding provided logistical assistance in transporting and sustaining deploying contingents. As a result of the U.S. assistance, the AU stabilized Burundi and ECOWAS was able to stabilize greater Monrovia and stave off any requirement to place large numbers of U.S. military personnel on the ground.
Burundi	USAID provided $1,000,000 in FY 2004 while leveraging $500,000 from AFR to program activities to mitigate land-related conflict. These activities seek to address both transitional issues, particularly those related to the most immediate threats and development objectives once the transitional period ends. The land issue is addressed in two ways: first by creating "breathing room" within which a participatory dialogue on land and resettlement can take place as developing policies related to land is a longer term process and secondly, to create livelihood and food security opportunities to stimulate economic development. In addition, since over two-thirds of Burundians are practicing Catholics, the Office of Conflict Management and Mitigation (CMM) is working on a unique three-year project to promote a culture of peace and reconciliation through the Catholic Church in Burundi. This project will be managed by the Catholic Relief Service (CRS) and will have strong secular dimensions. The project will focus on education programs for peace and reconciliation and trauma healing provided by Catholic institutions for the general Burundian population.

Regional Stability *(Cont'd)*	
Sudan	The road to peace in Sudan has been a long one, beginning in 2002 with efforts to implement Special Envoy Danforth's four humanitarian proposals to test the will of the Sudanese parties in support of peace. Two of the four initiatives involved facilitating a humanitarian cease-fire in the Nuba Mountains region and halting attacks against civilians. These two proposals were supported with PKO and ESF funding in FY 2002, 2003, and 2004. Of note, the U.S. worked with Norway and others to support the Joint Military Commission (JMC) in the Nuba Mountains, which has permitted a dramatic improvement in the humanitarian situation in the Nubas and provided a venue to establish better relations between very distrustful parties and to build confidence in the overall process. Because of the monitored ceasefire, humanitarian and development assistance has flowed into the region and tens of thousands of Nuba Mountains citizens have returned. The Nubas ceasefire effort is seen by the parties as an area of sustained conflict resolution and cooperation and has been an important confidence builder in the run-up to final negotiations on a comprehensive agreement. As the humanitarian situation deteriorated in Darfur, the Department also supported the African Union Mission in Sudan (AMIS) with logistics and equipment thus enabling African monitors to help pressure the Sudanese government and rebels to comply with signed agreements and to enable humanitarian assistance. During the war, many southern Sudanese intellectuals joined the Sudan People's Liberation Movement/Army (SPLM/A) in the early 1980s and lived as guerillas. Now that the South is on the verge of peace, many SPLM officials need to be retrained. In January-March 2004, 12 SPLM officials were brought to Iowa State University for a semester under the guidance of USAID. In June 2004, an Iowa State professor taught 25 SPLM officials in the Sudan.
Peacekeeping Participation	Many peace support operation (PSO) recipient countries have supported coalition operations led by the U.S., such as those in Afghanistan and Iraq. For example, Mongolia received peace support assistance in FY 2000, 2001, and 2003. Prior to 2000, Mongolia had not had a national policy of deploying forces beyond its borders, yet it became the first coalition country to contribute an infantry battalion in Iraq.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
International Organization Affairs	$1,050,381	$970,056	$1,622,476
East Asian and Pacific Affairs	50,095	51,499	52,818
European and Eurasian Affairs	47,182	47,441	47,410
Near Eastern Affairs	28,223	28,700	40,485
Other Bureaus	174,127	109,270	116,413
Total State Appropriations	**$1,350,008**	**$1,206,966**	**$1,879,602**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual		FY 2006 Request
Title I – Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency			
Title II – Bilateral Economic Assistance			
USAID	120,876	73,481	88,506
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	807,209	649,757	355,871
Independent Agencies			
Department of State	7,487	8,776	38,403
Department of Treasury			
Conflict Response Fund	0	0	100,000
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	75,974	67,548	66,474
Foreign Military Financing	3,943,473	3,736,048	3,475,500
Peacekeeping Operations	62,239	88,784	97,900
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs	0	595	0
Total Foreign Operations	**$5,017,258**	**$4,624,989**	**$4,222,654**

Grand Total	**$6,367,266**	**$5,831,955**	**$6,102,256**

Strategic Goal 2: Counterterrorism

Prevent Attacks Against the United States, our Allies, and our Friends, and Strengthen Alliances and International Arrangements to Defeat Global Terrorism

I. Public Benefit

The tragic events of 9/11 demonstrated the gravity of the threat international terrorists pose to the United States and its citizens, at home and abroad. With a presence in some 60 countries, Al-Qaeda continues to be of great concern, although it has been significantly weakened by U.S. actions. The Department has the lead in international aspects of the Global War on Terrorism (GWOT), which remains its top priority, and receives important counterterrorism assistance from USAID. In every corner of the globe, the Secretary, the USAID Administrator, other senior officials, Ambassadors, and USAID mission directors have pressed their counterparts for expanded cooperation and intensified efforts against terrorists. Through such effective bilateral and multilateral diplomacy, the U.S. has developed and leads a worldwide coalition that acts to suppress terrorism on all fronts: military, intelligence, law enforcement, public diplomacy and financial. In collaboration with its partners in other agencies, international organizations, and in other countries, the Department will remain committed to combating terrorist networks wherever they exist, until the mission is accomplished and Americans are secure from such threats. To date, the Department has mobilized some 180 countries and territories in the GWOT to identify, disrupt and destroy international terrorist organizations. Over 3,000 terrorist suspects have been arrested, and over $138 million in terrorists' assets have been blocked by over forty foreign governments. In an effort to deny weapons to terrorists, 8,500 Man-Portable Air Defense Systems (MANPADS) have been destroyed. Key to the ability to mobilize effective action by our foreign partners is the provision of training to those who want to help but lack the means. Since 9/11, these programs, including anti-terrorist assistance, terrorist interdiction, anti-terrorist finance, and long-term USAID efforts to increase stability have significantly improved our partners' counterterrorism capabilities.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change From FY 2005	
				Amount	%
Staff [1]	898	903	903	0	0.0%
Funds [2]	$1,138,602	$1,408,297	$1,524,683	$116,386	8.3%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Counterterrorism" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/Program	Major Resources	Lead Bureau(s) [1]	Partners
Counterterrorism	Active Anti-Terrorist Coalitions	Diplomatic Engagement	CIO, D&CP, NADR	S/CT, IO	UN
		Anti-Terrorism Assistance	D&CP, NADR	S/CT, DS	N/A
		Terrorist Interdiction Program	NADR	S/CT	CIA
		Meeting International Standards	CIO, D&CP	S/CT, IO	UN
		FMF/IMET in WHA	FMF, IMET	WHA, PM	DoD
	Freezing Terrorist Financing	Combating Terrorist Financing	D&CP	EB, S/CT, INL, INR	Treasury, DOJ
	Prevention and Response to Terrorism	Foreign Emergency Support Team	D&CP	S/CT	DoD, DOE, FBI, CIA, DHS
		Terrorist Financing Assistance Initiative	D&CP, NADR	S/CT, EB	Treasury
		Frontline States in the Global War on Terrorism	D&CP, NADR	SA, S/CT	NSC, DoD, FBI, CIA, Treasury and DoJ
		Top Officials Exercise	D&CP	S/CT	DHS, DoD, FBI, CIA, DOE
		Bioterrorism Response	ESF	OES	DHS, HHS, WHO
		Reduction and Security of MANPADS	D&CP, NADR	PM	NSC, OSD, DTRA, JCS, DoD, intelligence community
	Diminished Terrorism Conditions	Diminish Potential Underlying Conditions of Terrorism in Iraq	DA, ESF	*ANE, PPC/P*	NSC, DoD, NGOs, S/CT, INL, Treasury, Justice, IFI
		Diminish Potential Underlying Conditions of Terrorism in Afghanistan	DA, ESF	SA, *ANE, PPC/P*	NSC, DoD, NGOs, S/CT, INL, Treasury, Justice, IFI
		Diminish Conditions Exploited by Terrorist Recruitment in Other Frontline States	DA, ESF, TI	*AFR, ANE, E&E, LAC, PPC/P*	NSC, DoD, NGOs, S/CT, INL, Treasury, Justice, IFI
		Diminish Conditions Exploited for Terrorist Sanctuary in Frontline States	DA, TI	*AFR, ANE, E&E, LAC, PPC/P*	NSC, DoD, NGOs, S/CT, INL, Treasury, Justice, IFI

[1] USAID components are shown in blue italicized fonts.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
COALITION PARTNERS IDENTIFY, DETER, APPREHEND AND PROSECUTE TERRORISTS

I/P #1: Diplomatic Engagement

Ensure that the policies, plans, and activities of foreign governments sustain and strengthen the United States' objectives in the Global War on Terrorism through international cooperation and negotiation.

Input Indicator

Indicator #1: Number of Completed Bilateral and Multilateral Counterterrorism (CT) Meetings and Conferences

TARGETS	FY 2006	1. 35 completed bilateral and multilateral CT conferences and workshops. 2. Establish five new projects with a funding split of 50% U.S. and 50% partner funding (including regional projects with more than one partner).
	FY 2005	27 completed bilateral and multilateral CT meetings, conferences, and workshops.
RESULTS	2004	Total of 27: Four (4) counterterrorism regional workshops, twenty (20) bilateral meetings, and three (3) multilateral counterterrorism conferences.
	2003	Total of 25: Three (3) multilateral counterterrorism conferences and twenty-two (22) bilateral conferences.
	2002	Total of 13 multilateral and bilateral counterterrorism conferences and workshops.
	2001	Total of 9 multilateral and bilateral counterterrorism conferences and workshops.
DATA QUALITY	Indicator Validation	Bilateral and multilateral CT negotiations and conferences allow us to increase cooperation in all areas of the GWOT to include diplomatic, financial, law enforcement, military, and intelligence.
	Data Source	Embassy reporting, intelligence/law enforcement reporting, after-action reports by regional bureau area offices, country assessments, and international organizations such as the G-8 counterterrorism committee assessments.

I/P #2: Anti-Terrorism Assistance
(PART Program)

Develop the capacity of priority Counterterrorism countries to combat terrorism.

Efficiency Indicator

Indicator #2: Average Length of Time a Country Spends in Basic Training Programs Before Achieving Sustainment of Basic Anti-Terrorism Capacities

TARGETS	FY 2006	8 Years
	FY 2005	9 Years
RESULTS	2004	9 Years
	2003	9 Years
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Anti-Terrorism Assistance (ATA) not only provides quality training to priority counterterrorism countries, but also enables each country to achieve sustainment by providing them with the capability to incorporate anti-terrorism curriculum into their own training methods over a set course of time, thereby optimizing USG cost efficiency for each nation's participation in the ATA program.
	Data Source	Embassy reporting, intelligence/law enforcement reporting, after-action reports by the Bureau of Diplomatic Security/ATA program implementers and regional bureau area offices and individual country assessments.

Output Indicator

Indicator #3: Number of Participant Countries That Achieve and Sustain a Capability to Effectively Deter, Detect, and Counter Terrorist Organizations and Threats

TARGETS	FY 2006	Turkey and Kazakhstan ascend from basic through advanced training in order to sustain competence in countering terrorist activities and threats.
	FY 2005	Egypt and Morocco ascend from basic through advanced training in order to sustain competence in countering terrorist activities and threats.
RESULTS	2004	Israel and South Africa ascended from basic through advanced training and have attained competence in countering terrorist activities and threats.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Anti-Terrorism Assistance (ATA) not only provides quality training to priority counterterrorism countries but enables each country to achieve sustainment by providing them with the capability to incorporate anti-terrorism curriculum into their own training methods over a set course of time, thereby optimizing USG cost efficiency of each nation's participation in the ATA program.
	Data Source	Embassy reporting, intelligence/law enforcement reporting, after-action reports by the Bureau of Diplomatic Security/ATA program implementers and regional bureau area offices and individual country assessments.

I/P #3: Terrorist Interdiction Program
(PART Program)

Bolster the border security of countries at a high risk of terrorist transit.

Efficiency Indicator

Indicator #4: Number of Terrorist Interdiction Program (TIP) Personal Identification Secure Comparison and Evaluations System (PISCES) Phased Installations Completed per Yearly Appropriation

TARGETS	FY 2006	17-19 phased installations with an appropriation of $15M.
	FY 2005	6-7 phased installations with an appropriation of $5M.
RESULTS	2004	6 phased installations with an appropriation of $5M.
	2003	Baselines: Installations : 6 Appropriation : $5M Measure: 1.2
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator provides a key annual measurement of progress toward the program's long-term goal. Since annual progress will be directly affected by the annual program appropriation, this indicator also provides a clear and continuing means to evaluate progress and an overall indication of program efficiency.
	Data Source	Joint program office reports obtained from field installations.

Note: In FY 2003, the Terrorist Interdiction Program completed 12 installations of the PISCES border control system overseas, but S/CT appropriations provided for only 6 of the FY 2003 installations (TIP is a joint USG agency program). These installations represented either the initial installation in a country or an expansion of the program, i.e. installations at additional ports of entry. Installation costs will vary widely due to external factors including geography, political environment and terrorist threat. The expected decline in efficiency between 2003 and 2004 is due to more challenging installation conditions (expanding installations from the main airport to the country's periphery).

Outcome Indicator

Indicator #5: Percentage of the Highest Priority Countries Capable of Screening for Terrorists Through Implementation of the Terrorist Interdiction Program

TARGETS	FY 2006	67% (40 out of 60 countries)
	FY 2005	45% (27 out of 60 countries)
RESULTS	2004	32% (19 out of 60 countries)
	2003	20% (12 out of 60 countries)
	2002	Baseline: 5% (3 out of 60 countries)
	2001	N/A
DATA QUALITY	Indicator Validation	This indicator provides a key annual measurement of progress toward the program's long term goal of establishing terrorist screening capabilities in all countries where terrorists who pose a threat to the United States exist or are likely to use as transit points.
	Data Source	Currently, 60 countries worldwide have been assessed through a U.S. interagency process as the highest priorities for establishment of terrorist screening capabilities.

Outcome Indicator

Indicator #6: Percentage of Travelers Screened by Participating Foreign Governments with the Terrorist Interdiction Program's Watchlisting System

TARGETS	FY 2006	79%
	FY 2005	72%
RESULTS	2004	68%
	2003	58%
	2002	Baseline: 45% (estimate)
	2001	N/A
DATA QUALITY	Indicator Validation	A key element of this program is maximizing the usage of the terrorist watchlisting system to screen travelers passing through ports of entry at which it is installed. U.S. counterterrorism strategic objectives are not served if participating nations do not maximize their use of the watch listing system provided by this program. The program strives for steadily increasing levels of system usage in countries participating in the program. Stagnant or decreasing levels of usage provide red flags for program management action.
	Data Source	Percentages were derived from informal feedback from U.S. personnel charged with program oversight in each country, as well as reporting from program personnel in the course of visits to perform system maintenance, software upgrades, or follow-on operator training.

Output Indicator		
Indicator #7: Number of Highest Priority Foreign Ports of Entry Equipped to Conduct Terrorist Watchlisting in Cooperation with the United States		
TARGETS	**FY 2006**	85 ports out of 180.
	FY 2005	65 ports out of 180.
RESULTS	2004	54 ports out of 180.
	2003	25 ports out of 180.
	2002	Baseline: 3 ports out of 180.
	2001	N/A
DATA QUALITY	Indicator Validation	The Terrorist Interdiction Program (TIP) is focused on using annual appropriations to provide a high quality terrorist watch listing capability to be used at the maximum number of ports of entry in the maximum number of highest priority countries threatened by terrorist transit. The program is focused on maximizing system coverage, and maximizing system utilization in order to deter or disrupt terrorist planning and operations. This indicator provides a clear and continuing means by which progress towards the program's key and overarching goal can be measured on an annual basis. It is an indicator of program outcome vice output performance.
	Data Source	TIP Joint Program Office monitoring of installations.

I/P #4: Meeting International Standards

Encourage countries to become parties to the 12 International Counterterrorism Conventions and meet their obligations under UN Security Council Resolution 1373.

Output Indicator

Indicator #8: Compliance with United Nations Security Council Resolution (UNSCR) 1373

TARGETS	FY 2006	1. All willing countries complete Stage A of the UN Counterterrorism Committee process. 2. At least 150 countries are in Stage B. 3. At least 100 countries are in Stage C. 4. Regular CTC field missions conducted to ensure compliance and provide training to "willing-but-unable" countries. 5. Tangible sanctions developed to be applied by the UN Security Council to recalcitrant countries that decline to meet obligations under UNSCR 1373 even with technical assistance.
	FY 2005	Member States continue* to submit follow-up reports as requested by the CTC.
RESULTS	2004	Total of 507 reports received from UN member states, including 191 initial reports, 160 second reports, 116 third reports, and 40 fourth reports. Seventy-one states were delinquent in submission of a follow-up report requested by the CTC.
	2003	191 (all member states of the United Nations)
	2002	174
	2001	UN CTC established to monitor and assist members in implementing UNSCR 1373.
DATA QUALITY	Indicator Validation	Repeated reporting by countries indicates progress in meeting UNSCR 1373's requirements.
	Data Source	UN CTC reports and reporting from U.S. Embassies.

* As a measurable method of describing the status of a state's counterterrorism capacity, the CTC has identified three stages of development. In "Stage A," a state has *legislation in place* covering all aspects of UNSCR 1373 and a process in hand for *becoming party as soon as possible to the 12 international conventions and protocols relating to terrorism*, and *effective executive machinery for preventing and suppressing terrorist financing*. A state in "Stage B," in addition to meeting Stage A criteria, will have *effective and coordinated executive machinery covering all aspects of UNSCR 1373,* in particular preventing recruitment to terrorist groups, the movement of terrorists, the establishment of terrorist safe havens, and any other form of passive or active support for terrorists or terrorist groups. A state in "Stage C," in addition to meeting Stage A and B criteria, will be able to (1) effectively manage counterterrorism cooperation on bilateral, regional and international levels, including exchange of information; (2) pursue judicial cooperation with other States on bringing terrorists and their supporters to justice (e.g., via prosecution or extradition, exchange of information and early-warning, and law enforcement cooperation); and, (3) address links between terrorism and other threats to international security (e.g., arms trafficking, drugs, organized crime, money laundering, and illegal movement of CBN weapons).

I/P #5: Foreign Military Financing (FMF) and International Military Education and Training (IMET) in the Western Hemisphere (PART Program)

Ensure that regional military and security forces are equipped and professionally trained to exert effective control over their national territory, control the maritime approaches to the U.S., and participate in coalition and peacekeeping operations.

Efficiency Indicator

Indicator #9: Ratio of FMF Program Costs to the Number of Personnel in the Colombian Armed Forces

TARGETS	**FY 2006**	$531/Service person.
	FY 2005	$540/Service person.
RESULTS	2004	$495/Service person.
	2003	$503/Service person.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	With several effectiveness measures for Colombia FMF in the PART and Mission Performance Plan, this measure will indicate the relative efficiency of FMF support per member of the armed forces.
	Data Source	Official foreign government reports, verified through embassy reporting and further confirmed by the bureaus of Western Hemisphere Affairs and Political-Military Affairs officials.

Annual Performance Goal #2
U.S. AND FOREIGN GOVERNMENTS ACTIVELY COMBAT TERRORIST FINANCING

I/P #6: Combating Terrorist Financing

Combat terrorist financing by designating Foreign Terrorist Organizations, designating supporters of terrorism under Executive Order 13224, and submitting al-Qaeda-related individuals and entities to the UN 1267 Committee.

Output Indicator

Indicator #1: Yearly Number of Names Designated Under Executive Order (E.O.) 13224 for Terrorist Asset Freezing

TARGETS	FY 2006	Designation of additional terrorist-related individuals and entities in accordance with the precepts of E.O. 13224.
	FY 2005	Designation of additional terrorist-related individuals and entities in accordance with the precepts of E.O. 13224.
RESULTS	2004	Sixty-five terrorist-related individuals and entities were added to the E.O. 13224 list.
	2003	Eighty additional terrorist-related individuals and entities were named.
	2002	Eighty-nine names were designated.
	2001	Baseline: 136 names were designated by the U.S.
DATA QUALITY	Indicator Validation	Public designations of global terrorists freeze the designated organizations' and individuals' assets that fund operations; stigmatize and isolate designated terrorists and their organizations internationally; provide the basis for prosecutions of supporters in the U.S.; and deter donations or contributions to and economic transactions with named organizations and terrorist individuals.
	Data Source	Data is derived from United States Government 13224 designation process. Complete designations can be found on the Treasury (Office of Foreign Asset Control) website.

Output Indicator

Indicator #2: Number of Groups Designated as Foreign Terrorist Organizations (FTO) Pursuant to U.S. Law and Timeliness of Review of Such Groups

TARGETS	FY 2006	100% of FTO reviews completed; no new addition pending for more than 4 months.
	FY 2005	Complete all FTO reviews; no new addition pending for more than 4 months.
RESULTS	2004	1. Three new FTO were designated, bringing the total to forty. Two FTO designations were amended to reflect name changes. 2. All six FTO designations due to expire were reviewed and re-designated on time.
	2003	1. Two more new FTO were designated, bringing the total to thirty-five. One FTO designation was amended to reflect its name change. 2. All 27 FTO designations due to expire were reviewed and re-designated on time.
	2002	1. Six more organizations designated as FTOs, bringing the total to thirty-three. 2. Five groups were under review for possible FTO designation.
	2001	1. Thirty-one groups designated as FTOs. 2. Twenty-eight FTOs reviewed for re-designation, twenty-five groups re-designated and two other groups dropped from the list.
DATA QUALITY	Indicator Validation	Public designations of global terrorists freeze the designated organizations' and individuals' assets that fund operations; stigmatize and isolate designated terrorists and their organizations internationally; provide the basis for prosecutions of supporters in the U.S.; and deter donations or contributions to and economic transactions with named organizations and terrorist individuals.
	Data Source	Public designations of FTOs are published in the Federal Registry and can be compared for content and accuracy.

Output Indicator

Indicator #3: Number of Foreign Countries Submitting Names to the UN 1267 Sanctions Committee's Consolidated List

TARGETS	FY 2006	Foreign governments submit additional names per the UN 1267 Sanctions Committee's (1267 Committee) Consolidated List criteria.
	FY 2005	Foreign governments submit additional names per the UN 1267 Committee's Consolidated List criteria.
RESULTS	2004	Fifty (50) individuals and entities submitted to the UN for listing by five states other than the U.S., either individually or in cooperation with other states; Nine co-designations by the U.S. and Saudi Arabia.
	2003	Forty-three (43) countries submitted al-Qaeda-related names to the 1267 Committee.
	2002	Sixty-eight (68) foreign countries submitted al-Qaeda-related names to the 1267 Committee.
	2001	Baseline: No foreign countries submitted names to the 1267 Committee.
DATA QUALITY	Indicator Validation	Submission of al-Qaeda related names to the UN 1267 Sanctions Committee is a voluntary activity and thus an indicator of political and bureaucratic commitment. It has varied with the occurrence of terrorist incidents such as the Bali bombing and 9/11, itself.
	Data Source	Data is derived from the UN 1267 Committee process. Complete designations can be found on the Treasury (Office of Foreign Asset Control) website.

Output Indicator

Indicator #4: Number and Effectiveness of U.S. Training and Assistance Programs and Assessments Delivered to Priority States to Help Combat the Financing of Terrorists

TARGETS	FY 2006	1. Three countries assessed by financial systems assessment teams (FSAT) and three training and technical assistance plans developed. 2. Six countries at least partially implement technical assistance and training plans (training received in at least three of the five functional areas). 3. Eight countries fully implement technical assistance and training plans (training received in at least all five of the functional areas). 4. At least five countries undergo comprehensive review of the effectiveness of technical assistance and training.
	FY 2005	1. Six countries assessed by FSATs and six training and technical assistance plans developed. 2. Eight countries at least partially implement technical assistance and training plans (training received in at least three of the five functional areas). 3. Seven countries fully implement technical assistance and training plans (training received in at least all five of the functional areas).
RESULTS	2004	1. Four countries assessed by FSATs and six training and technical assistance plans developed. 2. Four countries fully implement technical assistance and training plans (training received in at least all five of the functional areas). 3. Six countries at least partially implemented technical assistance and training plans (training received in at least three of the five functional areas). 4. Six new countries were added to the priority assistance list.
	2003	Fifteen assessments completed. Fifteen of the targeted nineteen states received training and technical assistance.
	2002	1. Ten of the nineteen CT finance priority assistance countries were assessed by U.S. interagency FSAT and ten training and technical assistance plans developed. 2. Some form of training and technical assistance delivered to fifteen of the nineteen countries (training in one of the five functional areas: legal framework, financial/regulatory, financial intelligence unit, prosecutorial/judicial, financial investigations).
	2001	N/A
DATA QUALITY	Indicator Validation	CT finance capacity building is one mechanism for the U.S. to engage its allies to provide early warning, detection and interdiction of terrorist financing.
	Data Source	Embassy reporting, intelligence/law enforcement reporting, after-action reports, country assessments and international institution assessments.

Annual Performance Goal #3
COORDINATED INTERNATIONAL PREVENTION AND RESPONSE TO TERRORISM, INCLUDING BIOTERRORISM

I/P #7: Foreign Emergency Support Team (FEST)

Provide U.S. Ambassadors with advice, assistance, and assessments concerning terrorism-related issues.

Input Indicator

Indicator #1: The Department's Ability to Respond to Terrorist Incidents and Exercise Its Lead Agency Responsibilities with the Foreign Emergency Support Team (FEST)

TARGETS	FY 2006	1. All FEST members can respond to Andrews AFB within 2 hours and are prepared to deploy within 4 hours to meet the National Security Council-directed FEST deployment criteria. 2. All FEST members are trained and organized to respond to Chiefs of Missions' ongoing counterterrorism (CT) requirements in support of the GWOT. (A tailored FEST structure, which is a smaller, task-organized team that does not normally deploy on a no-notice basis, would normally be used in this type of situation). 3. FEST and interagency players are fully integrated and participate in 2 of the Combatant Commanders' full-scale, National- and International-Level CT exercises. (2-4 exercises scheduled by DoD each year). 4. FEST and interagency players are fully integrated and participate in the Chairman of the Joint Chiefs of Staff-sponsored, no-notice CT exercise.
	FY 2005	1. Integrate and participate in 2 of the Combatant Commanders' full-scale, National- and International-Level CT exercises. (2-4 exercises scheduled by DoD each year). 2. Integrate and participate in the Chairman of the Joint Chiefs of Staff-sponsored, no-notice CT exercise. 3. Integrate and participate in the National Level Top Officials (TOPOFF) Exercise co-chaired by DHS and DOS.
RESULTS	2004	FEST participated in an abbreviated version of the Chairman Joint Chiefs of Staff no-notice counterterrorist exercise. FEST participated in European Command's Level III counterterrorism exercise with Embassy Athens in preparation for the 2004 Olympic Games. In August, a tailored FEST deployed to Athens to assist the Embassy with counterterrorism support during the Summer Olympics.
	2003	FEST participated in Chairman of Joint Chiefs of Staff no-notice counterterrorist exercise. The Department participated in TOPOFF II. FEST participated in U.S. Pacific Command's counterterrorist exercise.
	2002	1. No exercises scheduled because of Operation Enduring Freedom. 2. Co-chaired the CSG Exercise Sub-Group and developed the next 18 month, National- and International-Level exercise schedule. 3. Finalized Exercise Sub-Group's Operating Charter.
	2001	FEST participated in two National- and International-level counterterrorist exercises and the CJCS-sponsored, no-notice counterterrorist exercise.
DATA QUALITY	Indicator Validation	Four hour no-notice deployment exercises ensure the President and Secretary of State can quickly deploy U.S. response assets to an international terrorist incident if required. FEST exercises enhance readiness and provide a unique opportunity to develop and validate new operations-related CT policies and procedures.
	Data Source	Embassy reporting and Department of Defense Combatant Command and interagency after-action reports.

I/P #8: Terrorist Financing Assistance Initiative

Support the Counterterrorist Finance Initiatives of the G-7 Financial Action Task Force.

Output Indicator

Indicator #2: Number of Financial Action Task Force (FATF) Members Evaluated; if Approved, Number of Evaluations Successfully Conducted by the USG on Behalf of FATF

TARGETS	FY 2006	1. Evaluate twelve FATF members against the Eight Special Recommendations. 2. Evaluate four non-FATF members against the Eight Special Recommendations. 3. Complete studies on cash couriers, non-governmental organizations and alternative remittance systems.
	FY 2005	1. Develop comprehensive anti-money laundering regimes in 5 TF priority countries designated in FY 2002. 2. Provide training to all 2003 designated TF priority countries. 3. Four FATF members are evaluated against the FATF Eight Special Recommendations. FATF agrees to study terrorist financing through non-governmental organizations, cash couriers and alternative remittance systems (ARS).
RESULTS	2004	1. Two Training and Technical Assistance Evaluations of Non-FATF Members (Morocco and UAE) were conducted with U.S. participation on behalf of the FATF. 2. FATF conducted a Terrorist financing typology (study) of the use of non-governmental organizations, cash couriers and alternative remittance systems. 3. Ten FATF members completed self-assessments on their non-governmental organization sectors. 4. As a result of these accomplishments, the FATF issued a new "Terrorist Financing Special Recommendation 9" on cash couriers.
	2003	The U.S. government (USG) conducted in-country assessments of 6 of the 19 priority countries most heavily involved in funding al-Qaeda and conducted a tabletop assessment of 1 priority country. The USG provided technical assistance to 15 of the 19 priority countries, with 3 of these countries receiving technical assistance in at least 3 of the 5 functional areas.
	2002	Baseline: USG assessed institutional/legal deficiencies on nine of the nineteen priority countries most heavily involved in funding al-Qaeda. The USG provided technical assistance to two of these countries.
	2001	N/A
DATA QUALITY	Indicator Validation	Completed evaluations increase capabilities of FATF members to effectively detect, deter and seize financial accounts and records associated with terrorist activities and organizations; thus, U.S interests at home and abroad are safer from the threat of terrorism.
	Data Source	Embassy reporting, intelligence/law enforcement reporting, after-action reports, country assessments and international institution assessments.

I/P #9: Frontline States in the Global War on Terrorism

Terrorism is eliminated and prevented in Afghanistan and Pakistan.

Outcome Indicator

Indicator #3: Capacity of the Afghan National Army to Defend the Credibly Elected Afghan Government and Its Territory from External and Internal Threats

TARGETS	FY 2006	1. Afghan National Army (ANA) units conduct routine operational deployments throughout Afghanistan as needed; continued fielding of regional corps with at least one brigade at each location. 2. Ministry of Defense (MOD) and General Staff (GS) assumes, with limited international community support, policy, planning, budget and operational responsibilities; institutional training base completed; functional commands provide increasing support for regional commands. Ministry of defense personnel reform process complete; includes ethnically balanced and increasingly professional staff. 3. Afghan National Police, Highway Patrol and Border Police are increasingly capable of enforcing law and securing transportation routes and borders. All Border Police brigades have undergone training and been provided with individual and basic unit equipment.
	FY 2005	1. ANA presence, influence and capability continue to grow in Kabul. 2. Border command, MOD and GS continue to develop capability for managing ongoing operations. 15-25 trainers assigned to each battalion to develop U.S. training and operational standards. Additional trainers assigned to help develop an ANA training base. 3. Ministry of Interior reform/restructuring completed by June. 4. Continue disarmament, demobilization and reintegration of regional militias. Some members join ANA. 5. MOD and GS begin to manage their own policy, planning, budget and operations. 6. Central Corps units conduct operational deployments to remaining provinces, as well as routine operational deployments in provinces named in FY 2004 target. 7. Barracks, headquarters, ranges and unit facilities constructed for 12 new infantry battalions and 6 new CS and CSS battalions; 18 new battalions operational and mobile.

RESULTS	2004	1. Coalition training of ANA continued successfully and on target. Phase I of ANA training was completed. The ANA Central Corps stood at over 100% strength at end of FY 2004 and core facilities were complete, with all Kabul garrison facilities on track for completion 1st quarter FY 2005. 2. Fielding of equipment for the ANA was ongoing, though infrastructure cost increases reduced equipment buys. 3. Ministry of Defense reform occurred on track. A reformed MOD/GS was functioning with new multi-ethnic tier I and II leadership; Tier III staff had been selected and was being trained. 4. Deployment of ANA was successful. Eight battalions (kandaks) were deployed in 15 provinces for OEF and internal stability operations, contributing to OEF operations to quell factional fighting in the north and west, and quell insurgents in the south and east. By end 2004, the ANA had deployed to Paktiya, Nangarhar, Balkh, Ghowr, Kandahar, Kunduz, Herat, Helmand, Faryab, Paktika, Uruzgan, Zabol, Kabul, Wardak, and Badghis provinces. No security requirements existed for Bamiyan (central) and Kunduz (northeast), although the ANA has conducted training missions in Bamiyan.
	2003	1. The coalition continued to train ANA battalions, graduating the 11th Battalion on October 1, 2003. Afghan non-commissioned officers were gradually taking over aspects of the training. Two brigades were activated in March, and these units, augmented by the addition of a third brigade, were organized as the Central Corps on September 1, 2003. Elements of the ANA began operations in February, and in July six companies, numbering approximately 1,000 soldiers, participated in the ANA's first major operation (Operation Warrior Sweep) in southeastern Afghanistan. By October, ANA strength reached approximately 6,000 men in 11 battalions. 2. The ANA continued to face challenges in recruiting, desertions, and maintaining a balance among the competing ethnic groups. Warlord support remained questionable, although militias were gradually turning in their weapons to the central government.
	2002	1. U.S.-led Operation Enduring Freedom (OEF) drove the Taliban from power and began to destroy the country's terrorist networks. 2. The Bonn agreement requested international assistance to build an ANA to achieve internal security, extend the central Government's authority and prevent the regrouping of Taliban, al-Qaeda or other potential terrorist organizations or operations. 3. Initial planning to create the ANA began in December 2001 followed by a February 2002 assessment; U.S. Special Forces soldiers began training in early May 2002. 4. Three kanaks (battalions) completed basic training at the Kabul Military Training Center and one began training. However, none were fully equipped nor completed the full training due to lack of weapons, munitions and demined training sites. Other challenges included lack of warlord support, recruiting difficulties, and funding. No Border Guard battalions were trained. 5. France, UK, and Romania made the only international pledges and donations of cash, training and military equipment.
	2001	1. In early 2001, the Taliban controlled approximately 80% of Afghanistan. 2. The country was fractured into regional fiefdoms controlled by leaders with personal militias. 3. Significant presence and influence of al-Qaeda and other terrorist elements. 4. 9/11 terrorist attacks led to U.S. resolve to disrupt terrorist networks in Afghanistan.
DATA QUALITY	Indicator Validation	The training and deployment of, and expansion of influence by, the ANA indicates progress towards establishing sustainable security in Afghanistan, without which the war on terrorism will not succeed.
	Data Source	Embassy reporting, intelligence/law enforcement reporting, Department of Defense Combatant Command after-action reports and country assessments.

I/P #10: Top Officials Exercise (TOPOFF)		
Ensure that the United States government is prepared to handle the foreign policy implications of major domestic terrorist incidents.		
Outcome Indicator		
Indicator #4: The Department's Ability to Provide the International Component to the DHS Top Officials National Exercise Plan		
TARGETS	**FY 2006**	Develop international component of the National Exercise Plan for the fourth major Top Officials Exercise (TOPOFF IV) to be conducted in April/May of 2007.
	FY 2005	The Department's Coordinator for Counterterrorism (S/CT) participates with DHS in the third Top Officials Exercise (TOPOFF III) in April of 2005.
RESULTS	2004	S/CT coordinated the award of an Inter Agency Agreement with another U.S. government agency to obtain the services of a consulting firm working under an existing GSA contract. S/CT worked with the consultant to develop the international component of the TOPOFF III National Exercise Plan that will become part of the overall exercise plan being developed by the Department of Homeland Security.
	2003	S/CT co-directs with DHS the second Top Officials Exercise (TOPOFF II) in May 2003, the largest domestic counterterrorism exercise ever conducted and the first major effort of this kind for the newly established Department of Homeland Security (DHS).
	2002-2001	N/A
DATA QUALITY	Indicator Validation	These exercises increase the capabilities of the various U.S government agencies, foreign partners and local law enforcement communities to effectively detect, deter, and defend against domestic terrorist events.
	Data Source	DHS after-exercise and lessons learned reports.

I/P #11: Bioterrorism Response

Effectively contain and mitigate the consequences of international bioterrorism attacks.

Input Indicator

Indicator #5: Status of the Global Health Security Action Group (GHSAG)

TARGETS	FY 2006	Strengthened ability to offer GHSAG strategies, methodologies, and other products in interested countries, and to broaden international preparation and responsiveness.
	FY 2005	GHSAG develops "lessons learned" and strategies for sharing with countries outside of GHSAG. GHSAG lab network develops safe and secure transport protocols, ensures that biosafety procedures are in place at all GHSAG labs, and promotes voluntary adoption of improved standards. GHSAG implements bioterrorism-related training programs and simulations for both GHSAG and non-GHSAG members. GHSAG develops rapid response methodologies for preventing and responding to bioterrorism.
RESULTS	2004	GHSAG conducted a workshop on the transportation of infectious substances (participants included ICAO, IATA, and the UN Subcommittee of Experts on the Transportation of Dangerous Goods); implemented a workshop to evaluate the effectiveness of anthrax detection assays; created an around-the-clock Emergency Contact Network and protocol for emergency communications; hosted a workshop that assessed the use of anti-viral drug strategies, their impact and cost effectiveness and related research gaps in preparedness and response for pandemic influenza; and, hosted a workshop on field epidemiology, including outbreak investigation.
	2003	GHSAG formed technical working groups. In December 2002, GHSAG formed a new technical working group on Pandemic influenza. During the GHSAG working meeting in September 2003 in Ottawa, GHSAG members decided to add SARS to the topic of the Influenza technical working group. GHSAG has tested Incident Scale. GHSAG members were prepared to submit Terms of Reference.
	2002	General terms of reference for the GHSAG creation of a pharmaceutical and biotech industry anti-terrorism code of conduct were developed.
	2001	Baseline: The U.S., Canada, France, Germany, Italy, Japan, Mexico, and the United Kingdom form GHSAG for cooperative, international efforts to counter bioterrorism.
DATA QUALITY	Indicator Validation	GHSAG is an important component of U.S. strategy to strengthen international cooperation to combat bioterrorism.
	Data Source	GHSAG Secretariat supplemented by embassy and the Department's Bureau of Oceans and International Environmental and Scientific Affairs, and Office of International Health Affairs reporting.

Outcome Indicator

Indicator #6: Status of National and Global Reserves of Medical Countermeasures for International Use in Responding to Bioterrorism

TARGETS	FY 2006	1. Private industry and international community support creation of global reserves of medical countermeasures. 2. Multilateral organizations (e.g., APEC, G-8, GHSAG) advocate both national and international stockpiles. 3. Continue bilateral discussions for mutual assistance to share medical countermeasures in response to bioterrorism. 4. U.S. mechanism(s) identified for creation and management of a U.S. international stockpile of medical countermeasures for responding to emergency foreign requests.
	FY 2005	1. Initiate bilateral discussions about mutual assistance agreements for sharing of medical countermeasures in response to bioterrorism. 2. Initiate bilateral discussion to encourage key countries to develop national stockpiles for sharing of medical countermeasures. 3. Begin discussions with the World Health Organization (WHO) or another international organization to develop global reserve of medical countermeasures other than smallpox vaccine. 4. Establish U.S. standard operating procedures for fielding foreign emergency requests for medical countermeasures.
RESULTS	2004	The U.S. announced a contribution of 20 million doses of smallpox vaccine to the WHO Global Smallpox Vaccine Reserve. WHO developed a framework for the Global Smallpox Vaccine Reserve, articulating in particular the legal and liability issues for countries wishing to contribute. This framework marks an important milestone in facilitating country support for the reserve. France announced a contribution of 5,000,000 doses of smallpox vaccine for the reserve.
	2003	Baseline: 1. WHO had very limited reserve of smallpox vaccine. 2. Few countries had sufficient stockpiles to respond to bioterrorism attack. 3. No countries had reserves for use to respond to international requests.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	National and international stockpiles of medical countermeasures will help mitigate the consequences of an international bioterrorism attack.
	Data Source	Information provided by WHO will be verified by U.S. government personnel working with WHO on the global reserve.

I/P #12: Reduction and Security of MANPADS

Reduce the number of excess, loosely secured and obsolete MANPADS worldwide through destruction, security, and production reduction efforts.

Outcome Indicator

Indicator #7: Number of Foreign Man-Portable Air Defense Systems (MANPADS) Reduced as a Result of Implementation of International Commitments

TARGETS	FY 2006	7,000
	FY 2005	Baseline: 7,000
RESULTS	2004	8,500
	2003	4,500
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator measures the impact of the implementation of commitments by foreign nations on the reduction and security of MANPADs.
	Data Source	Implementing partners, and embassy and the Department's Bureau of Political-Military Affairs and Office of Weapons Removal and Abatement staff who witness the destructions.

Annual Performance Goal #4

DIMINISHED POLITICAL AND ECONOMIC CONDITIONS THAT PERMIT TERRORISM TO FLOURISH

I/P #13: Diminish Potential Underlying Conditions of Terrorism in Iraq

Ensure that both public and private institutions are developed and strengthened to be able to prevent the reoccurrence of terrorist infiltration.

Outcome Indicator

Indicator #1: Level of Economic Aid to Iraq

TARGETS	FY 2006	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Iraq, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
	FY 2005	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Iraq, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
RESULTS	2004	Thirty-eight individual countries pledged in Madrid, plus the European Community (EC), World Bank, and International Monetary Fund (IMF) for a total of 41 countries/organizations Total pledged for 2004-2007 from non-U.S. donors at Madrid totaled over $8 billion from donor governments including loan assistance (e.g., Japan pledged $5 billion of which $3.5 billion was in the form of concessional lending), and another $5.5 billion in potential lending from the World Bank and the IMF. OTI/Iraq Provided 25 grants to support women's centers in Iraq Provided 84 grants to support schools Provided 10 grants to rehabilitate clinics Provided 12 grants to rehabilitate libraries Provided 20 grants to support youth centers The OTI Iraq program did 1524 small grants for $114 million dollars in FY 2004. $3.3 billion in U.S aid fixed schools, vaccinated millions of children, restored electricity, and created Iraq's first democratic councils.
	2003	Baseline: N/A (New Indicator for FY 2004)
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator will measure U.S. government (USG) efforts to encourage the international community to share in the costs of reconstructing and rehabilitating Iraq; as well as demonstrating to citizens the commitment of the USG and the international community to improve the welfare of all Iraqis.
	Data Source	Organization for Economic Co-operation and Development/DAC database.

Outcome Indicator		
Indicator #2: Progress of Alternative Education System Establishment in Iraq		
TARGETS	FY 2006	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Iraq, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
	FY 2005	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Iraq, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
RESULTS	2004	2,405 schools rehabilitated or built. Over 33,000 secondary school teachers and administration staff trained. Over 8.7 million textbooks printed and distributed.
	2003	Baselines: 1. 2,358 schools rehabilitated or built. 2. Over 32,000 secondary school teachers and administration staff trained. 3. Over 8 million textbooks printed and distributed.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator will measure the efforts to support peaceful and democratic community revitalization at the grassroots levels; as well as demonstrating to citizens the effectiveness and benefits of democratic participation in decision-making.
	Data Source	USAID Annual Reporting process and ANE Bureau contributions.

Outcome Indicator		
Indicator #3: Extent of Expanded Economic Opportunity in Iraq		
TARGETS	FY 2006	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Iraq, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
	FY 2005	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Iraq, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.

RESULTS	2004	1. Developed 10 laws and/or regulations processes relating to private sector development. 2. Implemented Financial Management Information System (FMIS) at Ministry of Finance; implementation in progress at six key Ministries.
	2003	With the Ministry of Finance, the new national currency, the Iraqi dinar, was introduced.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator will measure USAID's efforts to create jobs and support to strengthen overall trade, investment, and enterprise growth programs throughout the country. This will help support stability and security.
	Data Source	USAID field mission annual reports; other USAID reports; the USAID Iraq Database.

	Outcome Indicator	
	Indicator #4: Progress of Local Governance Establishment in Iraq	
TARGETS	**FY 2006**	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Iraq, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
	FY 2005	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Iraq, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
RESULTS	2004	Ninety-five percent of districts with local governance established.
	2003	Baseline: Ninety percent of districts with local governance established.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This will measure progress made in establishing good governance at the local and national levels. In order to local governance to be established, community members must be engaged and active participants, and national government structures must support local decision-making.
	Data Source	USAID annual reports from operating units; other USAID reports; the USAID Iraq Database.

I/P #14: Diminish Potential Underlying Conditions of Terrorism in Afghanistan

Ensure that both public and private institutions are developed and strengthened to be able to prevent the reoccurrence of terrorist infiltration.

Outcome Indicator

Indicator #5: Moderate Government Strength in Afghanistan

TARGETS	FY 2006	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Afghanistan, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
	FY 2005	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Afghanistan, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
RESULTS	2004	1. USAID provided critical assistance for December's Loya Jirga, which led to ratification of the constitution; supported for the September 2004 elections. 2. Seven judicial facilities built/rehabilitated. 3. 443 judicial experts trained. 4. 10.5 million people registered to vote; approximately 95 percent of eligible voters registered to vote, although it is difficult to know exact percentage because there are no reliable demographic figures for Afghanistan.
	2003	N/A
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The establishment of a stable and moderate government in Iraq is critical to eliminating safe havens for terrorists.
	Data Source	USAID field reports and assessments.

Outcome Indicator		
Indicator #6: Progress of Rural Economic Opportunity Expansion in Afghanistan		
TARGETS	FY 2006	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Afghanistan, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
	FY 2005	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Afghanistan, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
RESULTS	2004	1. 567,806 (cumulative) farmers served by extension through USAID assistance. 2. 310,500 (cumulative) hectares received improved irrigation through USAID assistance. 3. 8,400 (cumulative) microfinance loans disbursed totaling $1.26 million.
	2003	1. 100,000 (cum.) farmers served by extension through USAID assistance. 2. 8,000 irrigation/ water works projects completed.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator will measure USAID's efforts to create jobs and support to strengthen overall rural growth programs throughout the country. This will help support stability and security.
	Data Source	TBD through AIOG metrics process.

Outcome Indicator		
Indicator #7: Rehabilitation Status of Afghan Educational Infrastructure		
TARGETS	FY 2006	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Afghanistan, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
	FY 2005	Consistent with the United States' National Counterterrorism Strategy, USAID is actively supporting the U.S. Government-wide interagency process of developing and implementing Regional Action Plans for at-risk states and regions to diminish the underlying conditions exploited by terrorist organizations. Given the current state of affairs in Afghanistan, it would be inappropriate for USAID to set targets in these areas prematurely, as this would also circumvent the on-going interagency process. Targets for this indicator will be established in the future, when the outcome of the interagency process becomes clearer.
RESULTS	2004	1. 81 – Number of schools built or rehabilitated in 2004 through USAID assistance. 2. 169,716 – Students enrolled/ trained (in three provinces) through USAID assistance. 3. 35,819 – Number of teachers trained in 2004 through USAID assistance. 4. 8.7 Million – textbooks printed/ distributed through USAID assistance.
	2003	Baselines: 1. 188 schools rehabilitated/built through USAID assistance. 2. 15,282 students enrolled/trained (in 3 provinces) through USAID assistance. 3. 7,900 teachers trained through USAID assistance. 4. 10.3 million textbooks printed/ distributed through USAID assistance.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator will measure the efforts to build or rehabilitate Afghanistan's education system, with a focus on providing support to secular schools and education; as well as promote democratic values through education in Frontline states.
	Data Source	USAID annual reports from operating units; other USAID reports; the USAID Afghanistan Database.

I/P #15: Diminish Conditions Exploited by Terrorist Recruitment in Other Frontline States

Policies, programs, and activities establish attractive alternatives to terrorist indoctrination and recruitment.

Outcome Indicator

Indicator #8: Extent of Support for Alternative Education Systems

TARGETS	FY 2006	1. 5,160,409 students enrolled in secular basic education programs in schools (disaggregated by type of school, e.g. madras, other). 2. 12,157 students graduating from vocational training programs.
	FY 2005	1. 4,792,618 students enrolled in secular basic education programs in schools. 2. 12,701 students graduating from vocational training programs.
RESULTS	2004	1. 4,343,994 students enrolled in secular basic education programs in schools. 2. 14,196 students graduating from vocational training programs.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This indicator will measure the efforts to support alternatives to radical schools; as well as promote democratic values in Frontline states.
	Data Source	USAID annual reports from operating units; other USAID reports.

Outcome Indicator

Indicator #9: Progress of Civilian Livelihood Opportunities Expansion

TARGETS	FY 2006	826,898 jobs created through USAID-funded works projects.
	FY 2005	743,155 jobs created through USAID-funded works projects.
RESULTS	2004	674,434 jobs created through USAID-funded works projects.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This indicator will measure USAID's efforts to create jobs and support to strengthen overall economic growth programs throughout Frontline countries. As well, it will measure USAID efforts to reintegrate former combatants back into civilian livelihoods. This will help support stability and security.
	Data Source	USAID annual reports from operating units; other USAID reports.

I/P #16: Diminish Conditions Exploited for Terrorist Sanctuary in Other Frontline States

Policies, programs, and activities promote responsive and transparent governance to diminish opportunities for terrorist establishing sanctuary.

Outcome Indicator

Indicator #10: Progress of Stable and Moderate Governments Establishment

TARGETS	FY 2006	1. 18,756 targeted communities engaged in effective participatory decision-making. 2. 15,396 community-identified activities completed through community participation (e.g., rehabilitate roads, build markets, build playgrounds, etc.)
	FY 2005	1. 17,804 targeted communities engaged in effective participatory decision-making. 2. 11,346 community-identified activities completed through community participation.
RESULTS	2004	1. 17,207 targeted communities engaged in effective participatory decision-making. 2. 14,933 community-identified activities completed through community participation. In Sierra Leone, 144 community organizations effectively managed and implemented self-selected development projects, like the Yengema carpentry project; 34 high-impact infrastructure projects were completed. In Uganda, 3,585 formerly abducted children were assisted with psycho-social rehabilitation and reintegration, of whom 1,796 are not enrolled in school or vocational training exceeding the target of 495. On both sides of the Kenya/Somali border, pastoral groups have always resorted to violence to resolve water disputes, one of the root causes of conflict in this volatile region. During the past three years, USAID has funded private agencies working together (PACT) to work with the Wajir South Development Association (WASDA) to reduce conflict by improving water sources through drilling bore holes, building dams, and assisting groups to negotiate joint use and management agreements for water points. WASDA has also helped establish Peace Committees that monitor the level of tension in communities and harmonize the needs of neighborhoods. As a result, communities in the region are experiencing peace for the first time, food security has improved, and small businesses flourished. Asia and Near East (ANE) region: With other donors, USAID has worked with hundreds of communities on thousands of small-scale activities in Afghanistan, including constructing wells, local roads, and market centers. Exact number of activities not currently available.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This will measure progress made in establishing good governance at the local and community levels. The more that community decisions are made through participatory and transparent means, the less terrorist groups and shadow governance groups will be able to successfully offer viable alternatives.
	Data Source	USAID annual reports from operating units; other USAID reports.

V. Illustrative Examples of FY 2004 Achievements

Counterterrorism	
Afghan National Army (ANA)	Approximately 10,000 soldiers in 15 battalions of the ANA are now operational. Over 4,000 soldiers were deployed throughout Afghanistan to support elections security, stability operations and counter-insurgency operations.
Terrorist Interdiction Program	During FY 2004, the number of countries cooperating with the United States in conducting effective terrorist watch listing at key ports of entry continued to expand beyond the 12 that were partners in FY 2003, with six additional countries indicating their interest in, and willingness to participate in the program. Initial or expanded deployments of the Personal Identification Secure Comparison and Evaluation System (PISCES) watch listing system were carried out in five countries in FY 2004. In some countries, the Terrorist Interdiction Program (TIP)/PISCES program has served as the cornerstone of the U.S. mission's counterterrorism relationship with the host government and, as a result, has fostered increased counterterrorism cooperation and action on the part of that government.
"3+1" Counterterrorism Dialogue	Measured diplomatic CT engagement with Argentina, Brazil and Paraguay has led to the creation of the "3+1" Counterterrorism Dialogue including the U.S. The grouping serves to maintain the goals of the war on terrorism as a priority issue among participating states and as an avenue for mutual CT capacity-building efforts. The United States has already delivered regional CT finance seminars in Paraguay and Panama to strengthen regional abilities to identify suspicious financial activity and to take appropriate action.
USAID Counterterrorism Strategy	USAID's strategy is to deny recruits from terrorist organizations by offering better alternatives, such as basic education vs. radical madrasas, and skills training vs. unemployment. USAID targets areas where terrorist recruiting conditions are the strongest: large Muslim communities, relatively poor communities, areas characterized by high youth unemployment, and where there are large pockets of disaffected groups. USAID works on the frontlines of many countries hardest hit by terrorism by increasing public services and stability, and helping to establish good governance, the rule of law and administration of justice, conflict mitigation, and public communication. An excellent example of USAID's efforts in the area of public communication includes conducting a full day seminar for press correspondents. Participants included representatives from Al-Ahram; Algerian Press Services; Saudi Press Agency; Kuwait News Agency and Annahar. Also attending were journalists representing leading Arab-American publications, community newspapers and Arab correspondents. "USAID's new public diplomacy initiative is committed to presenting a more accurate image of America to the greater Middle East, and promoting a better understanding of the policy goals of Presidential Initiatives and the mission of USAID," says Director, Walid Maalouf.
Muslim Mindanao	The Alliance for Mindanao Off-Grid Renewable Energy (AMORE) provides solar-powered compact fluorescent lights and street lamps in the southern Philippines. By allowing work and study to extend into the evening hours, AMORE is helping to increase business and educational opportunities in a region where extreme lack of development has contributed to a rise in recruitment by militant and international terrorist groups. AMORE joins USAID with the Autonomous Region of Muslim Mindanao, Mirant Philippines Corporation, and Philippine Department of Energy, who together contributed $3.7 million to augment USAID's $2.4 million of funding. Together, the alliance partners have established sustainable, renewable solar energy and micro-hydro systems in at least 160 remote rural communities, serving 5,000 homes.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
European and Eurasian Affairs	$57,782	$58,126	$56,895
Near Eastern Affairs	23,580	24,024	33,578
East Asian and Pacific Affairs	27,279	27,993	29,115
African Affairs	22,837	24,966	23,468
Other Bureaus	45,069	46,009	48,332
Total State Appropriations	**$176,547**	**$181,118**	**$191,388**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I – Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency			
Title II – Bilateral Economic Assistance			
USAID	120,647	26,945	7,499
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	52,273	38,925	41,060
Independent Agencies			
Department of State	149,634	137,144	189,941
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	7,770	12,127	11,598
Foreign Military Financing	577,737	943,464	1,007,443
Peacekeeping Operations	53,000	67,483	74,404
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs	994	1,091	1,350
Total Foreign Operations	**$962,055**	**$1,227,179**	**$1,333,295**

Grand Total	**$1,138,602**	**$1,408,297**	**$1,524,683**

Strategic Goal 3: Homeland Security

Secure the Homeland by Strengthening Arrangements that Govern the Flows of People, Goods, and Services Between the United States and the Rest of the World

I. Public Benefit

The events of 9/11 proved how susceptible the United States and its allies are to those who would do them harm. The Department, together with the Department of Homeland Security (DHS) and other U.S. Government agencies, is addressing U.S. vulnerabilities to terrorist attacks and other transnational threats within the United States. The Department is protecting our homeland by strengthening the visa process as a tool to identify potential terrorists and others who should not receive visas and prevent those people from entering the U.S. The strengthening of U.S. physical and cyber borders against people who threaten U.S. security requires the security of the global networks of commerce, travel, and communications that enable the vital free flow of bona fide travelers and goods. At the same time, the Department is combating the ability of terrorists to travel, finance their activities, plan and conduct attacks, and recruit and train new adherents.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	560	566	566	0	0.0%
Funds [2]	$956,504	$189,686	$197,836	$8,150	4.3%

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Homeland Security" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/Program	Major Resources	Lead Bureau(s) [3]	Partners
Homeland Security	Proper Visa Adjudication	Visa and Consular Services/Border Security	D&CP	CA	DHS, DOJ, DOL, FBI, CIA, NARA, DoD, SSA
	Border Agreements	Border Initiatives to Protect the Homeland	D&CP	WHA	DHS, DOJ, FBI
	Infrastructure Network Protection	Protect Transportation and Cyber Infrastructure	D&CP	EB, PM, IO	DHS, ICAO, IMO, ILO
		Critical Infrastructure Protection	D&CP	EB, PM, *USAID*	DHS, DOJ, DOC, DoD, DOE, APEC, OAS, OECD, G-8, UNGA

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.
[3] USAID components are shown in blue italicized fonts.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
DENIAL OF VISAS TO FOREIGN CITIZENS WHO WOULD ABUSE OR THREATEN THE UNITED STATES, WHILE FACILITATING ENTRY OF LEGITIMATE APPLICANTS

I/P #1: Visa and Consular Services/Border Security (PART Program)

Improve ability to process visas and other services while maintaining the ability to detect when it is appropriate to deny a visa.

Outcome Indicator

Indicator #1: Development of a Biometrics Collection Program for U.S. Visas

TARGETS	FY 2006	Facial recognition (FR) checks will be expanded to include all visa applicants, including applicants who have had a fingerprint biometric collected. This step will be taken because the USG has many more photos than fingerprints available for comparison. Success will depend on our ability to set a return threshold that allows us to manage the number of search returns, rather than the current approach of using forced matches for all FR submissions. This approach will allow us to ensure control over FR workload, and keep it consistent with current FR review volume. Effectiveness will be measured by an increase in the number of malafide applicants identified through the program and by a reduction in the number of false positives.
	FY 2005	Facial recognition checks for both fraud management and security purposes will be made more effective by expanding the number of entries in the photo watchlist and by technological and program improvements. Effectiveness is measured by an increase in the number of malafide applicants identified through the program and by a reduction in the number of false positives.
RESULTS	2004	1. As of October 7, 2004 all 207 visa adjudicating posts were collecting biometrics and issuing biovisas. 2. FR review of Diversity Visa (DV) lottery entries and pilot NIV posts continued. On October 26, FR screening began for all NIV cases in which fingerprints not collected.
	2003	1. Developed recommendations on biometric standards for visas. 2. Used FR technology to disqualify over 20,000 from the annual DV lottery for filing duplicate entries. To evaluate FR's full potential for combating visa and passport fraud, launched a facial recognition pilot for nonimmigrant visas (NIV). 3. Began worldwide deployment of biometric NIV software, with Brussels as the first pilot post. Fingerprint capture equipment and new software for NIV production was also deployed at Frankfurt, Guatemala City, and San Salvador.
	2002	1. Biometric BCC program continued. 2. Production of BCCs at U.S. Embassy in Mexico supplemented BCC production by the Immigration and Naturalization Service in periods of great demand. Use of FR technology expanded.
	2001	1. Biometric BCC program continued. 2. Facial recognition technology was used to disqualify duplicate entries in DV lottery.
DATA QUALITY	Indicator Validation	Testing of the systems to determine whether they work as intended and successful use of the systems to capture and share biometric data and produce visas incorporating the agreed upon technology standards will indicate whether the program has been a success.
	Data Source	Bureau of Consular Affairs workload statistics and management reports.

Annual Performance Goal #2
IMPLEMENTED INTERNATIONAL AGREEMENTS TO STOP THE ENTRY OF MATERIALS THAT COULD HARM THE UNITED STATES, WHILE ENSURING THE TRANSFER OF BONA FIDE MATERIALS

I/P #2: Border Initiatives to Protect the Homeland

Develop and implement broad plans to strengthen border security while enhancing the secure flow of people, goods, and services.

Outcome Indicator

Indicator #1: Status of the Border Security Initiatives

TARGETS	FY 2006	1. Complete pilot project of visa lookout sharing with Canada by 12/30/06. 2. Complete operational testing of visa outlook sharing with Mexico by 3/30/06.
	FY 2005	1. Canada: Conclude expanded visa lookout sharing negotiations. 2. Mexico: Establish memorandum of understanding to allow sharing of specific U.S. visa lookouts.
RESULTS	2004	1. Six sites identified for SENTRI lanes. Plans for second lane at Tijuana site 100% complete, construction to be completed in December 2004. Plans for lane at Mexicali 100% complete in August, construction to begin in November. Design for lanes at Nogales, Nuevo Laredo and Matamoros underway. USG and Government of Mexico standardized fees for SENTRI lane at Ciudad Juarez. Vehicle and Cargo Inspection System (VACIS) put into operation at Colombia, Nuevo Laredo, and Piedras Negras. Mobile X-Ray Inspection Units deployed and operational at Mexico City, Cancun, and Tijuana airports. Site preparation and hardware and cobalt source received for VACIS installation at Mexicali (port and rail), Mexico City Pallet, and Nogales Portal. Three VACIS trucks for highway inspections ordered. Assessment of additional border security operations was ongoing. 2. NEXUS and FAST in place at 11 major points of entry; additional FAST lanes were operational at Blaine (WA) in October 2004 and Ambassador Bridge (Detroit, MI) in November 2004. Information Sharing: U.S. and Canada discussed further enhancements to current arrangement and practices during the October 2004 Smart Border Accord meeting in Ottawa. Visa Coordination: The U.S. and Canada met in September to conduct side-by side comparison of each country's visa process and visa waiver review procedures, in order to identify potential points of convergence as well as security weaknesses.
	2003	All programs proceeded largely on schedule. Slight delay in Advanced Passenger Information/ Passenger Name Record program with Canada.
	2002	The 30-point Canadian plan and the 22-point Mexican plan were launched.
	2001	Baseline: Dialogue started with the Canadian government to work together on border issues.
DATA QUALITY	Indicator Validation	Cooperation with neighboring countries promotes border security and homeland security.
	Data Source	U.S., Canadian, and Mexican government progress reports.

Annual Performance Goal #3
PROTECTION OF CRITICAL PHYSICAL AND CYBER INFRASTRUCTURE NETWORKS THROUGH AGREEMENTS AND ENHANCED COOPERATION

I/P #3: Protect Transportation and Cyber Infrastructure

Build international coalitions to protect transportation and communications networks.

Outcome Indicator

Indicator #1: Level of Implementation and Expansion of the Container Security Initiative (CSI)

TARGETS	FY 2006	1. Reduce opportunities for terrorist exploitation of containers traffic by refining the targeting mechanisms and risk management techniques developed as part of CSI; 90% of U.S.-bound container traffic covered. 2. Best practices are promulgated through multilateral fora such as the IMO, WCO, APEC, G-8 and other organizations. These best practices are still under development.
	FY 2005	1. Eleven additional countries sign Declarations of Principles to participate in CSI. 2. Additional partner countries deploy teams to the U.S. under the reciprocity aspects of CSI. 3. CSI best practices adopted at non-CSI ports.
RESULTS	2004	Deployments in 26 ports.
	2003	1. 19 of the top 20 (large) ports that ship to the U.S. have signed Declarations of Principles to participate in the CSI program. 2. Additional "pilot phase" deployments began at 16 ports.
	2002	Baseline: Launch of the CSI. Nine countries signed on, encompassing fourteen of the initial twenty large ports. CSI "pilot phase" deployment began in two countries.
	2001	N/A
DATA QUALITY	Indicator Validation	Security screening of containers at foreign ports before ships depart for the U.S. decreases both the appeal to terrorists and the vulnerability of the vital maritime transportation sector and, in the event of an incident, allows more expeditious resumption of maritime commerce.
	Data Source	Department of Homeland Security

Output Indicator

Indicator #2: Status of International Civil Aviation Organization (ICAO) Security Audit Program

TARGETS	FY 2006	1. Airports in an additional 40 countries to be scheduled for security audit. 2. Countries with poor security audits have received remedial assistance. Countries receiving remedial assistance as a result of poor security audits are re-audited.
	FY 2005	1. Virtually all countries require manifests before boarding, have machine-readable passports with biometrics. 2. Audits are completed in another 40 countries. 3. Countries with poor security audits have received remedial assistance.
RESULTS	2004	ICAO completed 26 audits.
	2003	1. ICAO selected facial recognition as the globally interoperable biometric for passports and other Machine Readable Travel Documents (MRTDs) and high-capacity, contactless integrated circuit chips to store identification information in MRTDs. 2. ICAO has completed 60 audits.
	2002	ICAO accepted U.S. suggestions for development of a security audit program, hardened cockpit doors, adding biometric indicators to travel documents, and upgrading recommended security practices to become required standards.
	2001	Baseline: After 9/11, ICAO endorsed development of enhanced security provisions and a security audit program.
DATA QUALITY	Indicator Validation	These reports are the baselines for agency accountability in ensuring that airports around the world comply with the international security standards established by ICAO, a critical defense against terrorist attacks on civil aviation.
	Data Source	ICAO

Output Indicator

Indicator #3: Implementation of International Security Standards for Shipping and Ports

TARGETS	FY 2006	U.S. Coast Guard (USCG) assesses 45 additional international ports.
	FY 2005	1. Countries representing 90% of all shipping calling on U.S. ports implement International Maritime Organization (IMO) standards. 2. USCG assesses 30 foreign ports.
RESULTS	2004	1. Seventy-five percent of countries with shipping services to the U.S. implemented IMO standards. 2. USCG assessed 2 ports.
	2003	1. USCG issued national port and vessel security regulations based on the IMO standards and the Maritime Transport Security Act. 2. ILO adopted international standards for security features on mariner identification documents. 3. U.S. started testing secure documents for transportation workers.
	2002	1. International Maritime Organization adopted standards for ship and port facility security. 2. U.S. passed the Maritime Transport Security Act.
	2001	The IMO started work on drafting international standards for maritime and port security.
DATA QUALITY	Indicator Validation	The USCG provides public notice of compliance with IMO standards. Maritime security standards are fundamental to protection of global commerce.
	Data Source	IMO and USCG

I/P #4: Critical Infrastructure Protection		
Strengthen critical physical and cyber infrastructures upon which our national and homeland security depend.		
Output Indicator		
Indicator #4: Number of Countries with Critical Infrastructure Protection (CIP) Action Plans		
TARGETS	FY 2006	170 countries have CIP Action Plans in place or in progress.
	FY 2005	110 countries have CIP Action Plans in place or in progress.
RESULTS	2004	96 countries had CIP Action Plans in place or in progress.
	2003	Baseline: 69 countries had CIP Action Plans in place or in progress. (This figure includes countries with which the U.S. has had bilateral or multilateral cyber and physical security exchanges).
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator is a measure of global awareness of, and participation in, CIP. Awareness of the problem is a critical first step to undertaking cooperative international activities. The U.S. raises awareness primarily through international organizations and multilateral fora, in order to reach the widest possible audience. The goal is to encourage countries to adopt national CIP plans and to cooperate in international and multilateral organizations to adopt mutually shared CIP objectives.
	Data Source	G-8, APEC, OECD, OAS, and NATO.

V. Illustrative Examples of FY 2004 Achievements

Homeland Security	
Biometric Visa Program	The Department's Biometric Visa Program has improved border security by checking the fingerprints of visa applicants against the fingerprint watch list in the Department of Homeland Security (DHS) Automated Biometric Identification System (IDENT), which contains fingerprints of suspected terrorists, wanted persons, criminals, and immigration violators. As of September 2004, the fingerprints of over 1,200 visa applicants have been positive hits against fingerprints on the IDENT watch list. The Biometric Visa Program was deployed to all visa-issuing posts three weeks ahead of the October 26, 2004, legislative deadline.
Visa Denials	The Department has expanded the use of facial recognition (FR) technology to detect fraudulent visa applications. The Kentucky Consular Center (KCC) used FR to disqualify 20,000 potential winners in the annual Diversity Visa lottery based on unallowable duplicate entries. Diversity visa lottery registration in November/December 2003 was conducted for the first time electronically, enabling KCC to utilize FR technology against digital photos of all applicants. In April 2004, KCC launched a FR pilot for nonimmigrant visas. Thirteen posts participate, representing a cross-section of geographic bureaus. In addition to identifying possible fraud, the results will assist in developing a policy on FR, the globally interoperable biometric selected by International Civil Aviation Organization for machine-assisted identity confirmation using Machine Readable Travel Documents. On October 26, 2004, KCC began running FR checks on all applications in which fingerprints were not collected to further improve the security of the visa process.
Container Security Initiative	The Department spearheaded global efforts to protect transportation networks through stronger shipping and aviation security rules. Nineteen of the twenty largest world ports committed to participate in the Container Security Initiative (CSI). In addition, the program expanded to other strategic ports including Malaysia and South Africa. CSI is now operational in twenty-six ports and at least two countries, Canada and Japan, have utilized the reciprocal aspects of the program to have their customs officials present at U.S. ports to observe cargo bound for their countries.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
European and Eurasian Affairs	$46,796	$47,088	$47,088
African Affairs	15,475	16,906	16,832
Western Hemisphere Affairs	15,131	15,551	16,174
East Asian and Pacific Affairs	13,626	13,984	14,544
Other Bureaus	859,576	91,067	93,402
Total State Appropriations	**$950,604**	**$184,596**	**$188,040**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I – Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency	2,982	3,065	2,934
Title II – Bilateral Economic Assistance			
USAID	2,050	0	0
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	0	0	4,098
Independent Agencies			
Department of State	0	0	1,200
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	230	465	620
Foreign Military Financing	638	1,560	944
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs			
Total Foreign Operations	**$5,900**	**$5,090**	**$9,796**

Grand Total	**$956,504**	**$189,686**	**$197,836**

Strategic Goal 4: Weapons of Mass Destruction

Reduce the Threat of Weapons of Mass Destruction to the United States, Our Allies, and Our Friends

I. Public Benefit

Weapons of mass destruction (WMD), including nuclear, chemical, biological and radiological weapons and their delivery systems can threaten our territory and citizens, our armed forces, our national interests, and our Allies and friends overseas. The Department helps combat this threat by working with other countries to fight WMD and missile proliferation, to defend against WMD attack, and to deny them to terrorist groups and rogue states. The Department's efforts improve the safety and security of the United States and its friends and Allies by lowering the risk of conflict; minimizing the destruction caused by an attack or conflict; denying access to such indiscriminate weapons and the expertise necessary to develop them; and preventing potentially devastating WMD-related accidents.

The Department is committed to reducing the WMD and missile threat through agreements to reduce current nuclear weapons stockpiles; cooperative efforts to develop missile defenses as appropriate; strengthening nonproliferation treaties and commitments and their implementation; effective action to remedy noncompliance; and active measures to improve and enforce export controls. The Department is leading the U.S. to shape international strategies to eliminate threats remaining from the Cold War's WMD legacy, enhance controls on biological agents and toxins, especially in the area of national controls; and, most recently, redirect Iraq's former WMD scientists and help Libya eliminate its WMD programs. To ensure the United States Government's WMD strategies are both robust and effective, the Department seeks to integrate verification into arms control, nonproliferation, and disarmament negotiations, treaties, agreements, and commitments. The Department also works to ensure that compliance is rigorous and enforced. WMD and missile proliferation, especially in troubled regions, exacerbates regional instability and its associated negative political, economic and social consequences, including the risk of terrorists' acquisition of WMD and delivery systems. The Department is on the leading edge in responding to these and other WMD challenges that might arise.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	514	514	514	0	0.0%
Funds [2]	$388,852	$413,198	$424,086	$10,888	2.6%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Weapons of Mass Destruction" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Weapons of Mass Destruction	Unilateral and Bilateral Measures	Redirect WMD Expertise, Material and Equipment	D&CP, NADR, Science Center, Bio-Chem Redirect, Iraq Redirection Program, CIO	NP	AC, IO, VC, Regional Bureaus; Other Federal agencies, including DOE, NRC, DoD; Adherents to the NPT; IAEA; Relevant non-governmental organizations; U.S. nuclear industry, OVP, NSC, Treasury and the EPA.
		Export Controls	D&CP, NADR, Export licensing	NP	AC, IO, VC, Regional Bureaus; Other Federal agencies, including DOE, NRC, DoD, UN; Relevant non-governmental organizations; OVP, NSC, Treasury and the EPA.
		Strategic Relationships	D&CP	AC, VC	NP, DoD, IC, NSC, NATO
		Use Sanctions and Other Measures to Deter Proliferation	D&CP, Sanctions	NP	VC, Regional Bureaus; Other Federal agencies, including DOE, NRC, DoD; Relevant non-governmental organizations; OVP, NSC, Treasury and the EPA.
		Nonproliferation and Disarmament Fund	NADR, D&CP, CIO	NP	AC, IO, VC, Regional Bureaus; Other Federal agencies, including DOE, NRC, DoD, UN; Relevant non-governmental organizations; OVP, NSC, Treasury and the EPA.
		Nonproliferation of WMD Expertise	D&CP, NADR, Science Center, Bio-Chem Redirect, Iraq Redirection Program, CIO	NP	AC, IO, VC, Regional Bureaus; Other Federal agencies, including DOE, NRC, DoD, UN; Relevant non-governmental organizations, OVP, NSC, Treasury and the EPA.
	Multilateral Agreements and Nuclear Cooperation	Strengthen Global Norms	D&CP, NADR, CIO, Voluntary Contributions, CPPNM	NP	AC, IO, VC, Regional Bureaus; Other Federal agencies, including DOE, NRC, DoD; Adherents to the NPT; IAEA; UN; U.S. nuclear industry; OVP, NSC, Treasury and the EPA.
		Multilateral Arms Control Agreements	D&CP, CIO	AC, VC	IO, Regional Bureaus, other federal agencies including DoD, DOE, DOC, IC, NSC, WHO, Adherents to the NPT, IAEA, UN.
		Strengthen Export Conditions	D&CP, CIO	NP	DoD, DOE, DOC, HHS, IC, NSC

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Weapons of Mass Destruction	Verification and Compliance	Verification	D&CP, CIO	VC	AC, IO, NP, Regional Bureaus; Other Federal agencies, including the IC, DOE, NRC, DoD; Commerce; Adherents to the NPT; IAEA; UN; Relevant non-governmental organizations; U.S. nuclear industry. OVP, NSC, Treasury and the EPA.
		Compliance Assessment and Reporting	D&CP, CIO	VC	AC, IO, NP, Regional Bureaus; Other Federal agencies, including the IC, DOE, NRC, DoD, Commerce; Adherents to the NPT; IAEA; UN; Relevant non-governmental organizations; U.S. nuclear industry. OVP, NSC, Treasury
		Compliance Enforcement and Diplomacy	D&CP, CIO	VC	AC, IO, NP, Regional Bureaus; Other Federal agencies, including the IC, DOE, NRC, DoD, Commerce; Adherents to the NPT; IAEA; UN; Relevant non-governmental organizations; U.S. nuclear industry. OVP, NSC, Treasury
		Effectiveness of International Organizations to Contribute to Verification and Compliance	D&CP, CIO	VC	AC, IO, NP, Regional Bureaus; Other Federal agencies, including DOE, NRC, DoD; Adherents to the NPT, CWC; IAEA; UN; Relevant non-governmental organizations; U.S. nuclear industry. OVP, NSC
		All Source Intelligence Collection and Technology R&D	D&CP	VC	INR, IC, DoD, DOE, DHS, OSTP, TSWG, DTRA, National Labs, NSC
		Reliable Communications And Timely Upgrades	D&CP	VC, AC	DoD, DOE, DOC, NSC, IC

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
UNILATERAL AND BILATERAL MEASURES, INCLUDING THE PROMOTION OF NEW TECHNOLOGIES, COMBAT THE PROLIFERATION OF WMD AND REDUCE STOCKPILES.

I/P #1: Redirect WMD Expertise, Material and Equipment		
Access, engage and redirect high-risk former weapons institutes. Monitor progress toward implementing Fissile Materials Projects.		
Outcome Indicator		
Indicator #1: Progress Toward Implementing Fissile Material Projects		
TARGETS	FY 2006	1. Implement U.S.-Russian Plutonium Disposition (PuD) and multilateral financing agreements. 2. Proceed with PuD monitoring and inspections and with G-7 and Russian contributions exceeding U.S. support for the program. 3. Continue Implementing Plutonium Production Reactor Agreement (PPRA); obtain additional international participation commitments. 4. Implement transparency arrangements for Mayak Fissile Material Storage Facility (FMSF) . 5. 90% of Global Partnership (GP) target pledged, actual spending commitments of 50% of target. 6. Track and coordinate increasingly effective responses to and follow up on nuclear and radiological smuggling incidents; press governments to prosecute smugglers. Begin bringing to bear existing U.S. assistance programs to states identified as having a nuclear smuggling problem. Engage like-minded governments and the IAEA to combat illicit trafficking.
	FY 2005	1. Begin implementing PuD multilateral framework and international financing plan. 2. Conclude agreements with IAEA on M&I regime. 3. Continue implementing PPRA; obtain international participation commitments. 4. Complete Mayak FMSF transparency protocol. 5. Obtain pledges of ninety-five percent of Global Partnership target, and fourty percent of actual U.S. spending commitments. 6. Track and coordinate responses to and follow up on nuclear and radiological smuggling incidents; encourage governments to prosecute smugglers. Begin diplomatic program to reach out to states identified as having a nuclear smuggling problem. Engage like-minded governments and the IAEA to combat illicit trafficking.

RESULTS	2004	1. PuD multilateral negotiations and bilateral consultations continued while additional efforts were made to resolve outstanding liability issues. 2. PPRA implementation fully underway, several prospective international participants identified. 3. Mayak transparency negotiations continued. 4. For GP: Total pledges remain about 85%, U.S. spending commitment of at least 10%, other country data not adequate to assess at this point. 5. Tracked and coordinated responses to, and followed up on known nuclear and radiological smuggling incidents. 6. Ad hoc coordination with U.S. nuclear and radiological security assistance programs.
	2003	1. Russia decided to use the same design for mixed oxide (MOX) fuel fabrication facility as in the U.S.; negotiations of a multilateral framework to support Russian plutonium disposition started and continued. 2. PPRA Amendment and replacement implementing agreement signed; access arrangements for U.S. personnel overseeing projects to construct/refurbish fossil fuel plants to replace production reactors signed; initial contracts signed and implementation underway. PPRA monitoring of shutdown reactors and weapon-grade plutonium in storage continue smoothly. 3. Negotiations continued on transparency protocol for Mayak Fissile Material Storage Facility (FMSF).
	2002	1. Progress made on Russian plutonium stockpile implementation and transparency issues. 2. Preparations for negotiations of U.S.-Russian plutonium-disposition multilateral framework are on track. 3. PPRA Amendment and fossil fuel implementing agreement concluded, awaiting Russian government approval to sign.
	2001	Plutonium disposition (PuD) suspended; Plutonium Production Reactor Agreement (PPRA) amendment negotiations suspended.
DATA QUALITY	Indicator Validation	This indicator enables us to measure the most important elements of nuclear and radioactive material disposal and prevent misuse.
	Data Source	Reports from foreign Interlocutors, on-site observers who provide information as to the status of the projects.

Outcome Indicator

Indicator #2: Redirection of Former WMD Scientists/Engineers to Civilian Activities Through Development of Self-Sustaining Civilian Alternative Employment

TARGETS	FY 2006	1. Sustain engagement of critical WMD/missile experts/institutes and continue efforts to gain access to remaining previously inaccessible high-priority BW/CW institutes in Russia/Eurasia. Engage at least four new WMD institutes in new members states. 2. Industrial partner funding of science center projects increased to level between 15-20% of total Science Center project funding. 3. Graduate 2-3 institutes or groups of scientists from NP/Science Center funding, and graduate one institute or group of scientists from BW/CW engagement program. 4. Begin two new Bio-Industry Initiative (BII) conversion and commercialization projects at priority BW production facilities. Fund two new BII projects on accelerated drug and vaccine research. 5. Continue and, as security situation allows, expand redirection effort in Iraq, with initial emphasis on providing opportunities for greatly increased interaction (through conferences, workshops, specific training courses) between Iraqi scientists/engineers and their western peers and colleagues. Work with Iraqis to identify long-term projects to employ Iraqi WMD personnel. 6. Sustain engagement and redirection of WMD and missile scientists/engineers in civilian activities that enhance Libya's scientific and economic development. Emphasize project sustainability and transition to market economy.
	FY 2005	1. Gain access to at least two new previously inaccessible BW and/or CW institutes in Russia/Eurasia via the Bio-Chem Redirect Program, and at least four new high-priority former WMD institute in member countries Azerbaijan and Tajikistan. 2. Increase level of U.S. private industry funding of joint science center projects to 15% of total project funding. 3. Graduate 2-3 institutes or groups of scientists from NP/Science Center Program assistance. Identify candidates among them for graduation in FY 2006. 4. Begin two new BII conversion and commercialization projects at priority BW production facilities. Fund two new BII projects on accelerated drug and vaccine research. 5. Initiate effort in Iraq to engage, redirect, retrain and/or re-employ former WMD scientists and engineers. Establish initial group of transition and training activities; develop database of available scientists/engineers; coordinate activities with other reconstructions efforts. 6. Initiate program in Libya to engage and redirect former WMD and missile scientists/engineers in civilian activities that will enhance Libya's scientific and economic development. Develop and implement "quick-win" cooperative projects in support of Libyan-identified priorities.

RESULTS	2004	1. Engagement focus was on approximately 165 institutes of proliferation concern of the 430 involved as lead or supporting institutes in U.S. funded research and on several hundred Iraqi and Libyan scientists and technicians. Financial and other relevant data was collected to declare over two dozen institutes "graduated" i.e. no longer considered priority for funding research proposals, particularly proposals that were not solicited or collaboratively designed by our program personnel (including science center staff). 2. Gained first-ever access to the last closed bio-chem facility in Kazakhstan (Pavlodar Chemical Plant). Established Kirov Environmental Monitoring Lab – first mechanism focused on engaging former BW scientists from the top priority Kirov-200 site, which remains closed. 3. Identified two new priority bio institutes in Tajikistan; first ISTC visit planned for April 2004. 4. BII program developed business, marketing and core competency assessments on 12 biological research institutes. Three new pharmaceutical industry partners engaged in BII commercialization projects and business development strategies with Russian institutes. Increased access and transparency with seven biologic production facilities.
	2003	1. U.S. private sector industry partners total over sixty. 2. Five new projects funded at three newly engaged BW and CW institutes. 3. Three new U.S. industry partners recruited thus far, with partial year results for U.S. non-NP Partner funding at 14% of total project funding. 4. The BioIndustry Initiative has funded long-term commercialization and sustainability programs at large-scale biologic production facilities in Russia and Kazakhstan; has developed Russian Bioconsortium of former BW research and production facilities; has developed relationships with DOW Chemical and Eli Lilly.
	2002	1. Engaged cumulative total of 50,000 scientists, of whom about 26,000 were former WMD scientists. 2. Eight new U.S. industry partners recruited. 3. Three new technological applications brought to market, including Neurok TechSoft (linear differential equation solver), a laser-based fluorocarbon detector, and new computer animation technology.
	2001	Up to 40,000 scientists and several new high-interest institutes now engaged.
DATA QUALITY	Indicator Validation	This indicator is well suited to enable us to measure the most important elements of our Science Center and BW/Redirection program.
	Data Source	Reports provided by Science Centers.

I/P #2: Export Controls
(PART Program)

Assist governments to raise their laws and regulations to international standards, improve licensing, border control and investigative capabilities.

Output Indicator

Indicator #3: Number of Countries That Have Developed and Instituted Valid Export Control Systems Meeting International Standards

TARGETS	FY 2006	Cumulatively, seven countries have developed and instituted export control system and practices that meet international standards.
	FY 2005	Two more (5 cumulative) selected countries' export control systems meet international standards.
RESULTS	2004	1. The program set ambitious targets and timeframes for its long-term measures. It proposed to more than double the number of countries receiving U.S. assistance that meet international standards for export controls between fiscal year 2004 and 2006 and to reduce the average delivery time for goods and services by 2 months each year within the same timeframe. 2. EXBS program countries strengthened export control systems and some, including Bulgaria, Romania, Latvia, Poland, Estonia, and Lithuania, significantly strengthened implementation. Poland, Hungary and the Czech Republic graduated from the program. 3. The program also received independent evaluations of the export control systems of the target countries, in order to better help EXBS assess progress and target its training and enforcement activities. Through the Next Steps in Strategic Partnership (NSSP) initiative, India committed to improve its export controls. Pakistan adopted an export control law and vowed to bring its controls and regulations in line with international standards.
	2003	1. Based on assessments and other indications of program progress and achievement, three countries (Poland, Hungary, and the Czech Republic) were slated to be graduated from the program. 2. India implemented some amendments to its export control laws and regulations. India prosecuted the owner of an Indian company engaged in WMD-related transfers to Iraq. 3. Pakistan began technical export control cooperation with the U.S., planned to continue it in FY 2004. Began work on new export control law.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This measure is directly tied to our goal. It is a tangible indication of progress and success for the EXBS program. Its reliability is further validated by the independent, objective assessments provided by UGA CITS.
	Data Source	University of Georgia Center for International Trade and Security (CITS).

Efficiency Indicator

Indicator #4: Average Dollars Expended for Contract Training Elements Under the International Support Service Contract (ISSC)

TARGETS	FY 2006	Average dollar cost per contract training course decreases by nine percent from base year.
	FY 2005	Average dollar cost per contract training course decrease by seven percent from base year.
RESULTS	2004	Dollars per training course decrease by five percent from base year. At the time of this publication, course costs for FY 2004 are being analyzed, and a new baseline for FY 2004 will be established by third quarter, FY 2005.
	2003	Baseline: EXBS expended $11,195,832 for training events conducted in FY 2003. Average course cost for this period is $105,621.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Training courses are the single common denominator available for measuring efficiency of assistance provided to all partner nations.
	Data Source	The data is maintained and tracked locally in an NP/ECC database.

I/P #3: Strategic Relationships

Seek the support of allies and friends for the new strategic relationship with Russia and the Moscow Treaty on Strategic Offensive Reductions, and their cooperation in countering new WMD threats and in missile defense development and deployment aimed at dissuading rogue states from acquiring WMD and ballistic missiles and deterring their use.

Outcome Indicator

Indicator #5: Status of Cooperation With Allies/Friends on Missile Defense

TARGETS	FY 2006	1. Allies and friends begin work with U.S. on cooperative arrangements for deployment of U.S. and/or joint mobile missile defense systems to defend the U.S. and/or Allies/friends. 2. NATO completes population defense feasibility study announced at November 2002 Prague Summit, and begins implementing its findings and recommendations. 3. NATO proceeds with the adoption and integration of a joint missile defense operational command and control concept. 4. Preparation for live exercises involving NATO and Russian troops in a crisis response scenario in which ballistic missile threats are expected.
	FY 2005	1. More allies/friends work with U.S. on missile defense-related projects, or some allies/friends undertake their own missile defense-related projects without the U.S. 2. Agreement on establishment within NATO of operational elements for joint command and control of national missile defense systems fielded in support of the NATO Response Force. 3. Establishment of a plan for future integration of the interoperability capabilities being developed under NATO and NATO-Russia projects, including definition of a set of future exercises to demonstrate these capabilities.
RESULTS	2004	1. On August 5, 2004, the U.S and Canada agreed to permit NORAD to support the Missile Defense Mission. Both discussed Canadian participation in the U.S. missile defense program and the possibility of negotiating a Framework Memorandum of Understanding (MOU) on cooperation. 2. Denmark agreed in May to upgrade the early warning radar at Thule, Greenland. 3. Australia announced that it would participate in the U.S. missile defense program and signed a MOU on cooperation with the U.S. in July 2004. 4. Japan announced intention to acquire PAC-3 and Aegis missile defense systems from the U.S. 5. Taiwan sought funding to acquire the PAC-3. 6. The Department discussed India's interest in missile defense in the context of the Next Steps in Strategic Partnership and the U.S.-India dialogue on strategic stability. 7. The NATO study on protection of population and territory was initiated, and an agreed NATO Staff Requirement for Active Layered Theater Ballistic Missile Defense (TMD) was established. With regard to NATO-Russian cooperation, Phase I of the TMD interoperability study was undertaken successfully, and included an effective NATO-Russia TMD exercise at Colorado Springs involving participation by ten states, including Russia, and provided information toward establishing an initial operating concept for NATO-Russia interoperability in Crisis Response Operations involving ballistic missile threats. Agreement was reached to fund Phase II of study.
	2003	1. The UK agreed to support the upgrade of the early warning radar at Fylingdales; discussions with Denmark on upgrading the early warning radar in Greenland are progressing well. The U.S. and UK signed a Memorandum of Understanding regarding missile defense cooperation in June 2003. 2. The U.S. worked with Germany and Italy on the Medium Extended Air Defense System. 3. The U.S. and Canada established a regular consultation mechanism and are exploring potential areas of joint cooperation. 4. At the November 2003 Summit, the U.S. obtained NATO agreement to study the feasibility of missile defenses to protect population and territory; the U.S. continues to work with NATO. 5. The U.S. worked closely on missile defense with Japan, whose government has significantly increased its budget request for missile defense-related work. 6. U.S. and Australia discussed Canberra's interest in missile defense/cooperation opportunities. 7. U.S. and India discussed how India could conduct a missile defense requirements analysis.
	2002	Intensive consultations held with allies concerning the U.S. Nuclear Posture Review, U.S. withdrawal from the ABM Treaty, and the Moscow Treaty. Allies and friends welcomed the Treaty. Efforts continued to gain their active support and participation in U.S. missile defense plans and programs.
	2001	Baseline: Based on President's May 1, 2001 speech at National Defense University, consultations began with allies on new U.S.-Russia strategic framework.
DATA QUALITY	Indicator Validation	U.S. missile defense deployment plans depend in part on Allied cooperation. Also, the U.S. seeks a cooperative approach with Allies and friends to address the increased ballistic missile threat, including through missile defense.
	Data Source	USG/Allies/friends announcements and actual contracts.

Outcome Indicator

Indicator #6: Levels of Offensive Warheads; Transparency in Reductions and Missile Defense Plans; Level of Treaty Implementation; and Operation of JDEC

TARGETS	FY 2006	1. Continued discussions on offensive reductions and resolution of any implementation or strategic stability issues that develop through additional transparency measures or other action. 2. Widening and intensification of missile defense-related transparency and predictability efforts (including reciprocal visits and demonstrations, data exchanges, and joint consultations); joint missile defense development programs with greater industry-to-industry engagement. 3. U.S.-Russian cooperation expands in other strategic areas, including within the context of the NATO-Russia Council, and in regional areas where both the U.S. and Russia have enduring security interests. 4. The Joint Data Exchange Center (JDEC) is open and fully established, where U.S. and Russian military operators monitor, side-by-side, launches of ballistic missiles and space launch vehicles.
	FY 2005	1. Reductions under the Moscow Treaty proceed; implementation issues that arise are resolved. 2. Transparency exchanges concerning strategic and non-strategic arms implemented smoothly. 3. Implementation of voluntary and reciprocal transparency and predictability efforts vis-à-vis missile defense plans and programs. 4. Continued implementation of U.S.-Russian missile defense-related cooperation projects. 5. U.S. and Russia begin full operation at the JDEC to exchange and monitor ballistic missile early warning data.
RESULTS	2004	1. The Moscow Treaty Bilateral Implementation Commission met for the first time in April 2004. Moscow Treaty reductions by both Parties were underway. 2. The CGSS Working Group on Offensive Transparency continued to meet; the U.S. proposed practical transparency related to non-strategic nuclear warheads and strategic activities. The CGSS Working Group on missile defense continued to meet; the U.S. continued to provide transparency and predictability into U.S. missile defense-related plans and programs, and has offered to implement further transparency measures on a voluntary and reciprocal basis. 3. U.S. and Russian experts discussed potential concrete missile defense-related cooperation projects; although the U.S. canceled the bilateral RAMOS project, the U.S. remains interested in bilateral missile defense cooperation. In July 2004, the U.S. provided a revised text of a bilateral Defense Technical Cooperation Agreement, taking into account Russian positions delivered in March. The Russian government considered signing such an agreement a necessary precondition for government-to-government and industry-to-industry cooperation in the military field, especially missile defense. 4. Implementation of the JDEC was delayed mainly due to an impasse on taxation and liability issues that transcends this agreement. 5. Dialogue continued with other Parties to resolve START implementation issues; a longstanding issue concerning the B-1 bomber was resolved when the JCIC met March 24-April 7, 2004.
	2003	1. Moscow Treaty entered into force on June 1, 2003. Discussions on procedures for and scheduling of the Moscow Treaty's Bilateral Implementation Commission began. The Department opened regular consultations on arms control with the Russian MFA at the Assistant Secretary level. 2. CGSS Working Groups on offensive strategic affairs and missile defense have met twice and three times, respectively. The U.S. and Russia began exchanging information on their plans for reductions under the Moscow Treaty. In February 2003, NATO and Russia agreed on a work plan that includes some nuclear CSBMs. 3. Discussions on START. 4. Implementation continued on a more positive basis than in previous years; meeting of the Joint Compliance and Inspection Commission (JCIC) took place in June and August 2003.
	2002	U.S. and Russia established a New Strategic Framework, including commitment to deep reductions in strategic nuclear warheads. Treaty on Strategic Offensive Reductions signed in Moscow in May 2002, calling for reductions to 1,700-2,200 warheads for each side by December 31, 2012. U.S. withdrew from Anti-Ballistic Missile (ABM) Treaty, thus removing the principal legal obstacle to deployment of missile defenses. The CGSS was established to expand transparency, including on Non-Strategic Nuclear Weapons (NSNW). NATO and Russia discussed potential confidence-building measures and transparency measures for NSNW. Talks continued with Russia on enhancing transparency and predictability with regard to missile defense plans and programs, as well as cooperation in missile defense-related projects. All parties completed the final START I reductions by the required deadline of December 5, 2001.
	2001	Baseline: Following President's May 1, 2001, speech at the National Defense University, consultations began with Russia on the New Strategic Framework.

DATA QUALITY	Indicator Validation	The New Strategic Framework is a key element in the transformation of the U.S.-Russian relationship from confrontation to cooperation. The Department is seeking Russian cooperation in managing our strategic relationship and in addressing the new challenges of the 21st century. Key elements of the New Strategic Framework are cooperation in implementing the Moscow Treaty and cooperation in missile defense, and will indicate whether the New Strategic Framework is being fulfilled.
	Data Source	Progress in the U.S.-Russian strategic relationship will be recorded in bilateral U.S.-Russian and NATO statements and/or agreements. Milestones in the development of missile defense cooperation will be recorded in publicly available statements by the governments, agreements, and/or contracts. Assessment of progress in negotiations/consultations will be based on embassy and delegation reporting.

I/P #4: Use Sanctions and Other Measures to Deter Proliferation

Use sanctions and other measures to assure accountability by sellers and buyers of WMD and related technologies.

Input Indicator

Indicator #7: Extent to Which Iran, Syria, DPRK and Other Countries of Concern Are Denied WMD/Missiles and Related Technology, Materials, Equipment and Expertise From Other Countries

TARGETS	FY 2006	1. IAEA takes effective steps to redress Iranian safeguards concerns, rigorous inspections continue. Iran adopts and implements an Additional Protocol. No countries cooperating with Iran's nuclear program. Russia ceases cooperation on Bushehr reactor. Wide international consensus that Iran should not possess enrichment or reprocessing facilities until trust rebuilt. 2. Iraq completely and verifiably disarms. 3. China fully implements and effectively enforces its 1997 nuclear and 2000 missile commitments. China effectively enforces its WMD/missile-related export controls. 4. DPRK agrees to completely, verifiably and irreversibly dismantle its nuclear weapons programs and takes steps toward this end. 5. DPRK missile-related exports decrease. 6. 10% increase in interdictions of specific shipments involving programs of concern. 7. International community taking steps to ensure against Libyan and Syrian WMD proliferation.
	FY 2005	1. IAEA takes effective steps to redress Iranian safeguards concerns, rigorous inspections continue. Iran adopts and implements an Additional Protocol. No countries cooperating with Iran's nuclear program. Russia ceases cooperation on Bushehr reactor. Wide international consensus that Iran should not possess enrichment or reprocessing facilities until trust rebuilt. 2. Iraq completely and verifiably disarms. 3. China fully implements and effectively enforces its 1997 nuclear and 2000 missile commitments. China effectively enforces its WMD/missile-related export controls. 4. DPRK agrees to completely, verifiably and irreversibly dismantle its nuclear weapons programs and takes steps toward this end. 5. DPRK missile-related exports decrease. 6. 10% increase in interdictions of specific shipments involving programs of concern. 7. International community taking steps to ensure against Libyan and Syrian WMD proliferation.

RESULTS	2004	1. DPRK: Little progress, but in advance of the second round of Six Party talks held in February 2004, DPRK reiterated a proposal to halt its nuclear weapons program (plutonium) in exchange for assistance and acknowledged this as one step toward the dismantlement. During the February round of talks, parties made progress on regularizing process to resolve this dispute, including agreement to establish working groups to address and attempt to resolve detailed issues between plenary sessions. 2. DPRK continued to export significant ballistic missile related equipment, components, materials and technical expertise to the Middle East, South Asia, and North Africa. 3. China: Although Beijing has taken steps to educate firms and individuals on the new missile-related export regulations, some Chinese entities continue to engage in transfer activities, particularly with Pakistan and Iran. 4. Continued IAEA investigation and reporting of Iran's nuclear program; international pressure against Iran increased, and Russia, EU and others continue slowdown of trade and cooperation with Iran. 5. Verification and dismantlement of Libya's nuclear/chemical weapons program continued and provided additional information about the A.Q.Khan proliferation network.
	2003	1. Iran: Unexpected growth in Iranian nuclear program revealed; U.S. made the case to the international community that Iran's nuclear fuel cycle is designed to support a nuclear weapons program. Iran was pressured through an IAEA board resolution; the U.S. also secured an EU slowdown on Iran trade and cooperation talks pending resolution of the Iranian nuclear issues. Iran's noncompliance caused Russia and other potential nuclear suppliers to reconsider cooperation with Iran's program. Shipments of missile-related items to Iran were stopped, plus contracts with Iranian entities involved in Iran's missile programs were cancelled. USG has denied visas to individuals whose proposed access to WMD/missile technology was assessed to pose an acceptable risk of diversion to WMD/missile programs. 2. Iraq: The Iraqi regime was toppled and disarmed. 3. North Korea: Very little progress, but North Korea met with the U.S. in Beijing in late April 2003 and Six Party talks initiated in August 2003. Shipments of CW precursor elements bound for DPRK were interdicted. 4. WMD and related materials and technology were denied to Syria.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The inability of target countries to possess WMD is a direct measure of how well U.S nonproliferation programs are working.
	Data Source	Diplomatic cables and intelligence reports.

Outcome Indicator

Indicator #8: Extent to Which States With Entities or Individuals Identified as Part of the A.Q. Khan Network Take Action to Eliminate the Network Permanently and Ensure That Similar Proliferation Can Be Detected and Prevented in the Future

TARGETS	FY 2006	States continue to improve export control laws, full export control training takes place, continue sustained law enforcement action as appropriate and ratify the IAEA Additional Protocol.
	FY 2005	States improve export control laws, agree to accept new export control training, begin sustained law enforcement action and sign the IAEA Additional Protocol.
RESULTS	2004	Diplomatic effort to shut down A.Q. Khan network began. Began effort to educate governments about the network and take initial steps to improve export control laws and initial law enforcement action. Pakistan committed to working with the U.S., aided international efforts to shut down the Network, and vowed never again to be a source of proliferation in the future. Investigations conducted in many countries.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This indicator enables the Department to measure the level of proliferation in target countries.
	Data Source	Diplomatic cables and intelligence reports.

I/P #5: Nonproliferation and Disarmament Fund (NDF) (PART Program)

Prevent future WMD and missile threats to the U.S. and its interests by using the Nonproliferation and Disarmament Fund (NDF) to help forestall and eliminate them.

Efficiency Indicator

Indicator #9: Ratio of Total Administrative Cost to Program Cost

TARGETS	FY 2006	4.7%
	FY 2005	4.8%
RESULTS	2004	5.0% - Unforeseen occurrences (e.g., the application of NDF resources to EXBS and to Iraq and Libya) have made it impossible to achieve realistic results.
	2003	Baseline: 5.0%
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This is a valid project efficiency measure. It accurately reflects efforts to reduce administrative costs.
	Data Source	NDF project/financial databases.

I/P #6: Nonproliferation of WMD Expertise (NWMDE)
(PART Program)

Expand and enhance redirection programs to deter former Soviet and other nuclear, chemical and biological weapons experts from working for proliferators, terrorists or rogue states.

Outcome Indicator

Indicator #10: Number of Reconfigured Former Biological Weapons Production Facilities for Peaceful Uses and Number of Engaged Former BW Scientists in Drug and Vaccine Development

TARGETS	FY 2006	1. Begin two new Bio-Industry Initiative (BII) conversion and commercialization projects at priority BW production facilities. 2. Fund two new BII projects on accelerated drug and vaccine research.
	FY 2005	Begin two new BII conversion and commercialization projects at priority BW production facilities. Fund two new BII projects on accelerated drug and vaccine research.
RESULTS	2004	BII program developed business, marketing and core competency assessments on 12 biological research institutes. Three new pharmaceutical industry partners engaged in BII commercialization projects and business development strategies with Russian institutes. Increased access and transparency with seven biologic production facilities.
	2003	The BioIndustry Initiative funded long-term commercialization and sustainability programs at large-scale biologic production facilities in Russia and Kazakhstan; developed Russian Bioconsortium of former BW research and production facilities; and developed relationships with DOW Chemical and Eli Lilly.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator is a consistent measure of our performance, especially in programs the Department controls because the conversion of each BW facility removes it and the associated scientists as proliferation threats.
	Data Source	Reports provided by Science Centers.

Outcome Indicator

Indicator #11: Number of Russian and Other Eurasian Proliferation-Relevant Institutes Engaged in U.S.-Funded Civilian Research Projects

TARGETS	FY 2006	Engage at least four new WMD institutes in new members states.
	FY 2005	Gain access to at least two new previously inaccessible BW and/or CW institutes in Russia/Eurasia via the Bio-Chem Redirect Program, and at least four new high-priority former WMD institute in member countries Azerbaijan and Tajikistan.
RESULTS	2004	1. Gained first-ever access to the last closed bio-chem facility in Kazakhstan (Pavlodar Chemical Plant). Established Kirov Environmental Monitoring Lab – first mechanism focused on engaging former BW scientists from the top priority Kirov-200 site, which remains closed. 2. Identified two new priority bio institutes in Tajikistan; first ISTC visit planned for April 2004.
	2003	Five new projects funded at three newly engaged BW and CW institutes.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator is a consistent measure of our performance; especially in programs the Department controls the engagement among each institute and the associated scientists removed from proliferation threats.
	Data Source	Reports provided by Science centers.

Efficiency Indicator		
Indicator #12: Cost to Assist a WMD Institute to Reach Financial Self-Sufficiency		
TARGETS	**FY 2006**	$790,000
	FY 2005	$806,000
RESULTS	2004	Baseline: $822,000
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This measure demonstrates management efficiency by illustration the reduced costs of achieving program goals.
	Data Source	Reports provided by Science Centers and Financial data recorded in NP/PTR database.

Output Indicator		
Indicator #13: Number of Institutes and Scientists Graduated Into Commercially Sustainable Ventures		
TARGETS	**FY 2006**	Graduate 2-3 institutes or groups of scientists from NP/Science Center funding, and graduate one institute or group of scientists from BW/CW engagement program.
	FY 2005	Graduate at least 2-3 institutes (more subject to supporting financial data) or groups of scientists from NP/Science Center Program assistance. Identify candidates among them and bio institutes for graduation in FY 2006.
RESULTS	2004	As of September 30, 2004, engagement focus is on approximately 165 former Soviet institutes of proliferation concern of the 430 involved as lead or supporting institutes in U.S. funded research and on several hundred Iraqi and Libyan scientists and technicians. Financial and other relevant data being collected to declare over two dozen institutes "graduated" i.e., no longer considered priority for funding research proposals, particularly proposals that were not solicited or collaboratively designed by our program personnel (including science center staff).
	2003	Five new projects funded at three newly engaged BW and CW institutes.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator is a consistent measure of our performance, especially in programs the Department controls because the graduation of each institute removes it and the associated scientists from funding dependency.
	Data Source	Reports provided by Science Centers.

Annual Performance Goal #2

STRENGTHENED MULTILATERAL WMD AGREEMENTS AND NUCLEAR ENERGY COOPERATION UNDER APPROPRIATE CONDITIONS

I/P #7: Strengthen Global Norms

Reinforce our Political support for strict NPT compliance.

Outcome Indicator

Indicator #1: A Healthy NPT Regime

TARGETS	FY 2006	1. Outcome of 2005 NPT Review Conference leads to national policies and to multilateral cooperation on specific steps to strengthen the Treaty. 2. Ten additional states negotiate, sign and/or implement the Additional Protocol including all NPT parties with nuclear power reactors. Additional Protocol adopted by supplier states as a condition of nuclear supply. 3. Increase in safeguards funding continues without a hitch and IAEA applies resources in an efficient manner. Special Committee of the Board makes recommendations on safeguards verification and on enforcement of safeguards agreements. 4. IAEA reports increase in number of countries that it has assisted in establishing a program to strengthen security of nuclear and other radioactive material. 5. Press on any continuing NPT noncompliance issues.
	FY 2005	1. 2005 NPT Review Conference reinforces value of Treaty, including support for the Additional Protocol, export controls, restraint on ENR, and safeguards. 2. Ten additional states negotiate, sign and/or implement the Additional Protocol, including most NPT parties with major nuclear programs. Process for implementing U.S. Additional Protocol is well under way. 3. Additional safeguards funding that began in IAEA CY 2004 budget and improved approach to implementation continue to strengthen safeguards system. IAEA Board creates Special Committee to advise the Board on measures to strengthen safeguards and enforcement of safeguards agreements. 4. IAEA program to combat nuclear terrorism remains strong and continues to strengthen the security of nuclear and other radioactive material. 5. Progress toward resolving Iranian noncompliance, settle any remaining compliance issues with Libya, and sustain pressure on North Korea to achieve the CVID of its nuclear program.
RESULTS	2004	1. PrepCom III for the 2005 NPT Review Conference concluded satisfactorily. 2. Six more states signed an Additional Protocol bringing the number to 84; twenty-two more states brought the Protocol into force bringing the total to 59. 3. U.S. Senate unanimously approved the U.S.-IAEA Additional Protocol. 4. IAEA exposed Iranian violations of its NPT safeguards obligations. 5. Libya renounced nuclear weapons and agreed to return to compliance with the NPT. 6. Two rounds of Six-Party talks held on DPRK nuclear weapons program.
	2003	1. PrepCom II for the 2005 NPT Review Conference concluded successfully. Cuba and East Timor joined the treaty. The international community urged Iran to comply with the NPT and North Korea to reverse its position on NPT withdrawal. 2. Eleven more states signed an Additional Protocol, bringing the total to seventy-eight, thirty-seven of which have entered into force. 3. Voluntary contributions to the IAEA anti-nuclear terrorism program funding doubled in FY 2003. 4. IAEA General Conference agreed to increase regular safeguards budget of the IAEA by $19.4 million over four years.
	2002	1. PrepCom I for the 2005 NPT RevCon concluded smoothly. 2. IAEA took action on integrated safeguards and emphasized financial needs; nine more states signed bringing the total to sixty-seven of which twenty-eight protocols have entered into force. 3. The IAEA Board approved a multi-year, $11.5 million a year program to address the prevention of, detection of and response to nuclear terrorism. 4. President Bush sent U.S. Additional Protocol to Senate for its advice and consent.
	2001	Fifty-two countries have signed the IAEA safeguards protocol.
DATA QUALITY	Indicator Validation	This indicator will allow us to track the extent to which the global community is prepared to get behind measures to increase the effectiveness of the NPT and IAEA against new threats.
	Data Source	Diplomatic and open source reporting, IAEA documentation, consultations with other governments and the IAEA.

Outcome Indicator		
Indicator #2: Status of the Convention on Physical Protection of Nuclear Material (CPPNM)		
TARGETS	FY 2006	1. U.S. ratifies revised CPPNM. 2. At least 2/3 of States ratify revised CPPNM to bring it into force.
	FY 2005	Amendments are adopted during diplomatic conference and at least 2/3 of States sign revised CPPNM to allow convention to come into force with U.S. ratification.
RESULTS	2004	The U.S has not yet signed the amendments to the CPPNM as the amendments have not yet been adopted by a diplomatic conference and are not yet open for signature. The IAEA circulated a proposal of the Austrian Government to revise the CPPNM in July 2004. A simple majority of CPPNM Parties must request the IAEA Director General to convene a diplomatic conference to consider the Austrian proposal. To achieve the necessary majority of 53 Parties, the United States has been coordinating diplomatic strategy with the Core Group and Austria. As of October 2004, 29 of 53 Parties have requested the conference. The current goal is the convening of a diplomatic conference in early 2005.
	2003	After two meetings, the Drafting Group concluded its work without reaching consensus on a revision proposal, but did identify a set of possible amendments warranting further consideration by States Parties as the basis for a proposal.
	2002	Baseline: The IAEA met to discuss whether the CPPNM should be revised or strengthened. Experts made recommendations. The Experts Group recommended "well defined amendment" to CPPNM for consideration by the Drafting Group. The Drafting Group worked on recommendations for consideration by a revision conference.
	2001	N/A
DATA QUALITY	Indicator Validation	The indicator is a reliable measure of progress toward our overall goal as the CPPNM is one of the key components of the international system of nonproliferation treaties, norms and standards.
	Data Source	Data on progress comes from diplomatic cables and first hand accounts of activities. Both are expected to be highly reliable.

I/P #8: Multilateral Arms Control Agreements

Develop and implement targeted strategies for gaining additional adherents to the CWC and BWC.

Outcome Indicator

Indicator #3: Viability of the Chemical Weapons Convention (CWC)

TARGETS	FY 2006	1. 169 States Parties. 2. Continuation of destruction of Albanian chemical weapons, with U.S. assistance. 3. OPCW inspection program expands to 235 sites inspected in 61 countries. 4. Second Russian destruction facility completed, and construction continues on the third facility. 5. All Article VII requirements met by 75% of States Parties.
	FY 2005	1. 165 States Parties. 2. Completion of destruction of Libyan CW agent stockpiles, with U.S. assistance as needed. 3. Destruction of Albanian chemical weapons underway, with U.S. assistance. 4. OPCW management and financial reforms show results: inspection program expands to 230 sites inspected in 60 countries. 5. Completion of destruction operations at first Russian facility (Gorniy), second destruction facility near completion (Kambarka), and construction underway on a third facility (Shchuch'ye).
RESULTS	2004	1. A total of 166 Parties to the CWC. 2. After the sudden Libyan announcement in December 2003 to forgo WMD, the AC Bureau led U.S. assistance to Libya to ensure rapid submission of an accurate declaration of its chemical weapons stockpile and civilian chemical industry and to begin destruction of CW stockpiles. 3. The Department led international support for Albania to accelerate implementation of the CWC. 4. Active USG and OPCW efforts to promote effective domestic implementation by CWC member states got underway, in accordance with an agreed action plan. 5. As another step in its management reform, the OPCW implemented a tenure policy to promote a steady flow of fresh qualified personnel for inspections and staff functions. 6. The OPCW ended 2004 executing its full program of inspections. But in April 2004, the U.S. decided to defer payment of about one-third of the 2004 U.S. assessment until FY 2005. Delays in making this decision meant that as of September 2, 2004, the U.S. had paid nothing to the OPCW for 2004. Urgent action in September and October led to U.S. payment of about 70 percent of what the U.S. owed, enough to keep the OPCW operational.
	2003	1. A total of 156 States Parties. 2. The first Russian destruction facility started operations in December 2002, and Russia met its revised deadline of destroying 400 agent tons by April 24, 2003. Construction of a second destruction facility has begun. 3. OPCW has significantly recovered from the financial and administrative crisis it faced a year ago. The new Director-General of the OPCW Technical Secretariat has undertaken necessary management and financial reforms. Inspections, a key operation for the OPCW, have increased by over 15%, while the budget increase has been held to less than 10 percent, indicating an increase in efficiency, as well. Inspections have also been retargeted to focus better on potential chemical weapons (CW) threats.
	2002	1. Four States Parties (Nauru, Uganda, St. Vincent and the Grenadines, and Samoa) were added to the CWC, and two other states (Libya and Thailand) voiced intent to join. 2. The U.S. fully implemented CWC industry obligations by meeting all declaration and reporting requirements, hosting eight industry inspections, and successfully resolving issues from five previous inspections. 3. Three of the six Congressional conditions for granting authority for U.S financial assistance for Russian stockpile destruction have been resolved; limited progress was made on the other three conditions; Congress granted the President waiver authority. As a result of intense Department efforts, significant international financial assistance was provided. 4. In the summer of 2002, the U.S. succeeded in bringing about a change in the leadership of the OPCW Technical Secretariat and called for voluntary donations to resolve the immediate OPCW financial crisis. The U.S. made a $2 million voluntary contribution, and sought and obtained agreement of the States Parties for a 10% increase in the 2003 OPCW budget.
	2001	1. A total of 144 States Parties. 2. The U.S. fully implemented its industry obligations, including hosting 16 inspections of U.S. industry facilities conducted. 3. Organization for the Prohibition of Chemical Weapons (OPCW) budget problems continued. 4. Some destruction of Russian chemical weapons began.

DATA QUALITY	Indicator Validation	The OPCW needs to be an efficient and viable organization so that it can carry out all the inspections needed to ensure compliance with the CWC. This will be especially important when the pace of CW destruction picks up beyond FY04. The Department is using one target to measure the number of inspections in the number of countries (as opposed to the number of inspections alone) because our objective is to spread the geographic scope of inspections so that every site of concern is inspected. The number of States Parties provides a measure of the CWC's growing influence and universality, and provides one measure of whether the CWC is an effective instrument for reducing the WMD threat. Russia possesses the world's largest CW stockpile and its destruction is an essential requirement of the CWC. Targets based on the amount of agent destroyed by Russia might be a more direct or understandable measure of progress, but there will not be much increase in the amount of agent destroyed for several years. Therefore, the Department is using targets based on facility construction.
	Data Source	Data on signature/ratification of the CWC is known from the states themselves and the OPCW. Data to measure OPCW performance will derive from OPCW reports. Data on the status of construction of Russian destruction facilities and the amount of agent destroyed is based on OPCW reports. Data on destruction in Libya and Albania and any others country will be known through the OPCW and bilateral consultations.

Output Indicator

Indicator #4: Number of States Parties Who Incorporate U.S. Proposals in Their National Approaches to Controlling the Biological Weapons Threat

TARGETS	FY 2006	U.S. alternative proposals incorporated by 40-45 BWC States Parties in their national approaches to controlling the BW threat.
	FY 2005	35-40 of the 150 total States Parties incorporate U.S. alternative proposals in their national approaches to controlling the BW threat.
RESULTS	2004	At the November 2003 meeting of BWC State Parties, all 78 states participating pledged to implement and enforce appropriate pathogen security and national implementation measures, which was the first subject of the U.S.-proposed multi-year work program. It will take time for all these states to carry out this pledge in terms of specific national legislation or other actions. States Parties also responded positively to U.S. strategy for implementing the U.S.-proposed work program for 2005, which focuses on disease surveillance, suspicious outbreaks, and alleged use. The July 2004 Experts Meeting on this subject was very successful in reviewing the issues and identifying problems and needs; eighty states participated and seventy substantive expert briefings were given.
	2003	1. States Parties agreed at the November 2002 Review Conference to a work program based on U.S. proposals. 2. At the August 2003 experts meeting, at least 25 states reported that national legislation, mirroring U.S. laws to control the BW threat, was already in place. The 80 states participating agreed that such legislation was an important element of their measures to improve biosecurity and evidence of implementation was more fragmentary. However, at least 20 States Parties acknowledged the validity of the U.S. approach and indicated that they had at least begun an awareness-raising program in their countries. 3. At the November 2003 meeting of States Parties, the U.S. got an agreed pledge that all Parties will work to implement and enforce appropriate safeguards in their respective countries.
	2002	USG developed an alternative package of effective measures to strengthen the BWC and began discussions with other BWC States Parties.
	2001	1. The States Parties continued work on the BWC Protocol. 2. The U.S. rejected the flawed BWC Protocol because it would harm the U.S. pharmaceutical industry and undermine U.S. security.
DATA QUALITY	Indicator Validation	This indicator is a direct measure of the success of U.S. diplomacy in persuading other BWC States Parties to follow the U.S. approach for strengthening implementation of the BWC. If all States Parties undertake the desired national actions, it will be much more difficult for terrorists or rogue states to acquire biological weapons.
	Data Source	Public announcements by States Parties; States Parties' reports to other States Parties.

I/P #9: Strengthen Export Conditions

Global nuclear cooperation under the highest nonproliferation and safety standards is promoted.

Output Indicator

Indicator #5: Replacement or Closure of Old/Unsafe Reactors in the Former Soviet States

TARGETS	FY 2006	1. Armenia commits to firm closure date of ANPP Unit 2. 2. Bulgaria shuts down Kozloduy Units 3 and 4. 3. Ukrainian K2R4 reactors completed to meet international nuclear safety standards. 4. Russian power sector market reforms support continued development of replacement power for unsafe reactor closure.
	FY 2005	1. Decommissioning begins for Ignalina Unit 1 in Lithuania. 2. Bulgaria prepares to shuts down Kozloduy Units 3 and 4. 3. Armenia negotiates the closure of its plant.
RESULTS	2004	1. Ignalina-1 stopped generating electricity at 8:02 pm on Dec. 31st, fulfilling Lithuania's pledge to the European Union to shutdown the RBMK-1500 by 2005. 2. No progress in Armenian energy situation. 3. Ukraine submitted proposal to EBRD consistent with international safety standards.
	2003	1. Ignalina (Lithuania) initiated closure procedures for Unit 1 and planned for the closure of Unit 2. 2. Russia worked on a comprehensive plan for de-commissioning of some of its reactors. Began a comprehensive plan for addressing nuclear waste issues.
	2002	1. Positive results achieved in Eastern Europe: e.g., Lithuania and Armenia; Bulgaria shut down two of its four high-risk reactors (Kozloduy). 2. Liability agreement reached with Russia allowing U.S. participation in waste cleanup; implementing agreements negotiated.
	2001	1. Several NIS plants closed. 2. G-7 adopted the goal of pressuring Russia to close unsafe reactors.
DATA QUALITY	Indicator Validation	The indicators provide the best information to measure progress by focusing on the key elements of U.S. policy – nuclear cooperation under international agreements, closing or replacing nuclear reactors in the former Soviet Union.
	Data Source	G-8 NSSG contacts and reports from the countries in question.

Outcome Indicator

Indicator #6: Status of North Korean Nuclear Weapons Programs

TARGETS	FY 2006	1. North Korea remains a non-nuclear weapon state party to the NPT with comprehensive IAEA Safeguards and the Additional Protocol implemented. 2. North Korea cooperates with IAEA on safeguards, including beginning an assessment of the program history.
	FY 2005	North Korea rejoins the NPT and refrains from reprocessing plutonium and producing enriched uranium. Multilateral talks lead to DPRK decision to dismantle all nuclear weapons facilities in a verifiable and irreversible manner. North Korea begins a permanent, thorough, and transparent dismantlement that would result in a complete, verifiable, and irreversible end to its nuclear program.
RESULTS	2004	North Korea boycotted a fourth round of Six-Party talks scheduled for September 2004 in Beijing, citing what it called "hostile U.S. policy" and other issues. Diplomatic work continues to secure North Korea's agreement to reconvene the talks. North Korea has vowed to strengthen its nuclear deterrent if the U.S. holds on to its "hostile policy."
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Compliance with nuclear weapons testing treaties, commitments, and moratoria is a vital element in preventing the supply of missiles and nuclear weapons to countries of concern and terrorist groups.
	Data Source	Diplomatic cables and official reports.

Annual Performance Goal #3
VERIFICATION INTEGRATED THROUGHOUT THE NEGOTIATION AND IMPLEMENTATION OF ARMS CONTROL, NONPROLIFERATION, AND DISARMAMENT TREATIES, AGREEMENTS, AND COMMITMENTS, AND RIGOROUS ENFORCEMENT OF COMPLIANCE WITH IMPLEMENTATION AND INSPECTION REGIMES

I/P #10: Verification

Integrate verification into negotiations and implementation of arms control, nonproliferation, and disarmament treaties, agreements and commitments.

Outcome Indicator

Indicator #1: Extent to Which Libya Dismantles Its Nuclear Program, Completes Destruction or Conversion of All Chemical Weapons and Related Facilities, and Adheres to its December 19, 2003, Commitments Relating to Missiles

TARGETS	FY 2006	1. Libya's weapons-related nuclear program dismantled in a complete, verifiable and irreversible manner. 2. Libya continues destruction of its chemical weapons stockpile to meet the Chemical Weapons Convention (CWC) deadline of April 2007 for 100% destruction of Libya's stockpile (23.6 metric tons). 3. Libya completes conversion of all of its CW Production Facilities to non-WMD use. 4. Arms control/nonproliferation dialogue continues. 5. Libyan adherence to its December 19, 2003 commitment, limiting its missile programs to missile systems below MTCR Category 1 specifications is monitored according to long-term monitoring plan. Trilateral consultation mechanism used to raise and resolve any issues with Libya regarding implementation of its commitments.
	FY 2005	1. Libya continues the complete, verifiable, and irreversible dismantlement of its weapons-related nuclear program, cooperation with the IAEA continues. 2. Continue destruction of Libya's chemical weapons stockpile. 3. Chemical Weapons Destruction Facility (CWPF) construction completed. 4. Convert production facilities to non-WMD use. 5. Libyan adherence to its December 19, 2003 commitment, limiting its missile programs to missile systems below MTCR Category 1 specifications is monitored according to long-term monitoring plan. Trilateral consultation mechanism used to raise and resolve any issues with Libya regarding implementation of its commitments.
RESULTS	2004	1. Progress made toward the complete, verifiable, and irreversible dismantlement of Libya's weapons-related nuclear program due to cooperation among the IAEA, UK and U.S. 2. Physical inspections within Libya initiated. Complete extent of stockpile/program identified. 3. Libya acceded to the CWC, deposited instruments of ratification, and joined OPCW. 4. Destruction of chemical weapons stockpile initiated. 5. Conversion of production facilities to non-WMD use initiated. 6. Scud C inventory removed from Libya; finalized agreement on Scud B elimination.
	2003	Libya committed to limit itself to missile systems below Missile Technology Control Regime (MTCR) Category 1 missile systems.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	National Means and Methods (NMM), intelligence reporting, data exchanges, declarations, inspections, and an established forum for resolving concerns over the long-term will validate Libya's compliance.
	Data Source	OPCW reporting and bilateral consultations.

Outcome Indicator

Indicator #2: Status of Verified Elimination of All Elements of North Korea's Nuclear Program and Develop Plan for Verifiable Chemical, Biological, and Missile Compliance Regime

TARGETS	FY 2006	1. Begin dismantlement of North Korean nuclear program. 2. Negotiations with North Korea begin for a verifiable ban on North Korean chemical, biological, and missile programs.
	FY 2005	1. Obtain and review any disclosures by North Korea regarding its nuclear program. 2. Begin nuclear-related dismantlement negotiations with North Korea. 3. Interagency plan for verifiable chemical, biological, and missile compliance regime is finalized for negotiations.
RESULTS	2004	1. Developed framework to verifiably dismantle North Korea's nuclear program. 2. Began draft of the regime to dismantle North Korea's nuclear program. 3. Full member of the U.S. delegation.
	2003	Developed Department concept paper outlining objectives, strategy, and tactics to achieve the denuclearization of North Korea (agreed). Preliminary exploration with interagency regarding appropriate technical means to sequentially denuclearize North Korea and to verify complete and irreversible dismantlement.
	2002	Preliminary work to develop framework to verifiably dismantle North Korea's nuclear program.
	2001	N/A
DATA QUALITY	Indicator Validation	U.S. policy is structured around the dismantlement of DPRK nuclear program.
	Data Source	Bi- and multilateral discussions/negotiations.

Input Indicator

Indicator #3: Progress of Establishment of Verification Policy Related to a Fissile Material Cut-off Treaty

TARGETS	FY 2006	Continue diplomatic efforts to explain the U.S. verification position and gain support for the U.S. position on the Fissile Material Cut-off Treaty (FMCT).
	FY 2005	Continue diplomatic efforts to explain the U.S. verification position and gain support for the U.S. FMCT position.

RESULTS	2004	The U.S. reaffirmed its support for a ban on the production of fissile material for nuclear weapons or other nuclear explosive devices. Verification requirements related to FMCT were studied and the USG concluded that an effectively verifiable FMCT that does not compromise our national security interests is not achievable. Consequently, the U.S. did not seek to include provisions that might create a new international mechanism and the impression that effective verification was possible. For this reason, the U.S. sought to revise the existing negotiating mandate, which called for an "effectively verifiable" treaty. Diplomatic efforts were underway to explain and gain support for the U.S. position.
	2003	Interagency fully engaged in NSC-directed review of potential FMCT, with unconstrained model verification regime developed and its impact on USG reviewed.
	2002	2002 Conference on Disarmament unable to reach agreement on a work program, to include negotiations on an FMCT. NSC directs review of U.S. policy regarding an FMCT.
	2001	N/A
DATA QUALITY	Indicator Validation	Transparency provides an additional measure of effective implementation of U.S. nonproliferation policy.
	Data Source	Ongoing discussions and negotiations.

Input Indicator

Indicator #4: Progress of Establishment of Measures to Improve Compliance Judgments Related to Former Soviet Union (FSU) Fissile Material Agreements and Commitments

TARGETS	FY 2006	1. Coordination across U.S. programs to meet monitoring and transparency needs for improved ability to assess compliance related to FSU fissile material agreements and commitments. 2. Compliance assessment measures for the Mayak Fissile Material Storage Facility (FMSF), the Plutonium Production Reactor Agreement (PPRA), and the Plutonium Management and Disposition Agreement (PMDA) established.
	FY 2005	Improve ability to assure compliance with FSU fissile material agreements and commitments, with emphasis on the Russian Federation through resolution of Plutonium Production Reactor Agreement (PPRA) compliance concerns and implementation of the Mayak Fissile Material Storage Facility (FMSF). Continue developing compliance measures for the Plutonium Management and Disposition Agreement (PMDA).
RESULTS	2004	Transparency negotiations continued for FMSF and PPRA. Transparency negotiations also continued for PMDA, but progress limited by the impasse on liability issues.
	2003	Transparency negotiations continued for FMSF and PPRA. Mayak FMSF construction completed and ready for loading. Transparency regime negotiations began in parallel with PMDA framework and financing negotiations. Papers exchanged on monitoring regime and blend stock.
	2002	1. U.S.-Russian construction of Mayak Fissile Material Storage Facility underway in 2001 to provide storage for dismantled Russian nuclear weapons. Monitoring procedures and arrangements on PPRA not fully developed. In April 2001, important concerns identified. 2. September 2000 U.S.-Russian PMDA bilateral meetings focused on development of transparency measures and U.S. work on measurement/inspection methodologies for plutonium disposition.
	2001	N/A
DATA QUALITY	Indicator Validation	Transparency provides an additional measure of effective implementation of U.S. nonproliferation policy.
	Data Source	Ongoing interagency discussions and bilateral U.S.-Russian negotiations.

I/P #11: Compliance Assessment and Reporting

States Parties to arms control, nonproliferation, and disarmament treaties, agreements, and commitments must recognize their individual and collective responsibilities to enforce compliance and rigorously implement inspection regimes. Compliance with arms control, nonproliferation, and disarmament treaties, agreements, and commitments assessed. The Annual Presidential Report to Congress on Adherence to and Compliance with Arms Control and Nonproliferation Agreements and Commitments is the culmination of an ongoing annual effort to assess noncompliance.

Input Indicator

Indicator #5: Status of Implementation of a Global Norm of Compliance with Arms Control, Nonproliferation, and Disarmament Treaties, Agreements and Commitments

TARGETS	FY 2006	1. Assess and report on compliance of other parties to their arms control and nonproliferation agreements and commitments. 2. Participation in rigorous review of nuclear, chemical, biological, and missile information, activities, and behavior facilitates robust noncompliance reporting and more complete noncompliance determinations. 3. Conduct compliance dialogue in and related to countries of concern.
	FY 2005	1. Participation in rigorous review of nuclear, chemical, biological, and missile information, activities, and behavior facilitates robust noncompliance reporting and more complete noncompliance determinations. 2. Conduct compliance dialogue in and related to countries of concern.
RESULTS	2004	1. Incorporated sensitive intelligence reporting into noncompliance assessments. 2. Participation in rigorous review of nuclear, chemical, biological, and missile information, activities, and behavior facilitates robust noncompliance reporting and more complete noncompliance determinations. 3. Conducted two regional trips to brief compliance. 4. World Military Expenditures and Arms Transfers Report 2001-2003 published.
	2003	1. Briefed Congress on significant progress in compliance assessment rigor and timeliness. 2. Incorporated sensitive intelligence reporting into NCR's noncompliance assessments. 3. Working with Congress to address redundancy by removing the requirement for separate CWC and CFE reports by including the information necessary to satisfy these reports in the Annual Noncompliance Report.
	2002	CY 2001 Annual Noncompliance Report submitted to the NSC on time, but needed revision to meet more fully Congressional requirements.
	2001	N/A
DATA QUALITY	Indicator Validation	Noncompliance assessments will be validated by intelligence reporting, National Means and Methods (NMM), data exchanges, international monitoring systems, on-site inspections, research results. Review of these sources is necessary in order to make informed compliance assessments. Compliance reinforces the global norm of adherence to agreements and commitments.
	Data Source	Intelligence reporting, National Means and Methods, data exchanges, international monitoring systems, on-site inspections, research results.

I/P #12: Compliance Enforcement and Diplomacy

Noncompliance must be identified and corrective measures implemented to increase the cost of noncompliance and to persuade other nations to adopt compliant behavior.

Input Indicator

Indicator #6: Extent of Implementation and Enforcement of Compliance with Arms Control, Nonproliferation, and Disarmament Multilateral Treaties, Agreements, and Commitments

TARGETS	FY 2006	1. Other nations of proliferation concern adjust their behavior to come into compliance with their obligations and commitments. 2. Multiple initial and follow-up diplomacy conducted to seek resolution of U.S. compliance concerns. 3. Apply rigorous standards of verification to the review of nuclear, chemical, biological, and missile information, activities, and behavior, thereby facilitating substantive judgments of sanctionable activity to be made by decision-makers. 4. NPT – Compliance remains a central issue among Nuclear Nonproliferation Treaty (NPT) parties and at NPT meetings. 5. CWC – Multiple bilateral and multilateral discussions and site visits with other States Parties regarding Chemical Weapons Convention (CWC) and noncompliance issues. 6. CFE – Continue to emphasize importance of compliance at Conventional Armed Forces in Europe (CFE) Treaty consultations. 7. Open Skies – Continue to press importance of compliance at Open Skies consultations. 8. BWC – Increase compliance focus at Sixth Biological Weapons Convention (BWC) Review Conference; publicly identify States Parties that continue to cause compliance concerns; increase international pressure to comply with BWC commitments. 9. MTCR – Participation in rigorous review of missile and missile proliferation activities and behavior facilitates robust noncompliance reporting, more complete noncompliance determinations, and appropriate and timely enforcement.
	FY 2005	1. Other nations of proliferation concern adjust their behavior to come into compliance with their obligations and commitments. 2. Multiple initial and follow-up diplomacy conducted to seek resolution of U.S. compliance concerns. 3. NPT – Other nations briefed on and supportive of U.S. noncompliance concerns and proposals strengthen compliance and enforcement of the NPT, or compliance positions that achieve similar objectives. 4. Increased emphasis in diplomatic and public diplomacy dialogue on the need for and consequences of the failure of NPT States Parties' strict adherence to their NPT obligations. 5. Increased efforts to secure support for swift action against those Parties that violate the NPT. 6. Compliance generally accepted as the central issue for the NPT Review Conference. 7. CWC – Noncompliance issues identified with 16 states parties of concern resolved. Bilateral discussions held with 5 highest priority countries of concern and site visits conducted with top two States Parties of concern regarding CWC noncompliance issues, including those related to declarations, ambiguous CW and industrial activities. 8. CFE – Continue to emphasize importance of compliance at Conventional Armed Forces in Europe (CFE) Treaty consultations. 9. Open Skies – Continue to press importance of compliance at Open Skies consultations. 10. BWC – Continue public diplomacy efforts. Consult with close Allies to strengthen compliance focus of upcoming BWC Review Conference. Three year working program concludes. 11. MTCR - Participation in rigorous review of missile and missile proliferation activities and behavior facilitates robust noncompliance reporting, more complete noncompliance determinations, and appropriate and timely enforcement.

RESULTS	2004	1. NPT – Compliance remained a central issue among Nuclear Nonproliferation Treaty (NPT) parties and at NPT meetings. Compliance was a central issue at the NPT PrepCom. 2. CWC – Multiple site visits conducted within Libya. Site visit to Albania to resolve noncompliance concerns. Numerous demarches delivered to identify and resolve U.S. noncompliance concerns. Bilateral consultations on noncompliance issues conducted with several CWC States parties. 3. CFE – Compliance issues pressed in bilateral and multilateral meetings in Vienna. Ensured that verification equities preserved at NATO consultations on CFE implementation. 4. Open Skies – Efforts to resolve compliance issues during early implementation were successful. 5. BWC - 3-yr working program continued. Public diplomacy highlighted non-compliant States. 6. MTCR – Participated in rigorous review of missile and missile proliferation activities and behavior which facilitated robust noncompliance reporting, more complete noncompliance determinations, and appropriate and timely enforcement. Sanctions applied to foreign entities that transferred MTCR-controlled items.
	2003	1. CWC – Sought clarification and resolution of U.S. compliance concerns related to the CWC through visits conducted under Article IX of the CWC. Bilateral compliance consultations also conducted. 2. BWC – 3-yr program continues, with focus on strengthening national compliance legislation within States Parties, and increasing Bio-security measures to prevent non-compliance. Public diplomacy efforts highlight non-compliant States. 3. MTCR – Participated in rigorous review of missile and missile proliferation activities and behavior to determine appropriate responses to noncompliance.
	2002	1. CWC – Bilateral consultations on noncompliance issues conducted with several CWC States parties, many made progress toward more complete compliance. 2. BWC – 3-yr working program initiated within BWC to enhance compliance efforts throughout BWC signatory States. Public diplomacy continued to highlight non-compliant States.
	2001	1. CWC – Bilateral consultations on noncompliance issues conducted with several CWC States parties, many make progress toward more complete compliance. Two site visits conducted. 2. BWC – Fifth BWC RevCon highlighted compliance concerns with 5 States Parties the U.S. viewed as non-compliant with BWC.
DATA QUALITY	Indicator Validation	Noncompliance must be identified and corrective measures implemented to increase the cost of noncompliance and to persuade other nations to adopt compliant behavior. Noncompliance assessments will be validated by intelligence reporting, National Means and Methods (NMM), utilizing all source data, data exchanges, international monitoring systems, on-site inspections, and research results. Review of these sources is necessary in order to make informed compliance assessments and to take effective corrective measures.
	Data Source	NPT, CWC, CFE, Open Skies, BWC, and MTCR-related reporting (and BWC annual submission of confidence and security-building data and reports from international health-related organizations). Bilateral consultations with Allies.

Output Indicator

Indicator #7: Extent of Implementation and Enforcement of Compliance with Arms Control, Nonproliferation, and Disarmament Bilateral Treaties, Agreements, and Commitments

TARGETS	FY 2006	1. Strategic Arms Reduction Treaty (START) – Joint Compliance and Inspection Commission (JCIC) continues to resolve major noncompliance issues. 2. Moscow Treaty – Bilateral Implementation Commission (BIC) continues to discuss Moscow Treaty's implementation, taking actions where necessary.
	FY 2005	1. START – JCIC continues to resolve major noncompliance issues. 2. Moscow Treaty - BIC continues to discuss Moscow Treaty's implementation, taking actions where necessary.
RESULTS	2004	1. START – JCIC continued to resolve major noncompliance issues. 2. Moscow Treaty – Developed transparency into Moscow Treaty implementation using national intelligence capabilities and knowledge gained from other treaties and agreements.
	2003	START – In August 2003, the Department held consultations with Russia's representative to the Joint Compliance and Inspection Commission on the unclassified version of the Noncompliance Report for the year 2002. In September 2003, VC sent a follow-up letter to the Russian Ministry of Foreign Affairs (MFA), Department of Security Affairs and Disarmament, reiterating the earlier explanation from the consultations that the law requiring the President to submit the Noncompliance Report to Congress was changed to require more specificity in the upcoming Report. In response to a subsequent request from the Russian MFA, a copy of the law containing the requirements for submitting the Report to Congress was delivered to the Russian MFA on September 26. Russia has yet to provide official comments in response to the consultations.
	2002	START – START I final reduction achieved.
	2001	START – Compliance issues worked in JCIC.
DATA QUALITY	Indicator Validation	Strengthen national/global security through continued discussions to resolve noncompliance issues.
	Data Source	Bilateral discussions, National Means and Methods.

I/P #13: Effectiveness of International Organizations to Contribute to Verification and Compliance

Ensure that relevant organizations support rigorous assessment and enforcement of States Parties' compliance with arms control, nonproliferation, and disarmament treaties, agreements, and commitments. Foster the realization by such international organizations that the security benefits of these treaties, agreements, and commitments are achieved only through strict and full compliance, robust verification, and enforcement.

Input Indicator

Indicator #8: Extent of Enhancement of Arms Control, Nonproliferation and Disarmament-Related International Organizations' Contribution to Verification and Compliance

TARGETS	FY 2006	1. International Atomic Energy Agency (IAEA) – Improve effectiveness to contribute to verification and compliance, particularly to detect undeclared activities and prevent misuse of technical cooperation program assistance. Implement results of Verification Assessment of the IAEA pursuant to U.S. policy. 2. Organization for the Prohibition of Chemical Weapons (OPCW) - Increase number and compliance-quality of inspections conducted by OPCW. Ensure all OPCW reporting includes strong language on compliance where appropriate. Compliance discussion with targeted States by OPCW increases. OPCW fully funded. 3. Biological and Toxin Weapons Convention (BWC) Meetings - Compliance becomes central theme of Sixth Review Conference. Strengthened compliance regulations and procedures become the norm within BWC signatory States. 4. North Atlantic Treaty Organization (NATO) & Organization for Security and Cooperation in Europe (OSCE) Arms Control Fora - Increase compliance focus of each organization; all non-compliance events are noted/opposed swiftly and universally, isolating transgressor States.
	FY 2005	1. IAEA – Complete Verification Assessment of the IAEA and provide it for interagency consideration in developing a U.S. policy to improve the IAEA, including its Technical Cooperation Program. 2. Generate international support for the President's Nonproliferation Initiatives. 3. Entry into force of the NPT Additional Protocol made a condition of nuclear supply and participation in the IAEA's Technical Cooperation (TC) Program. More rigorous review of requests, continuing oversight, and end use certification of TC assistance made a requirement. 4. OPCW – Increase number and compliance-quality of inspections conducted by OPCW. Ensure all OPCW reporting includes strong language on compliance where appropriate. Compliance discussion with targeted States by OPCW increases. OPCW fully funded. 5. BWC – Increase compliance focus of BWC members. States more frequently cite compliance concerns in public statements. Non-compliant behavior identified and condemned by a greater number of signatory States. 6. NATO/OSCE arms control fora - Noncompliance events opposed in coordinated manner by alliance members. Russia brought into compliance with Istanbul Commitments of 1999, enabling Western ratification of Adapted CFE Treaty.
RESULTS	2004	1. OPCW – Initiated requirement for sufficient funding for inspections and ability to conduct challenge inspections as needed. Additional compliance action plan initiated to strengthen compliance under Article VII of the CWC. U.S. addressed Western and Others Group (WEOG) and Director General (DG) of OPCW highlighting the requirement for strong compliance enforcement. 2. BWC – Initiated improvement of UN mechanism to investigate BW usage. Expanded cooperation with World Health Organization and other similar international organizations to improve monitoring of, response to, and bio-safety of BW threats. 3. NATO/OSCE arms control fora - Initiated strong alliance response to Russian non-compliance actions with CFE and Open Skies Treaties. Addressed Armenian CFE non-compliance concerns.
	2003	1. Raised awareness of the importance of compliance within the BWC. 2. Non-compliant CFE and Open Skies actions by Russia were opposed throughout NATO/OSCE.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	National and global security is strengthened by International Organizations supporting the rigorous enforcement of States Parties' compliance with their obligations and commitments.
	Data Source	1. IAEA reporting, intelligence reports, OPCW - OPCW reporting. Bilateral consultations with Allies. 2. BWC - Annual submission of confidence and security-building data. Reporting from BWC mtgs. Reports from international health-related organizations. Bilateral consultations with close Allies.

I/P #14: All Source Intelligence Collection and Technology R&D

Promote intelligence collection resources and technology R&D to support arms control, nonproliferation, and disarmament verification and compliance objectives; intelligence information secured and protected.

Input Indicator

Indicator #9: Extent to Which Robust Verification Activities and Assets Fund (V Fund) Are Successfully Advocated, Endowed, and Expended

TARGETS	FY 2006	1. V Fund money authorized and appropriated as a line item. Requesting $3 million for initial V Fund endowment. 2. V Fund used to preserve critical assets and develop new R&D verification projects. 3. Promote inclusion of Intelligence Community verification assets in the permanent Future Years Defense Program (FYDP) funding lines. 4. Successful advocacy of Measurement and Signature Intelligence (MASINT) initiatives in support of sensors used to verify compliance with arms control, nonproliferation, and disarmament treaties, agreements, and commitments. 5. Strengthen the Department's influence upon and leadership of technology R&D in support of verification and compliance objectives. 6. Utilize open source information to support verification and compliance of arms control, nonproliferation, and disarmament objectives.
	FY 2005	1. V Fund money authorized and appropriated as a line item. 2. V Fund used to preserve critical assets and develop new R&D verification projects.
RESULTS	2004	The Department identified funds to support critical verification activities and to fund the development of new collection programs to fill gaps and replace existing collection programs important for verification.
	2003	The Department did not seek funding from Congress for the V Fund, but identified projects and funded key intelligence programs, important for verification of agreements and for ascertaining WMD-related activities.
	2002	V Fund is not endowed, but $450K of Department resources were identified for verification activities. This money was allocated to collection programs consistent with V Fund goals.
	2001	N/A
DATA QUALITY	Indicator Validation	Funds appropriated and money used to support critical assets and development of replacement sensors important for verifying compliance with arms control, nonproliferation, and disarmament agreements and commitments and for tracking global proliferation activities.
	Data Source	Intelligence community and Department of Energy programs.

I/P #15: Reliable Communications And Timely Upgrades

Ensure the rapid transmission of critical information regarding compliance with arms control, nonproliferation, and disarmament treaties, agreements, commitments, and regimes.

Output Indicator

Indicator #10: Level of Usage of Information Technology to Enhance Verification and Compliance and Communications Domestically and Overseas

TARGETS	FY 2006	1. Video collaboration - Complete PM/EUCOM video initiative installing up to 60 video systems at embassies throughout Europe and Africa to speed decision making, enhance intelligence sharing, and provide an emergency communications and coordination network. 2. Machine Translation - Utilizing state-of-the-art information technology gain more timely access to data in non-English formats in effort to advance verification and compliance assessments relating to arms control, nonproliferation and disarmament treaties, agreements and commitments. Implement full pipeline for formatted CWC declarations, expanding capabilities to other formatted texts and languages. 3. Assistance to OPCW/TS - Capitalize on opportunities for implementing automated data exchange with OPCW State Parties utilizing data standards and state-of-the-art information technology. OPCW Technical Secretariat (TS) completes initial implementation of secure database using Common Transmission File Structure (CTFS) data model; inviting State Parties to adopt electronic submission of industrial data. TS adopts change control mechanism, including State Parties for defining future enhancements to data exchange tools. OPCW fully automated data exchange mechanism in place, with the majority of State Parties submitting industrial declarations electronically.
	FY 2005	1. Expand video collaboration system to POLADS at military locations. Complete the worldwide POLAD video network to enhance political/military communications and coordination during exercises, real world events and emergencies and to enhance communications with senior POLAD coordinator in Washington. 2. Machine Translation – Initiate evaluation of expanded MT pipeline to incorporate Russian, French, Spanish and Arabic. 3. Assistance to OPCW/TS – Aid TS in completing initial phase of automated data collection mechanism and secure database using CFTS data mode. TS implements prototype of secure Relational Database Management System (RDBMS) and opens for security evaluation by State Parties Audit Team.
RESULTS	2004	1. Video collaboration - Accreditation of video collaboration system to support overseas delegations. 2. Machine Translation – Secured funding and engaged contractor to design and test various configurations of components in effort to support prototype development of pipeline, focusing on Chemical Weapons Industrial Declarations, translated from native Chinese to English. Completed initial hardware and software evaluation of scanning, OCR, and MT engines. Developed domain-specific lexicon of names, site and plant names, relevant data. 3. Assistance to OPCW/TS – OPCW TS sought supplemental funding for development effort to re-design and deploy secure Relational Database Management System (RDBMS) for handling industrial declarations. Re-engaged in dialog with TS to assess status of RDBMS development efforts.
	2003	1. Development of videoconferencing to support communications with overseas delegations. 2. Machine Translation – Provided TS with prototype of Common Transmission File Structure and exchange tool for data collection of industrial data.
	2002-2001	OPCW TS assumed responsibility for development of RDBMS and electronic data exchange mechanism for handling bi-annual data exchanges of industrial data under the CWC.
DATA QUALITY	Indicator Validation	Continued improvements in communications systems are essential in order for the U.S. to meet its arms control treaty and agreement reporting requirements.
	Data Source	State and SIPRNet video users at worldwide locations. Access to data. OPCW consultations.

Output Indicator		
Indicator #11: Status of New Communications System Replacing Current Government-to-Government Communications Links (GGCL) Systems with FSU		
TARGETS	FY 2006	1. Integrated GGCL system functioning at 99% reliability, facilitating U.S.-START partner communications. 2. Emergency GGCL back-up facility continues fully capable of being brought on-line on short notice.
	FY 2005	1. Timely communications in support of U.S. and foreign compliance with arms control and nonproliferation agreements and commitments. 2. Final international testing of replacement system successful; integrated system brought online, maintaining 99% reliability in communications.
RESULTS	2004	1. Coordination of international testing of accepted GGCL replacement architecture design. 2. NRRC, as lead, conducted consultative visit to Belarus, Ukraine, and Kazakhstan, with IRM and DISA in Autumn 2004.
	2003	GGCL preliminary modernization authorized by START partners in the summer.
	2002	START partners (former Soviet nuclear states) considered completed U.S. proposal for replacement of current Government-to-Government Communications Links (GGCL) system.
	2001	Study of architecture for GGCL replacement system took place.
DATA QUALITY	Indicator Validation	Continued improvements in communications systems are essential in order for the U.S. to meet its arms control treaty and agreement reporting requirements.
	Data Source	Annual internal statistical verification, consumer feedback, interagency participation.

V. Illustrative Examples of FY 2004 Achievements

Weapons of Mass Destruction	
Libya	In December 2003, Libya made a commitment to eliminate its nuclear/chemical weapons and Missile Technology Control Regime-class missile programs. Libya has since signed and is implementing the IAEA Additional Protocol, and is cooperating with the U.S./UK to remove equipment from its nuclear weapons program. Libya has acceded to the CWC, destroyed CW munitions, eliminated its SCUD-C missile force, and agreed to ultimately eliminate its SCUD-B missiles so that they may no longer have MTCR Category I range/payload capabilities.
The Proliferation Security Initiative	At the National Defense University on February 11, 2004, President Bush emphasized that PSI cooperation must not just address shipments of WMD, but should also include efforts to shut down proliferation networks and to bring justice to those involved in facilitating this deadly trade. At the fifth plenary meeting held March 2004 in Lisbon, Portugal, the core partners developed a series of practical steps that establish the basis for supportive States' involvement in the PSI activities. In May, the First Anniversary meeting of the PSI was held in Krakow, Poland with over 60 nations in attendance. To date, over 80 nations have expressed their support for and interest in participating in the PSI. The Operational Experts Working Group, now consisting of 18 nations, continues to advance PSI implementation.
Positive Outcome for 2nd PrepCom Meeting	U.S. efforts to support the second meeting of the Preparatory Committee (2003 NPT PrepCom II) for the 2005 NPT Review Conference contributed to a positive outcome that addressed a full range of substantive issues, including international concern over Iran's and North Korea's nuclear programs, the importance of universalization of the Additional Protocol for strengthened IAEA safeguards and the importance of treaty compliance.
Fissile Materials Disposition	A Plutonium Production Reactor Agreement (PPRA) and replacement implementing agreement was signed. In addition, access arrangements for U.S. personnel overseeing projects to construct/refurbish fossil fuel plants to replace production reactors were signed. PPRA monitoring of shutdown reactors and Russian weapon-grade plutonium in storage continues smoothly.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
International Organization Affairs	$92,830	$109,597	$118,946
Nonproliferation	18,879	19,572	20,317
European and Eurasian Affairs	17,557	17,666	17,666
Arms Control	16,929	17,161	17,458
Other Bureaus	33,907	34,962	37,559
Total State Appropriations	**$180,102**	**$198,958**	**$211,946**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I – Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency			
Title II – Bilateral Economic Assistance			
USAID			
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	61,800	65,520	62,470
Independent Agencies			
Department of State	146,950	148,720	149,554
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	0	0	46
Foreign Military Financing	0	0	70
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs			
Total Foreign Operations	**$208,750**	**$214,240**	**$212,140**

Grand Total	**$388,852**	**$413,198**	**$424,086**

Strategic Goal 5: International Crime and Drugs

Minimize the Impact of International Crime and Illegal Drugs on the United States and its Citizens

I. Public Benefit

Americans face growing security threats, both at home and abroad, from international terrorist networks and their allies in the illegal drug trade and international criminal enterprises. Illegal drugs impose a staggering toll, killing more than 19,000 Americans annually and costing more than $160 billion in terms of law enforcement, drug-related heath care, and lost productivity. This is in addition to the wasted lives; the devastating impact on families, schools, and communities; and the generally corrosive effect on public institutions. In the President's words, "Illegal drug use threatens everything that is good about our country." International crime groups also pose critical threats to U.S. interests, undermine the rule of law and enable transnational threats to grow. International trafficking in persons, smuggling of migrants and contraband, money laundering, cyber crime, theft of intellectual property rights, vehicle theft, public corruption, environmental crimes, and trafficking in small arms cost U.S. taxpayers and businesses billions of dollars each year. International trafficking in persons violates fundamental human rights of victims. Experts estimate that non-drug crime accounts for half of the estimated $750 billion of money laundered each year globally.

The events of 9/11 and their aftermath highlight the close connections and overlap among international terrorists, drug traffickers, and transnational criminals. All three groups seek out weak states with feeble judicial systems, whose governments they can corrupt or even dominate. Such groups jeopardize peace and freedom, undermine the rule of law, menace local and regional stability, and threaten the U.S. and its friends and allies.

To meet these challenges, the Department and USAID support a robust and comprehensive range of public-private, bilateral, regional, and global initiatives and assistance programs to build up the law enforcement capabilities of foreign governments to help stop these threats before they reach U.S. soil. This includes working with other U.S. Government agencies and foreign governments to break up drug trafficking and other international crime groups, disrupt their operations, arrest and imprison their leaders, and seize their assets. It also includes providing small farmers in drug producing areas in the Andean ridge, Afghanistan and Southeast Asia the means to abandon illicit crop production permanently by developing viable economic alternatives and improving social conditions of farm families. To expand the reach of government and rule of law, which is critical to political stability in source countries struggling against narco-terrorists, USAID strengthens local government and civil society. To these ends, the Department works with foreign governments to set international anti-crime standards, close off safe-havens to criminal groups, pool skills and resources, and improve cross-border cooperation. Finally, to help restore the rule of law in key countries and areas emerging from a state of violent conflict, the Department also provides American civilian police and police experts to UN, regional, or other peacekeeping operations to establish or rebuild justice sectors in those areas.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	696	701	704	3	0.4%
Funds [2]	$1,473,702	$1,286,124	$1,666,740	$380,616	29.6%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "International Crime and Drugs" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)[1]	Partners
International Crime and Drugs	Disruption of Criminal Organizations	Andean Counterdrug Initiative	ACI, CIO, D&CP, DA	INL, WHA, *LAC*	DoD, DEA, DOJ, ONDCP, CNC
		Global Poppy Cultivation	ACI, CIO, D&CP, DA	INL, WHA, *LAC*	DoD, DEA, DOJ, ONDCP, CNC
		Improve Anti-Trafficking Prosecutorial and Protection Capacities	CIO, D&CP, DA, ESF, FSA, INCLE, MRA, SEED	G/TIP, *PPC/P*	DOJ, DOL, DHS, UN, IOM, ILO, Asia Foundation, OAS, OSCE, Stability Pact, SECI, ASEAN, ECOWAS, SADC
	Law Enforcement and Judicial Systems	International Law Enforcement	CIO, D&CP, FSA, INCLE, SEED	INL	FBI, DEA, DHS, Treasury, UN
		Combating Environmental Crime	ESF	OES	DOJ, EPA, USFWS, International Network on Environmental Compliance and Enforcement (INECE), Traffic Int'l, WildAid, other NGOs, CITES
		Justice Sector Reconstruction in Iraq	DA, IRRF, TI	NEA, INL	DoD, DOJ
		International Narcotics and Law Enforcement in the Western Hemisphere	D&CP, INCLE	INL, WHA	DEA, DOJ

[1] USAID components are shown in blue italicized fonts.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
INTERNATIONAL TRAFFICKING IN DRUGS, PERSONS, AND OTHER ILLICIT GOODS DISRUPTED AND CRIMINAL ORGANIZATIONS DISMANTLED

I/P #1: Andean Counterdrug Initiative
(PART Program)

Reinforce the unified campaign against drug trafficking and the terrorists who benefit from it.

Efficiency Indicator

Indicator #1: Cost Per Hectare Sprayed

TARGETS	FY 2006	$391.00
	FY 2005	$399.00
RESULTS	2004	N/A (data will be available in March 2005)
	2003	$390.90
	2002	$375.30
	2001	N/A
DATA QUALITY	Indicator Validation	Air Wing eradication is a significant effort in ACI. Flying hours cost to hectares sprayed validate the efficiency of aviation operations and host nation capacity.
	Data Source	INL/A flying hour costs; the CIA's Crime & Narcotics Center eradication measures.

Outcome Indicator		
Indicator #2: Foreign Cultivation of Coca in Hectares		
TARGETS	**FY 2006**	Total coca: 111,000 Colombia: 55,000 Peru: 28,000 Bolivia: 28,000 (includes 12,000 hectares of legal coca)
	FY 2005	Total Coca: 132,000 Colombia: 75,000 Peru: 32,500 Bolivia: 25,000 (includes 12,000 hectares of legal coca)
RESULTS	2004	N/A (data will be available in March 2005) 128,500 hectares sprayed in Colombia. Eradication program in Peru and Bolivia on schedule to meet goals. New plantings in Yungas province in Bolivia could undercut overall goal in Bolivia.
	2003	Total: 171,200 Colombia: 113,850 Peru: 31,350 Bolivia: 28,000 (Includes 12,000 hectares of legal coca)
	2002	Coca: 205,450
	2001	Coca: 223,700
DATA QUALITY	Indicator Validation	The best indicator for measuring the efforts to reduce the flow of cocaine to the U.S. is the number of hectares of coca under cultivation and the estimated gross production.
	Data Source	The CIA's Crime and Narcotics Center provides the data.

Outcome Indicator		
Indicator #3: Seizures of Cocaine, Measured in Metric Tons, from Bolivia, Colombia, Ecuador, and Peru		
TARGETS	**FY 2006**	135 (28%)
	FY 2005	135 (25%)
RESULTS	2004	N/A (data will be available in March 2005)
	2003	161 (24%)
	2002	152 (19%)
	2001	103 (11%)
DATA QUALITY	Indicator Validation	Statistics on seizures complement estimates on cultivation and production. They are an indication of law enforcement effectiveness but much less reliable as a snapshot of drug trafficking. Traffickers use skill and alternate routes for evasion, and supply and demand affect amounts trafficked.
	Data Source	Data source is the Department's International Narcotics Control Strategy Report. The figures are provided by the U.S. missions based on information provided by host governments.

I/P #2: Global Poppy Cultivation

Strengthen the unified campaign against drug trafficking and the terrorists who benefit from it.

Outcome Indicator

Indicator #4: Cultivation of Illicit Opium Poppy in Hectares in Afghanistan

TARGETS	FY 2006	190,000 hectares under cultivation. USG-supported program eradicates 15,000 hectares.
	FY 2005	190,000 hectares under cultivation. USG-supported program eradicates 15,000 hectares.
RESULTS	2004	206,000 hectares under cultivation.
	2003	131,000 hectares under cultivation.
	2002	Baseline: 30,750 hectares under cultivation. Planting resumed in the fall of 2001 during Operation Enduring Freedom and the collapse of the Taliban regime. In 2002, Afghanistan resumed its position as the world's largest producer of opium and heroin.
	2001	N/A
DATA QUALITY	Indicator Validation	The level of cultivation is the single best indicator of poppy and therefore heroin production. It has the added advantage of pinpointing poppy-growing areas so they can be targeted for eradication and other counter narcotics programs.
	Data Source	CIA Crime and Narcotics Center provides the estimates.

Input Indicator

Indicator #5: Number of Hectares Devoted to Licit Agricultural and/or Forestry Products Developed or Expanded in Areas Receiving USAID Assistance

TARGETS	FY 2006	60,000
	FY 2005	49,270
RESULTS	2004	N/A (New FY 2005 indicator)
	2001-2003	N/A
DATA QUALITY	Indicator Validation	This indicator will measure the impact of USAID programs to expand production of licit crops and forestry products, thereby expanding licit economic opportunities.
	Data Source	USAID annual reports from operating units.

I/P #3: Improve Anti-Trafficking Prosecutorial and Protection Capacities

Train law enforcement officials and service providers to work collaboratively to take preventive measures against trafficking in persons, identify trafficking rings and victims, effectively use existing legislation to prosecute traffickers, weed out corruption, and ensure protections for victims.

Outcome Indicator

Indicator #6: Number of Countries Strengthening and Enforcing Their New or Existing Anti-Trafficking Laws to Come Into Compliance with International Standards

TARGETS	FY 2006	1. Ten countries move up a tier or off the Tier 2 Watch List classification based on fulfillment of G/TIP-provided country strategies. 2. Two additional countries receiving USG assistance successfully adopt comprehensive anti trafficking law(s).
	FY 2005	1. Number of countries in Tiers 2 and 3 improve their anti-trafficking record and move up one tier, including three moving up to Tier 1 in the 2005 Trafficking in Persons Report. Tier rating targets for FY 2003: - Tier 1 : 34 - Tier 2 : 85 - Tier 3 : 10 2. The number of prosecutions against traffickers increases worldwide as a result of better information collection, improved laws and U.S.G. assistance.
RESULTS	2004	1. Increased number of countries in Tier 1 by five, bringing total to 31 countries. Tier rating targets for 2004 TIP Report: - Tier 1 : 31 - Tier 2 : 80 - Tier 3 : 12 2. Enhanced research and data collection; include the addition of countries to TIP report. 3. Enhanced public awareness in U.S. and abroad. 4. Thirty additional countries, including the U.S., ratified UN Trafficking in Persons Protocol.
	2003	1. Forty-two percent of Tier 2 and Tier 3 countries use Department assistance to develop or further anti-trafficking initiatives. 2. Third TIP Report was issued and includes 26 additional countries for a total of 116. 3. Promoted "best practices" through five new bilateral and regional initiatives among source, transit, and destination countries. 4. Forty-two countries ratified UN Trafficking in Persons Protocol, which entered into force.
	2002	1. The President's Interagency Taskforce and Senior Policy Advisory Group coordinated anti-trafficking policy. 2. Second Trafficking in Persons Report was issued. 3. Ratification package for UN Trafficking in Persons Protocol was sent to the Senate.
	2001	1. The Office to Monitor and Combat Trafficking in Persons was established. 2. First Trafficking in Persons Report was issued.
DATA QUALITY	Indicator Validation	Strengthened laws containing strong penalties against traffickers and protections for victims indicate concrete efforts to combat traffickers and assist victims.
	Data Source	Annual Traffic in Persons Report.

Outcome Indicator		
Indicator #7: Number of People Reached Through USAID-Supported Anti-Trafficking in Persons Programs		
TARGETS	FY 2006	1. 64,010,028 persons reached by public awareness. 2. 27,193 officials educated or trained. 3. 50,265 survivors of TIP receive counseling and other support services.
	FY 2005	1. 63,480,715 persons reached by public awareness. 2. 19,754 officials educated or trained. 3. 43,684 survivors of TIP receive counseling and other support services.
RESULTS	2004	1. 52,353,308 persons reached by public awareness. 2. 16,291 officials educated or trained. 3. 45,844 survivors of TIP receive counseling and other support services.
	2003	Baselines: 1. 5,060,500 persons reached by public awareness. 2. 3,737 officials educated or trained. 3. 362 survivors of TIP receive counseling and other support services.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	By increasing awareness of the dangers of trafficking, training officials on the legal and human rights issues of trafficking, and by providing support services to the survivors of trafficking, USAID's efforts will result in the mitigation of the numbers of people trafficked and in the consequences of trafficking.
	Data Source	USAID annual reports from operating units.

Annual Performance Goal #2
STATES COOPERATE INTERNATIONALLY TO SET AND IMPLEMENT ANTI-DRUG AND ANTI-CRIME STANDARDS, SHARE FINANCIAL AND POLITICAL BURDENS, AND CLOSE OFF SAFEHAVENS THROUGH JUSTICE SYSTEMS AND RELATED INSTITUTION BUILDING

I/P #4: International Law Enforcement

Confront critical transnational criminal threats through broadly-focused and specialized training courses at its global network of International Law Enforcement Academies (ILEAs), and through specifically targeted efforts to fight corruption, money laundering/terrorist financing, threats to port and aviation security, cybercrime, and the billions in intellectual property rights (IPR) theft that fuels the work of international criminals and terrorists.

Output Indicator

Indicator #1: Number of Officials Trained at International Law Enforcement Academies (ILEAs)

TARGETS	FY 2006	2,800
	FY 2005	2,400 (revised downward to reflect fact that new ILEA did not open in 2004 as anticipated)
RESULTS	2004	2,400
	2003	2,200
	2002	2,100
	2001	1,412
DATA QUALITY	Indicator Validation	Training is a major component of U.S. anti-crime assistance and correlates positively with institution building efforts to improve and professionalize foreign law enforcement agencies and institutions. U.S.-trained officers tend to move up to positions of leadership more rapidly than their peers and are more likely to cooperate with U.S. government agencies at the operational level. They are also more open to and supportive of regional cooperation, particularly with counterparts from other countries who trained with them at the ILEAs.
	Data Source	The Department and other agencies involved in training track the numbers.

Outcome Indicator

Indicator #2: Status of UN Convention Against Corruption

TARGETS	FY 2006	Conference of Parties takes place.
	FY 2005	Convention is ratified by at least thirty countries and enters into force. Preparations begin for developing a follow-up mechanism.
RESULTS	2004	Convention was signed completed and opened for signature. One hundred and eleven states have signed. Eight states have ratified.
	2003	Agreement completed. Signing ceremony took place in December 2003, with more than ninety-three states (including United States) signing. Ratified by one state.
	2002	Progress made at three negotiating sessions.
	2001	Study completed. Experts Group developed Terms of Reference for negotiations.
DATA QUALITY	Indicator Validation	As with the Convention Against Transnational Organized Crime, the Convention Against Corruption represents the first stage of developing international cooperation to combat corruption by setting out international standards and norms. Once the treaty enters into force, it takes on the force of international law for the parties, who are under obligation to take the necessary domestic steps to implement its provisions.
	Data Source	Bureau of International Narcotics and Law Enforcement Affairs tracks data information.

Outcome Indicator

Indicator #3: Status of Regional Anticorruption Initiatives

TARGETS	FY 2006	Establish monitoring mechanism in two additional regional bodies.
	FY 2005	Establish monitoring mechanism in two of the regional bodies.
RESULTS	2004	Preliminary work begun on Middle East/North Africa (MENA) initiative, including initial gatherings by interested states. APEC countries reached initial agreement on framework document. While this initiative originally anticipated that the Caucasus Framework would be in place by the end of 2004, there has been little progress in that area. Instead, the U.S. has concentrated on helping stand up the APEC Framework, which has progressed faster than originally anticipated. The end result has been the establishment of two new frameworks in 2004.
	2003	African Union (AU) Convention on Preventing and Combating Corruption was adopted by the AU General Assembly at the AU Summit in Maputo on July 11, 2003. The Convention is now open to signature for 42 AU member states. AU is working with Transparency International to develop a monitoring and assistance mechanism related to the New Partnership for Africa's Development.
	2002	Number of mechanisms increased to five, by addition of Asian Development Bank and Organization for Economic Co-operation and Development Asia Initiative.
	2001	Number of mechanisms increased to four, by addition of Stability Pact agreement.
DATA QUALITY	Indicator Validation	Regional anticorruption frameworks are mechanisms for collectively addressing regional anticorruption issues. This indicator tracks the expansion of such mechanisms.
	Data Source	The Bureau of International Narcotics and Law Enforcement Affairs tracks data and information.

Output Indicator		
Indicator #4: Status of Financial Action Task Force on Money Laundering (FATF) List of Non-Cooperative Countries and Territories (NCCT)		
TARGETS	**FY 2006**	FATF removes all countries from list that were added prior to 2004.
	FY 2005	FATF removes all but three countries designated as NCCTs prior to 2003.
RESULTS	2004	FATF removed three countries from list; six countries remained on list.
	2003	FATF removed two countries from list; nine countries remained on list.
	2002	FATF removed eight countries from list; eleven countries remained on list.
	2001	FATF removed four countries from list and added eight new ones based on additional reviews. Nineteen jurisdictions on list at end of 2001.
DATA QUALITY	Indicator Validation	The Department uses FATF standards to measure the effectiveness of the anti-money laundering regimes of problem countries and territories. The FATF process not only identifies problem countries and territories, it applies pressure on them to improve their anti-money laundering performance. "Graduation" from the NCCT list is an important milestone both for individual countries and for the global effort in combating money laundering.
	Data Source	FATF provides data.

I/P #5: Combating Environmental Crime

Promote good domestic environmental governance and rule of law, and fight environmental crime that threatens sustainable development, by building capacity in key countries and regions for effective environmental laws, regulations, enforcement, compliance, and mechanisms to combat corruption.

Outcome Indicator

Indicator #5: Capacity for Good Environmental Governance in Key Developing Countries

TARGETS	FY 2006	1. 2-3 countries undertake efforts to improve effectiveness of environmental laws, enforcement, transparency and anti-corruption mechanisms. 2. Training focuses on local priorities, developing local trainers, and performance evaluation capacity. 3. Capacity-building to combat illegal wildlife trafficking in Africa and Asia lead to increased interdiction efforts focused on regionally critical species. 4. U.S. conducts fisheries law enforcement training and capacity-building work in West Africa. 5. International Maritime Organization (IMO) negotiates a draft code for implementation of IMO instruments; IMO adopts Member State Audit Scheme for maritime security.
	FY 2005	1. 2-3 countries undertake efforts to improve effectiveness of environmental laws, enforcement, transparency and anti-corruption mechanisms. 2. Training expanded to a broader range of themes and stakeholders, and includes anti-corruption. 3. Efforts in Asia and Africa build capacity and promote collaboration for effective laws, regulations, and enforcement against illegal wildlife trafficking. 4. Forest Law Enforcement and Governance (FLEG) process leads to specific actions to address illegal logging and forest crime in Eurasia, Asia and Africa. 5. U.S. conducts fisheries law enforcement training and capacity building work in the Caribbean. 6. IMO completes vessel safety initiative, adopts and strengthens guidelines and protocols to suppress unlawful acts and enhance maritime security.
RESULTS	2004	1. U.S. government (USG) interagency teams launched capacity-building efforts to promote effective environmental laws & enforcement in Southern Africa, South America & Middle East. 2. Free Trade Agreements and environmental cooperation arrangements with Central America and Middle Eastern countries committed these nations to effective enforcement of environmental laws, and to cooperation programs to improve domestic environmental governance. 3. International Network on Environmental Compliance and Enforcement (INECE) launched efforts to promote development of enforcement performance indicators in developing countries. 4. IMO developed review process for maritime security regulations and initiates discussion on flag state implementation, including audit programs and the development of an implementation code for IMO instruments.
	2003	1. USG, civil society, private sector, international organizations, and other countries showed substantial will to leverage scant resources to improve environmental governance. 2. International Labor Organization and IMO adopted joint code for wider port area security.
	2002	Baseline: 1. World Summit on Sustainable Development and EnviroLaw Conference in South Africa emphasize domestic good governance as a foundation of sustainable development. 2. First environmental crime course held at Budapest International Law Enforcement Academy. 3. U.S. holds successful Western Indian Ocean Fisheries Enforcement Workshop. 4. AEPI projects launched to improve environmental enforcement and anti-corruption in Mexico, Thailand, Uzbekistan and China. 5. U.S.-supported American Bar Association Rule of Law program engages government and civil society in improving environmental law in China. 6. U.S. supports The Access Initiative (TAI) effort to promote transparency. 7. Workshops spotlight illegal wildlife trafficking in South America and bushmeat trade in Africa. 8. CITES implementation workshop held in Kazakhstan. 9. IMO developed an on-line reporting system to track piracy, adopted a Code of Investigation for Piracy and Unlawful Acts at Sea, and drafted changes to the Safety of Life at Sea to improve maritime security.
	2001	N/A
DATA QUALITY	Indicator Validation	Building domestic environmental governance capacity does not guarantee sustainable development or a reduction in illegal activities, but is a necessary step. Actions taken to build capacity for combating environmental crime will also benefit the fight against other illegal activities.
	Data Source	Data will be derived from the Bureau of Oceans and International Environmental and Scientific Affairs monitoring of capacity-building projects, external sources such as the results of INECE and TAI efforts to promote environmental governance indicators, and embassy reporting on host country progress.

I/P #6: Justice Sector Reconstruction in Iraq

Re-establish, reform, and modernize the criminal justice sector.

Outcome Indicator

Indicator #6: Viability of Iraqi Justice and Law Enforcement Sectors

TARGETS	FY 2006	1. Large-scale basic police training ramps down to accommodate normal personnel management. 2. New phase of training focuses on organizational development leadership. 3. Training increasingly emphasizes transparency, accountability, anti-corruption, and respect for human rights. 4. Specialized training intensifies. 5. Special anti-corruption units created within Justice Ministry and police internal accountability units (i.e., internal affairs) created within police. 6. Revision of criminal code completed and enacted by new legislative body. 7. Personal and operational equipment and infrastructure provided to supplement similar support provided by Coalition military forces.
	FY 2005	1. Credible police presence and authority established in all urban areas. 2. Courts and prisons are functioning at a level that can support police operations. 3. Level of political violence declines. 4. Level of day-to-day petty crime declines. 5. Basic and specialized training for police, judicial, and prison sectors continues. 6. Reconstruction/repair/replacement of police, justice, prison facilities underway, in coordination with other international donors. 7. Work continues on revising criminal code.
RESULTS	2004	Police training facilities established in Jordan and Baghdad, where an international staff of police experts provides eight weeks of basic training and some specialized training. Approximately 7,000 police completed basic training and deployed to the field in Baghdad and some other key urban areas. Approximately 400 international police liaison officers provide follow-on mentoring and guidance for the newly deployed units.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Given the uncertain political and security environment that will follow transition of authority to an Iraqi government, performance targets at this point focus strictly on getting the police force up and running and initial steps toward professionalizing the new force. Given the nature of the previous regime, where security concerns and maintaining power overrode all other considerations, there currently is no base line by which to measure improvement in the justice sector. Performance measures therefore focus on progress in getting police, courts, and prisons up and running and beginning to handle the normal functions expected from such institutions.
	Data Source	Department of Defense (Coalition Police Advisory Training Team), Embassy Baghdad, U.S. contractor.

I/P #7: International Narcotics and Law Enforcement in the Western Hemisphere (PART Program)

Reduce or disrupt the flow of illicit drugs and other criminal actions transiting this zone that are directed at the U.S.

Efficiency Indicator

Indicator #7: Seizures Per Program Cost; Cash Value of Illicit Drugs Seized Over International Network on Environmental Compliance and Enforcement Funds Expended

TARGETS	FY 2006	$110
	FY 2005	$100
RESULTS	2004	Data not available until 2nd Qtr, FY 2005
	2003	$83.69
	2002	Baseline: $86.47
	2001	$119.06
DATA QUALITY	Indicator Validation	Measures INL's return on investment towards host nations law enforcement's interdiction units.
	Data Source	International Narcotics Control Strategy Report (INCSR) seizure statistics for cocaine, heroin, and marijuana compared to International Network on Environmental Compliance and Enforcement (INECE) funds obligated to support interdiction efforts.

Outcome Indicator

Indicator # 8: Reduce the Flow of Illicit Drugs into the U.S. Arrival Zone by Improving International Law Enforcement Capabilities

TARGETS	FY 2006	40% cocaine reduction from baseline; 25% heroin reduction from baseline.
	FY 2005	38% cocaine reduction from baseline; 20% heroin reduction from baseline.
RESULTS	2004	Data not available until 2nd Qtr, FY 2005
	2003	227 mts of cocaine; 16.21 mts of heroin.
	2002	354 mts of cocaine; 12.68 mts of heroin.
	2001	Baseline: 344 mts of cocaine arriving; 19.08 mts of heroin.
DATA QUALITY	Indicator Validation	Interdicting illicit narcotics and other goods prior to arrival to the United States is central to our counter narcotics strategy of reducing the available supply.
	Data Source	The CIA's Crime and Narcotics Center production estimates; Interagency assessment of cocaine movement; International Narcotics Control Strategy Report (INCSR)

V. Illustrative Examples of FY 2004 Achievements

International Crime and Drugs	
Andean Counterdrug Initiative	The Andean Counterdrug Initiative has begun paying high dividends in the fight against illegal cocaine and heroin from the Andean region of South America. In 2003, the Andean coca crop dropped to its lowest levels since the USG estimates began back in 1986. Total cultivation was down 16 percent in 2003. The U.S.-backed aerial eradication program in Colombia, the primary source of cocaine coming to the United States, was particularly effective, reducing coca cultivation by 21 percent in 2003 and by 33 percent over the past two years. Opium poppy cultivation in Colombia, which, along with Mexico, provides 90 percent of the illegal heroin consumed in the United States, also declined by 10 percent. For 2004, the aerial eradication operation is on a glide path for a third straight year of reduced coca and opium poppy cultivation. During this same period, the U.S. helped Colombia establish a security presence in 158 municipalities formerly left to narco-terrorists, leading to a dramatic fall in violent crime and displaced people.
Trafficking in Persons	There are an estimated 800,000 to 4 million persons trafficked annually across and within international borders. Approximately 20,000 victims of trafficking are brought into the United States each year. The Department and a consortium of U.S. NGOs hosted an innovative international conference in 2004 on best practices bringing together 400 NGO and government representatives who are on the frontlines of the war to combat slavery. Since the conference, two countries are now working collaboratively on trafficking cases. The Department significantly strengthened the annual Trafficking in Persons report by adding 30 new countries, incorporating new law enforcement data, and adding new features, such as victims stories and color photographs, sections on best practices, areas for improvement, and special cases, and a special matrix of relevant international conventions. Department funding facilitated the development of a regional action plan on combating trafficking in persons that was adopted by the member states of the Economic Community of West African States (ECOWAS). ECOWAS countries are in the process of developing national action plans, revising their legislation and identifying national points of contact.
Law Enforcement in Post-Conflict Societies	The Department is playing a key role in helping to stabilize post-conflict societies by establishing and developing police forces in situations where existing police forces have collapsed or been destroyed. In Afghanistan, where a central police force was nonexistent during more than 20 years of war and civil conflict, the Department helped stand up a new police force by establishing five regional police training centers; training, equipping, and fielding more than 20,000 lower-level police; and establishing the first-ever nationwide police communications system. In Iraq, the Department established police training facilities in Jordan and Baghdad, provided basic training for 7,000 new police recruits and "refresher" training, including human rights training, for several thousand police who had served under the Baathist regime, where they had received only rudimentary or no training. In both Haiti and Liberia, the U.S. is providing American police and police experts as part of the UN peacekeeping operations and is helping to train new national police forces to restore rule of law and build stability in those two countries.

Licit Income Alternatives	Despite bold efforts by Colombia, Bolivia, and Peru to combat narcotrafficking, the lack of state presence in some areas has allowed illegal narcotics production and armed terrorist organization to continue to flourish. Drug related spillover criminal activity brings threats of violence and instability to communities along Ecuador's northern border with Colombia. USAID is working with the governments of Bolivia, Colombia, and Peru to eradicate coca and opium poppy by providing licit income alternatives and strengthening communities. As a result USAID has been able to: • Develop sustainable farm-level production and market linkages to increase licit employment opportunities and incomes in coca growing regions; • Expand the presence of the state by improving participation in and access to local government institutions; • Improve general social conditions such as health and education; and finance productive infrastructure and investments, such as roads and bridges, identified by participating communities.
Economic Alternatives in Bolivia	In the late 1980's and early 1990's, the Chapare region of Bolivia was home to about 35,000 hectares of coca, and legal crops covered a slightly larger area. With the efforts of USAID and the government of Bolivia over the last 10 years, the area committed to coca has dropped by over 85 percent to 4,500 hectares and the area committed to legal crops has expanded to more than 135,000 hectares. USAID programs have introduced new crops and agricultural research, stronger market linkages and producer groups, a vast network of all-weather cobblestone farm-to-market roads, electrification, investment promotion, and environmental mitigation. This support for market-led and private sector-driven agricultural growth has increased trade in Bolivian crops. The wholesale value of all legal farm production rose 33 percent between 2000 and 2003 to approximately $37 million and the value of private sector investment in the Chapare (excluding petroleum and lumber) rose 163 percent between 1999 and 2003 to $68.5 million. In addition to economic alternatives, significantly reducing coca cultivation requires a committed will to strengthen state presence and improve social conditions. USAID's efforts to strengthen democratic local governance, conflict resolution, land titling, and social service delivery are critical to gain wider support for alternative development against Bolivia's backdrop of economic recession, conflict, and frail political foundation.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Western Hemisphere Affairs	$49,977	$51,327	$53,788
European and Eurasian Affairs	11,747	11,818	11,818
East Asian and Pacific Affairs	9,121	9,358	9,731
Diplomatic Security	6,484	6,771	9,679
Other Bureaus	24,263	26,723	30,538
Total State Appropriations	**$101,592**	**$105,997**	**$115,554**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual		FY 2006 Request
Title I – Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency			
Title II – Bilateral Economic Assistance			
USAID	309	1,759	750
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	72,112	68,727	263,134
Independent Agencies			
Department of State	1,197,861	1,051,341	1,182,889
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	3,360	3,130	2,735
Foreign Military Financing	98,468	55,170	101,678
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs			
Total Foreign Operations	**1,372,110**	**1,180,127**	**1,551,186**

Grand Total	**$1,473,702**	**$1,286,124**	**$1,666,740**

Strategic Goal 6: American Citizens

Assist American Citizens to Travel, Conduct Business, and Live Abroad Securely

I. Public Benefit

The Department has no more vital responsibility than the protection of American citizens. Approximately 3.2 million Americans reside abroad, and Americans make about 60 million trips outside the United States each year. The Department issues a passport that gives Americans the freedom to travel internationally and is a symbol of the protection that the U.S. Government (USG) provides its citizens.

U.S. embassies and consulates provide a broad range of services that protect U.S. citizens abroad. The Department must plan for the unexpected and be prepared to respond to crises abroad, transportation disasters, and other situations in which U.S. citizens need assistance, including incidents of terrorism and serious crimes such as hostage taking, homicide, assault, domestic violence, child abuse, and international parental child abduction. The Department ensures that host governments take steps to protect Americans from crime and unrest; develop effective investigative, prosecutorial, and other judicial capabilities to respond to American victims of crime; and expand their cooperation and information sharing with the United States in order to prevent terrorist attacks on U.S. citizens. The Department also works with foreign governments, other USG agencies, and international organizations on transportation security initiatives.

To alert Americans to conditions that may affect safety and travel abroad, the Department disseminates threat assessments to posts abroad and announcements to the public as quickly as possible using all available means. The Department uses its websites, its Consular Information Program, a global Internet-based registration system, and the Overseas Security Advisory Council (OSAC), a government-private sector partnership, to foster creative solutions to security-related issues affecting U.S. private sector interests. The Department uses threat information and security expertise overseas to protect their personnel, property, proprietary information, and other assets. The Department is making its websites increasingly accessible and interactive and encourages the traveling American public to register with posts abroad.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	276	275	275	0	0.0%
Funds [2]	$55,212	$56,566	$58,736	$2,170	3.8%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "American Citizens" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/Program	Major Resources	Lead Bureau(s)	Partners
American Citizens	Assistance for U.S. Citizens Abroad	American Citizen Services	D&CP	CA	DOJ, DoD, HHS, DOT; NCMEC, other NGOs
	Passport Issuance and Integrity	Secure Passport Issuance	D&CP	CA	GPO, Treasury, DHS, SSA, USPS, USMS, HHS; ICAO; NAPHSIS, AAMVA

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
U.S. CITIZENS HAVE THE CONSULAR INFORMATION, SERVICES, AND PROTECTION THEY NEED WHEN THEY RESIDE, CONDUCT BUSINESS, OR TRAVEL ABROAD

I/P #1: American Citizen Services		
Provide citizens with up-to-date information and easy access to consular services.		
Output Indicator		
Indicator #1: Access to Online Registration System		
TARGETS	FY 2006	The now mature online registration database and the fully deployed American citizen services case management system application (ACSPlus) together maintain a warden system for American citizen travelers that can be managed locally or remotely.
	FY 2005	A new ACSPlus begins deployment, sharing data with the existing online registration system.
RESULTS	2004	Launched a new, worldwide global Internet-based registration system that allows U.S. citizens access to secure online U.S. citizen registration system. The system is now operational and allows American citizens to receive timely travel information and enables embassies and consulates to track and assist American travelers and overseas residents.
	2003	Contract to manage the online registration system was on schedule and 90-Day Notice of Proposed Information Collection was published in the Federal Register on September 9, 2003.
	2002	Pilot software was developed for an Internet-based system that will allow Americans to register overseas travel itineraries at a central website.
	2001	1. Assessment of Registration and Warden List Services completed. 2. The Department worked to formulate a global plan for allowing U.S. citizens to register with posts electronically.
DATA QUALITY	Indicator Validation	Global access to an online registration system with a database maintained and protected behind the Department's firewalls provides easily accessible, secure registration and management of U.S. citizen contact data, and enables efficient delivery of travel information and consular emergency services anywhere in the world.
	Data Source	Project milestones, such as software deliveries, are set by contract. Progress is measured by concrete indicators including software delivery dates, test approval dates, and dates the system will be placed into service. This data is available on the Bureau of Consular Affairs database.

Output Indicator

Indicator #2: Status of Hague Convention on Intercountry Adoption

TARGETS	FY 2006	1. Authorize designated accrediting entities with signed agreements to accredit/approve all of adoption service providers. 2. U.S. instruments of accession deposited in 2007.
	FY 2005	Adoption visa processing regulations finalized, case registry software finalized and deployed.
RESULTS	2004	Published in Federal Register proposed regulations on the accreditation and approval of adoption service providers. Received approximately 1,800 public comments on the proposed regulations. Posted the public comments on the Bureau of Consular Affairs (CA) website. Preparing written responses to the public comments and revising regulations to be issued in Federal Register. Published on public CA website Requests for Statements of Interest to Solicit State government and nonprofit accrediting entities (AE's). Three non-profit accreditors and 9 States (many more than expected) expressed interest in becoming accrediting entities. Department team met with and evaluated each of the candidates. Based on the evaluations, the Department found that four of the candidates did not meet criteria for becoming an AE and others withdrew. The Department is preparing to open negotiations with remaining candidates. Once agreements are complete and regulations reissued, Hague Convention accreditation site evaluations of adoption service providers (ASP's) may begin. ASPs must be accredited for Convention to enter into force for U.S.
	2003	A proposed rule on the implementation of the Hague Convention on Intercountry Adoption and the Intercountry Adoption Act of 2000 was published in the Federal Register on September 15, 2003.
	2002	1. Adoption regulations were discussed and cleared with stakeholders and other federal agencies. 2. Software to manage international adoption cases was delayed to accommodate the Department's new responsibilities as Central Authority under the Hague Convention on adoptions.
	2001	1. The President signed the Intercountry Adoption Act of 2000 (PL 106-279) on October 6, 2000. 2. Requirements for a federal accreditation program for adoption agencies and other new programs were established. 3. Adoption regulations were drafted.
DATA QUALITY	Indicator Validation	"Status of the Hague Convention on Intercountry Adoption" demonstrates essential tasks that must be completed prior to U.S. ratification of the Convention in order for the U.S. to meet the Convention's responsibilities.
	Data Source	Bureau of Consular Affairs records.

Annual Performance Goal #2
EFFECTIVE AND TIMELY PASSPORT ISSUANCE, WITH DOCUMENT INTEGRITY ASSURED

I/P #2: Secure Passport Issuance

Provide American citizens timely and effective passport issuance with document integrity assured.

Outcome Indicator

Indicator #1: Development of a Biometrics Collection Program for U.S. Passports

TARGETS	FY 2006	All new passports issued domestically contain biometric data by end of fiscal year.
	FY 2005	Continue testing of offered biometrics passport products. Pilot testing of biometric passport issuance will begin in mid-2005.
RESULTS	2004	Procurement for biometric passport is underway. Initial awards for current procurement were made on October 8, 2004. Additional awards were made on January 12, 2005. Software for biometric passport issuance and was developed and tested. Public Key Infrastructure (PKI) Certificate Authority was established in the Department for digitally signing passports.
	2003	1. The International Civil Aviation Organization (ICAO) established standards for the integration of biometric identification information into passports and other Machine Readable Travel Documents (MRTDs) in May, enabling the Department to begin implementing the standards in U.S. passports. 2. Initial planning and requirements definition were underway. In July 2003, the Department issued a Request for Information relating to the integration of a chip with integrated circuit technology into the traditional paper-based passport booklet.
	2002	Inclusion of biometric indicators in U.S. passports considered.
	2001	Biometrics were not used in U.S. passports.
DATA QUALITY	Indicator Validation	Introducing biometrics into passports and other travel documents represents a major advance in the international effort to prevent imposter fraud. The U.S. Enhanced Border Security and Visa Reform Act requires nations participating in the Visa Waiver Program to incorporate biometrics into their passports.
	Data Source	Bureau of Consular Affairs data.

Efficiency Indicator

Indicator #2: Number of Days Between Receipt of Routine Passport Application by Passport Services and Issuance of a Passport

TARGETS	FY 2006	90% of passport applications processed to issuance within 15 business days of receipt.
	FY 2005	90% of passport applications processed to issuance within 19 business days of receipt.
RESULTS	2004	90% of passport applications processed to issuance within 21 business days of receipt.
	2003	Baseline: 90% of passport applications processed to issuance within 23 business days of receipt.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator measures the timeliness of passport issuance.
	Data Source	Bureau of Consular Affairs data.

V. Illustrative Examples of FY 2004 Achievements

American Citizens	
International Child Abduction	Bureau of Consular Affairs Assistant Secretary Harty raised consular issues, with a special focus on American children abducted from the U.S. or retained abroad by one parent, with senior government officials in Europe, Africa, and Latin America, as well as with other foreign government officials in Washington. In October 2003, the U.S. and Egypt agreed to cooperate on facilitating consular and parental access to such children, in accordance with shared principles and the Vienna Convention on Consular Relations. The U.S. and Lebanon signed a similar MOU in April 2004. As part of the Department's efforts to promote awareness and effective implementation of the Hague Convention on the Civil Aspects of International Child Abduction, CA sponsored judicial training seminars for U.S. judges. CA also hosted "Town Hall" informational meetings for left-behind parents.
International Cooperation	The Department has provided Interpol with an index of all lost and stolen U.S. passports for inclusion in its Lost and Stolen Document database, available to member law enforcement authorities worldwide. In May, the Bureau of Consular Affairs transferred data on over 300,000 lost, stolen or invalid U.S. passports to Interpol, and recently began providing daily updates. This is a significant step towards curbing not only terrorism, but also identity theft, alien smuggling, and other types of criminal fraud. The Department has formally encouraged other governments to take similar steps as part of a comprehensive effort to make international travel more difficult for terrorists, organized crime figures, and others who seek to travel on lost or stolen travel documents.
Interagency Cooperation	The U.S. Department of Health and Human Services (HHS) has partnered with the Department's Passport Services on the passport denial program. Using HHS information on individuals who have fallen behind on child support payments, the Department denies passport issuance when these individuals request passport services until such obligations are met. The HHS/Passport Services partnership was quite successful again this year. Several large lump sum payments resulted from the Passport Denial Program: 1) $289,547 collected by California for Michigan; 2) $186,968 in Virginia, and 3) $136,055 in Wyoming. In each case, the entire lump sum was distributed to the family. The collections since the program's inception in June 1998 total over $27,000,000.
International Child Adoption	The Department's Adoption Unit in the Office of Children's Issues protects and promotes the option of intercountry adoption as a way to provide a permanent family placement for a child who cannot find one in his or her home country. The Department coordinates policies on intercountry adoption with other countries and the international community, and promotes national adoption legislation and policies within the context of strong safeguards for the interests of children, birth parents and adoptive parents, as embodied in the Hague Convention on Protection of Children and Cooperation in Respect of Intercountry Adoption.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
European and Eurasian Affairs	$17,718	$17,822	$17,822
East Asian and Pacific Affairs	11,381	11,677	12,145
African Affairs	8,946	9,369	9,102
Near Eastern Affairs	4,586	4,766	6,176
Other Bureaus	12,581	12,932	13,491
Total State Appropriations	**$55,212**	**$56,566**	**$58,736**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I – Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency			
Title II – Bilateral Economic Assistance			
USAID			
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance			
Independent Agencies			
Department of State			
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training			
Foreign Military Financing			
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs			
Total Foreign Operations	**0**	**0**	**0**

Grand Total	**$55,212**	**$56,566**	**$58,736**

Strategic Goal 7: Democracy and Human Rights

Advance the Growth of Democracy and Good Governance, Including Civil Society, the Rule of Law, Respect for Human Rights, and Religious Freedom

I. Public Benefit

The United States recognizes that a world composed of democracies will better protect America's long-term national security than a world of authoritarian or chaotic regimes. The rule of law, open markets, accountable leaders, and better-educated citizens are all benefits of a democratic form of government. Democratic governance ensures a more peaceful, predictable world – a great and lasting benefit to the U.S.

Protecting human rights and advocating democracy is an integral part of a U.S. foreign policy that seeks to end oppression, combat terrorism, and advocate democratic ideals and freedoms worldwide. We seek opportunities to cooperate with human rights advocates and policy makers to engender positive change in countries that strive for democracy and human rights and to challenge those that routinely ignore international human rights or selectively uphold them. In this effort, we utilize the full range of diplomatic and programmatic tools. Multilaterally, we engage in fora such as the United Nations Commission on Human Rights (UNCHR), the Community of Democracies, the International Labor Organization, and regional organizations, such as the Organization for Security and Cooperation in Europe and the Organization of American States, to advance these democratic ideals. The Department's annual Country Reports on Human Rights Practices serve not only to inform Congress, but also to raise awareness of human rights across the globe.

Institutionalizing democracy, human rights and good governance in priority developing countries is the focus of USAID programs in approximately 80 countries around the globe. Additionally, the Department's Human Rights and Democracy Fund, administered through the Bureau of Democracy, Human Rights and Labor, supports innovative, cutting-edge programs, complemented by other initiatives undertaken by regional bureaus. These on-the-ground efforts emphasize the building of institutions and processes to ensure free, effective individual participation in national and local political processes because of the importance of democracy in promoting the advancement of other rights. Countries where we are successfully implementing these programs become more successful participants in the international community, as well as better strategic and business partners for the U.S.

While the U.S. continues to play a leading role in promoting democracy and human rights, the Department and USAID recognize that they are not uniquely American concepts. As democratization must ultimately be a process driven by a society's citizenry, the Department and USAID work to make sure reforms reflect a representative political process. Advancing women's rights, for example, generates benefits through the role women play in strengthening democracies, building economic security, increasing governments' respect for human rights and enhancing religious tolerance.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	825	824	825	1	0.1%
Funds [2]	$1,169,032	$1,466,855	$1,691,596	$224,741	15.3%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Democracy and Human Rights" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/Program	Major Resources	Lead Bureau(s)[1]	Partners
Democracy and Human Rights	Democratic System and Practices	Engagement to Advance Democracy	ACI, DA, D&CP, ESF	DRL, *DCHA/DG, AFR*	DoD, DOJ, NGOs, UN, other int'l orgs, NGOs
		Democratic Stability in South Asia's Frontline States	D&CP	DRL, SA, *DCHA/DG*	NGOs, UN, other int'l orgs, NGOs
		MEPI – Democracy and Governance in the Near East	D&CP, ESF	NEA, *DCHA/DG*	DOJ, NGOs
		Support of Women's Political and Economic Participation in Transitional and Post Conflict Societies	D&CP, ESF, DA	DRL, G/IWI, *DCHA, AFR*	NGOs
		Reform of Democratic Systems and Practices in Europe and Eurasia	FSA, SEED	EUR, *DCHA/DG*	DOJ
		Human Rights and Democracy Fund	ESF	DRL	NGOs, other int'l orgs, foreign gov'ts
		Support for East European Democracy (SEED) / Freedom Support Act (FSA)	FSA, SEED	*EE*	DOC, NGOs, other int'l orgs., foreign govs.
		Economic Support Fund (ESF) – WHA	D&CP, ESF	WHA	DEA, DoD
	Universal Human Rights Standards	Bilateral and Multilateral Diplomacy	CIO, D&CP, IO&P	DRL, IO	UN, other int'l orgs, NGOs
		Promote International Religious Freedom	D&CP	DRL	NGOs, other int'l orgs
		Labor Diplomacy and Advocacy for Workers' Rights	CIO, DA, D&CP	DRL, *DCHA/DG*	DOL, USTR, OPIC, DOC, NGOs, IFIs, ILO, other int'l orgs

[1] USAID components are shown in blue italicized fonts.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
MEASURES ADOPTED TO DEVELOP TRANSPARENT AND ACCOUNTABLE DEMOCRATIC INSTITUTIONS, LAWS, AND POLITICAL PROCESSES AND PRACTICES

I/P #1: Engagement to Advance Democracy		
Work with countries that are reforming government systems to create more transparent, inclusive, and participatory practices, through bilateral engagement, multilateral mechanisms, and non-governmental (NGO) channels.		
Outcome Indicator		
Indicator #1: Strength of Local Governance		
TARGETS	FY 2006	66% of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources.
	FY 2005	67% of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources.
RESULTS	2004	Baselines: 1. 65% of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources. 2. Change in local government resources after USAID assistance.
	2003	76% of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Without access to financial resources, local governments will be unable to respond to local citizen concerns or to provide adequate services. Strong local governments, on the other hand, support democratic practices and participation as local citizens see the benefits of being able to influence local government decision-making and receive needed services.
	Data Source	USAID annual reports from operating units.

Outcome Indicator		
Indicator #2: Civil Society Functioning		
TARGETS	FY 2006	Citizens' concerns are effectively represented at the national and local levels in 91% of USAID-assisted countries.
	FY 2005	Citizens' concerns are effectively represented at the national and local levels in 91% of USAID-assisted countries.
RESULTS	2004	Citizens' concerns were effectively represented at the national and local levels in 91% of USAID-assisted countries.
	2003	Citizens' concerns were effectively represented at the national and local levels in 90% of USAID-assisted countries.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Civil society is defined as non-state organizations that advocate on behalf of democracy and governance reforms. These organizations perform a number of important roles, including: engaging in public policy advocacy, mobilizing constituencies in support of reform agendas, and serve as watch dogs in ensuring accountability in the performance of government functions. Civil society organizations include pro-democracy groups, human rights organizations, labor unions, faith-based organizations, business associations, think tanks, student groups, women's activist organizations, media, civic education organizations, environmental groups, et. al. This indicator focuses on the role of civil society organizations to represent and advocate on the behalf of citizens. Civil society is a critical component of effective democracies at all times, but particularly between elections as a strong civil society is an instrument of citizen participation in political and economic decision-making. This indicator focuses on the role of civil society organizations to represent and advocate on the behalf of citizens. Civil society is a critical component of effective democracies at all times, but particularly between elections as a strong civil society is an instrument of citizen participation in political and economic decision-making.
	Data Source	USAID annual reports from operating units.

Outcome Indicator		
Indicator #3: Extent to Which Legal Systems Support Democratic Processes and Uphold Human Rights		
TARGETS	FY 2006	1. Average number of days to process a case: 202 2. Number of USAID-sponsored mediation centers (109) and justice centers (56) in target areas. 3. Average pre-trial detention in days: 98.75
	FY 2005	1. Average number of days to process a case: 224 2. Number of USAID-sponsored mediation centers (108) and justice centers (49) in target areas. 3. Average pre-trial detention in days: 128

RESULTS	2004	Baselines: 1. Average total time it took to process a legal case before USAID assistance was 661.2 days. After USAID assistance began in 2004, the average number of days dropped to 244.3. 2. Number of USAID-sponsored mediation centers (88) and justice centers (47) in target areas. 3. Average pre-trial detention prior to USAID assistance: 479.25 days. After USAID assistance began in 2004, the average pre-trial detention was 143 days.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This indicator measures the efficiency and effectiveness of the judicial system to establish justice and resolve disputes. Citizens have access to justice when they have effective mechanisms available to them to prevent the abuse of their rights, obtain remedies when their rights are abused, and to manage conflict peacefully.
	Data Source	USAID annual reports from operating units.

Outcome Indicator

Indicator #4: Corruption Mitigated in Priority USAID Countries

TARGETS	FY 2006	Number of people trained in anti-corruption through USAID assistance: 29,333
	FY 2005	Number of people trained in anti-corruption through USAID assistance: 45,343
RESULTS	2004	Baselines: Control of corruption ranking for priority USAID countries. Number of people trained in anti-corruption through USAID assistance: 55,172
	2003	N/A
	2002	Control of corruption percentile rank by region (regional baselines): Sub-Saharan Africa = 32.4; Middle East and North Africa = 54.7; South Asia = 41.5; East Asia = 44.4; Latin America and Caribbean = 54.9; Eastern Europe = 54.7; Former Soviet Union = 16.8.
	2001	N/A
DATA QUALITY	Indicator Validation	Corruption is defined as the misuse of public position for direct or indirect personal gain. Strengthening existing institutional mechanisms to encourage ethical behavior and prevent corruption and abuse is important, including checks on formal state actors such as civil service reform (i.e., restructuring incentives and punishments), limits on civil servants' discretion, strengthened audits and investigative functions, more effective internal procedures for enhanced oversight, improved operating systems in government institutions, and building a public constituency against corruption. As well, this is an important Millennium Challenge Account indicator, and so should be tracked for all relevant USAID presence countries.
	Data Source	The World Bank Institute* and USAID annual reports from operating units.

* The Control of Corruption Index measures perceptions of corruption through surveys that rate countries on: the frequency of "additional payments to get things done," the effects of corruption on the business environment, "grand corruption" in the political arena and the tendency of elites to engage in "state capture." Higher or positive values indicate greater corruption control. Index rankings are reported by the World Bank Institute every 2 years.

Outcome Indicator		
Indicator #5: Constituencies Political Parties Represent		
TARGETS	FY 2006	Number of women and minority candidates on ballots after USAID assistance: 1,900.
	FY 2005	Number of women and minority candidates on ballots after USAID assistance: 1,400.
RESULTS	2004	Baselines: 1. Number of elections (national or local) in USAID-assisted countries where no political party received more than 75% of the vote: 12 (out of 16). 2. Number of women and minority candidates on ballots after USAID assistance: 506. 3. Number of women and minority candidates elected after USAID assistance: 377
	2003-2001	N/A
DATA QUALITY	Indicator Validation	A representative and competitive multiparty system includes the following: 1) parties (through their statements, structure, and leadership) that demonstrate a commitment to transparent, inclusive, and accountable democratic political processes; 2) parties that adopt institutional structures that enable them to reflect the interests of those they choose to represent in government or in the opposition, and to compete effectively in periodic elections at all levels; and 3) political parties that enjoy the confidence of citizens, encourage citizen participation, and reinforce the legitimacy of democracy as a governing approach. This indicator will measure the strength and capacity of political parties assisted by USAID.
	Data Source	USAID annual reports from operating units.

Outcome Indicator

Indicator #6: Freedom House Index; World Bank Institute Survey Analysis; Community of Democracies Participation

TARGETS	FY 2006	1. Freedom House 2006 Report Net Progress: Positive change from previous year Net Change in Status: Positive change from previous year. 2. WBI surveys reflect net positive progress. 3. Community of Democracies – Results of FY 2006 efforts will be reflected in invitations to the ministerial to take place in FY 2007. Those targets will be set once 2005 numbers are known.
	FY 2005	1. Freedom House 2005 Report Net Progress: Positive change from previous year Net Change in Status: Positive change from previous year 2. WBI surveys reflect net positive progress 3. Net increase in number of invitations to Community of Democracies ministerial in Santiago since 2002 Seoul conference (118 invited, 21 observers, 52 uninvited). Successful CD ministerial in Santiago. Regional activities continue to advance.
RESULTS	2004	1. Freedom House 2004 Report Free: 88 Partly Free: 55 Not Free: 49 Net Change in Status: -1 Improved Countries: 25 Declined Countries: 10 Net Progress: +15 2. World Bank Institute research not yet available. 3. CD invitation lists will be part of preparations for 2005 CD ministerial in Santiago.
	2003	1. Freedom House 2003 Report Free: 89 Partly Free: 55 Not Free: 48 Net Change in Status: +4 Improved Countries: 29 Declined Countries: 11 Net Progress: +18 2. 118 countries invited to participate in 2002 Community of Democracies ministerial meeting (held in FY 2003).
	2002	1. Freedom House 2002 Report Free: 85 Partly Free: 59 Not Free: 48 Net Change in Status: -1 Improved Countries: 16 Declined Countries: 17 Net Progress: -1 2. Invitations sent to 118 countries to participate in CD Ministerial in Seoul.
	2001	Baseline: Freedom House 2001 Report Free: 86 Partly Free: 58 Not Free: 48 Net Change in Status: 0 Improved Countries: 26 Declined Countries: 18 Net Progress: +8
DATA QUALITY	Indicator Validation	Freedom House ratings include raw scores, with the tables for each country indicating three possible changes: a) status, b) trend (positive or negative), and c) score in either political rights or civil liberties. All three compilations permit multi-year comparisons; the Department seeks an increase of countries with a higher status from a previous year, as an indication of whether the Department's goals are being achieved is effective.
	Data Source	Freedom House "Freedom in the World" annual survey. CD data from U.S. participation as a convening country for the ministerial meetings.

Outcome Indicator

Indicator #7: Country Ratings in Human Rights Reports of the Right of Citizens to Change Their Government

TARGETS	FY 2006	Net Change: Positive change from previous year, regain losses from FY 2004.
	FY 2005	Net Change: Positive change from previous year.
RESULTS	2004	Net negative change from previous year: 2003 Country Reports on Human Rights Practices Countries w/ Right: 116 Countries w/ Limits: 44 Countries w/o Right: 32
	2003	Net positive change from previous year: 2002 Country Reports on Human Rights Practices Countries w/ Right: 126 Countries w/ Limits: 35 Countries w/o Right: 34
	2002	Net negative change from previous year: 2001 Country Reports on Human Rights Practices Countries w/ Right: 120 Countries w/ Limits: 35 Countries w/o Right: 40
	2001	Baseline: 2000 Country Reports on Human Rights Practices Countries w/ Right: 120 Countries w/ Limits: 37 Countries w/o Right: 38
DATA QUALITY	Indicator Validation	The reports of all countries covered will be examined each year to determine the extent to which people have the right to change their government. Countries moving from no right moving to having the right or limited right, or from limited to having the right will count as positive change; those moving in the other direction count as negative changes. The right to change government is a fundamental indicator of a country's respect for democracy and the ability of citizens to hold their governments accountable.
	Data Source	The Department's Annual Country Reports on Human Rights Practices.

I/P #2: Democratic Stability in South Asia's Frontline States

Moderate, representative, accountable governments and effective civil societies are established in Afghanistan and Pakistan.

Outcome Indicator

Indicator #8: Progress Toward Constitutional Democracy in Afghanistan

TARGETS	FY 2006	1. Parliament produces constructive legislation, adopts responsible budgets, and oversees appropriate government operations. 2. Civil liberties provisions remain intact and receive strong support from legal and executive institutions. 3. Citizens throughout the country have access to the Independent Human Rights Commission for resolution of human rights complaints. Human rights become part of primary school education. 4. Courts in Kabul begin to hold trials in criminal cases. 5. Justice sector staff in the provinces undergoes training on justice sector legal environment. 6. Elected Government removes remaining warlords and Afghan security forces assume security responsibilities in provincial areas. 7. Women are active political participants and hold public positions in Kabul and the central, regional and provincial government levels; 50% of girls attend school.
	FY 2005	1. New president takes office with a clear popular mandate. 2. Parliamentary, provincial, and district elections held in April 2005. 3. New parliament establishes rules of procedure allowing effective legislation. 4. President continues to act in accord with rule of law and constitutionally. 5. Human Rights (HR) Commission is able to move the government to act to curb direct abuses and to address prior crime. 6. A select number of women occupy positions of local authority (i.e. at the city level or within the central government at the judicial, legislative, or executive level) inside Kabul. 7. Law enforcement institutions begin to enforce and the judiciary begins to uphold civil liberties protections in the Constitution.
RESULTS	2004	1. Constitutional Loya Jirga adopted moderate, democratic Constitution on January 4, 2004. 2. Constitutional Loya Jirga broadly representative; over 100 of the 500 delegates were women. 3. Over 9 million voter registrations recorded by August; over 40% of them by women. 4. Joint Election Management Board (JEMB) established to oversee registration and voting. 5. Political Party Law and Elections Law passed. 6. Approximately 60 political parties applied for registration as of August. 7. On July 29, 23 candidates announced bids for presidency; 18 of which were accepted by the JEMB. 8. Presidential elections were held on October 9.
	2003	1. Constitutional Commission was established and drafted new Constitution. 2. Public consultations held in preparation for Constitutional Loya Jirga. 3. HR and Judicial Commissions began to address serious problems (ethnic abuses, women's rights violations, rule of law, war crimes/ethnic killings), and identify priority objectives. 4. ITGA began to develop rules/procedures for the elections in 2004, sought national consensus. 5. The form and composition of a parliamentary body were addressed. 6. Electoral commission was established. 7. Voter registration began. 8. Afghan Conservation Corps (ACC) was established to provide income to Afghan returnees, fostering community-based efforts to promote sound land and water management.
	2002	1. Bonn Accord signed December 5, 2001. 2. Afghan Interim Authority (AIA) takes office on December 22, 2001 per the Accord. AIA begins process of planning the Emergency Loya Jirga (ELJ). 3. ELJ successfully held in June, Afghan Transitional Authority (ATA) formed (renamed Islamic Transitional Government of Afghanistan (ITGA) summer 2002). 4. ELJ was the most broadly representative assembly in Afghan history. 5. Human Rights, Judicial and Constitutional commissions formed as per the Bonn Accords. 6. ELJ peacefully elected a president. 7. No recognized constitution existed. 8. The Bonn Agreement reinstates the 1964 Constitution, except the monarchy provisions.
	2001	1. Prior to 9/11, the Taliban controlled most of Afghanistan. 2. Taliban's intolerant social guidelines and extreme fundamentalist form of Islam were used to justify widespread repression, particularly of women. 3. Inter-ethnic killing was common, particularly between the Taliban and the Shia minority. 4. After 9/11, Operation Enduring Freedom destroyed the Taliban/al-Qaeda grip on power, paving the way for significant change. 5. No open and fair elections were held under the Taliban.

DATA QUALITY	Indicator Validation	Achieving progress towards meeting political objectives laid out in the Bonn Accord will effectively establish democratic rule in Afghanistan.
	Data Source	Joint Elections Management Board website; AFSA report; UN and NGO human rights reports; U.S. Department of State, USAID and U.S. Embassy in Kabul reports.

Outcome Indicator

Indicator #9: Degree to Which Democratic Civilian Rule Is Established and Maintained in Pakistan

TARGETS	FY 2006	1. The government implements economic reforms, increasing accountability and transparency. 2. Political parties accept and implement civil society recommendations. Civil society organizations are increasingly well managed and self-sustaining. 3. Political party organizations are regularized and become self-sustaining; more effective and accountable electoral preparations put in place. 4. National and Provincial Assemblies perform constitutional roles in transparent and effective manner. National Assembly debates, legislates, and appropriates funds. 5. More effective judiciary and enhancements in efficiency, transparency, and equity of Pakistan's legal system. 6. District governments address priority social and economic concerns. 7. Polls show that people feel government attempts to be responsive to their needs.
	FY 2005	1. The civilian government maintains stability. 2. National and provincial Assemblies initiate policy debates in key areas of national security, economic and foreign policy. Assemblies show increased legislative capability. 3. Civil society groups, including more credible political parties, continue to press for increased government and political party accountability and transparency and begin to influence public debate on important issues. Civil society organizations consulted by Government of Pakistan (GOP) leaders on issues that concern them. 4. Media more accurately reflects the views and activities of all strata of Pakistani society; polls indicate that people are better informed. 5. Politicians and press feel increasingly free to publicly criticize army/establishment. More competent investigative and prosecutorial ability exists. More active prosecution of Human Rights cases conducted.

RESULTS	2004	1. Wrangling over the Legal Framework Order ended with the passage of the 17th Amendment, which stipulates a return to civilian rule by the end of 2004 and elections to be held in 2007. 2. Both houses freely debated the President's message to Parliament; standing committees were announced; and various key pieces of legislation were passed, including a bill authorizing the formation of a National Security Council. The parliamentary debate over the President's address included national security issues. 3. President Musharraf and senior members of the government regularly consulted with civil society representatives. 4. National public opinion survey on a range of subjects (including familiarity with national and provincial representatives, the political process, and political engagement) conducted by the Pakistan Legislative Strengthening Consortium (PLSC) in order to acquire data to assist legislatures, PLSC, and nongovernmental organizations to improve their planning and activities. 5. The arrest and conviction of opposition leader Javed Hashmi was a setback for political freedom.
	2003*	1. Relatively lower levels of corruption and stability maintained as President Musharraf builds some political party allies who accept amendments. 2. Elections occurred October 10, 2002, and parties accept the outcome but with credible allegations of flaws regarding their conduct. 3. Pakistani military returned to the barracks as civilian rule resumes. 4. Corrupt patronage continued to dominate political parties but reformers are identified. 5. Civil society organizations began to organize, grow in size and activity, and gain a voice. 6. Reasonably free political party activity and press. Limited investigative/prosecutorial capacity.
	2002	1. President Musharraf in August promulgated constitutional amendments that allowed him to dissolve the national assembly, retain his post as Army Chief of Staff, and increase civilian membership on the National Security Council from 6 to 9 (4 are military). National elections were scheduled for October 10, 2002, and all major political parties were certified to participate. Civil society was poorly organized, quiescent and ineffective. Minor press attention given. Hard to identify civil society leaders. 2. Corruption proceedings against politicians were based on partisan grounds. Judiciary was an ineffective deterrent to unconstitutional or extra-legal government practices.
	2001	1. In October 1999 Army Chief of Staff General Pervez Musharraf overthrew the elected government of Prime Minister Nawaz Sharif in a bloodless coup. 2. The constitution and representative bodies including the National Assembly, Senate and regional assemblies were suspended. Musharraf appointed a national Security Council of military and civilian advisers, a civilian cabinet and new governors to all 4 provinces. 3. The Supreme Court in May 2000 ruled that the Musharraf government was constitutional and imposed a 3-year deadline from October 12, 1999 to complete a transition to democratic, civilian rule. Musharraf was sworn in during June 2000 as President per an amendment to the existing Provisional Constitutional Order (PCO). 4. The Musharraf government pledged to return the country to democracy according to the Supreme Court decree. Between December 31, 2000 and August 2001, successful local elections were held in five phases on a non-party basis, effectively increasing the power of district mayors and councils.
DATA QUALITY	Indicator Validation	The re-establishment of civilian rule in Pakistan is a clear indicator of progress toward a return to full democracy.
	Data Source	Government data and publications, press reports, nongovernmental reports, polling data.

*The promulgation of constitutional amendments by decree and refusal by Musharraf to submit his presidency to legislative ratification per the existing constitution compromised the process of a clear return to democratic civilian rule. Prolonged constraints on freedom of assembly and political expression also rendered the playing field for the October 10, 2002 elections uneven. Within such parameters, the below indicators represent progress towards democracy through a return to civilian rule and re-establishment of democratic processes through representative bodies.

I/P #3: MEPI – Democracy and Governance in the Near East

Fund programs and organizations that build the foundation for democratic governance.

Outcome Indicator

Indicator #10: Status of Democracy in the Middle East

TARGETS	FY 2006	Elections: 1. Municipal elections in Yemen are held as scheduled and are free and fair. 2. Elections in Bahrain held as scheduled and are free and fair. 3. Media Freedom: Two additional Near Eastern Affairs (NEA) countries move into the "Partly Free" category and no other states lower their rankings.
	FY 2005	Elections: 1. Municipal elections in Tunisia are held as scheduled and are free and fair. 2. Presidential elections in Yemen are held as scheduled and are free and fair. Media Freedom: 1. Two additional NEA countries move into the "Partly Free" category and no other states lower their rankings. 2. Seven of eighteen countries have a "Partly Free" or "Free" media.
RESULTS	2004	Elections: 1. Algeria – Elections were generally judged as fair and open. 2. Lebanon – Municipal elections were held in April 2004. 3. Tunisia – Elections were scheduled in the fall.
	2003	Elections: 1. Bahrain – Parliamentary and municipal elections held as scheduled; judged by international community to be generally free and fair. 2. Yemen – National elections as scheduled; judged to be generally fair. 3. Jordan and Kuwait – Parliamentary and National Assembly elections, respectively, held as scheduled. 4. Oman and Morocco – Consultative Assembly and Municipal elections, respectively, held as scheduled. Media Freedom: Three of eighteen countries have a "Partly Free" or "Free" media.
	2002	Elections: 1. Algeria and Morocco – Parliamentary elections held as scheduled; mixed results for freedom and fairness but making progress. 2. Egypt – Local council elections held as scheduled; appeared free and fair but not politically significant. Significant increase in women candidates elected in Morocco. Media Freedom: Four of eighteen countries have a "Partly Free" or "Free" media.
	2001	Elections (Baseline): 1. Israel did not hold elections in 2001 but has a history of free, fair elections. 2. Egypt – Lower house legislature elections, notable improvement in transparency and fairness under judicial supervision. 3. Tunisia – Free and fair municipal elections. 4. PA – No elections since first presidential and legislative council elections, which did appear to be free and fair. 5. Election freedom and fairness is judged by independent NGOs. Media Freedom (Baseline): Four of eighteen countries have a "Partly Free" or "Free" media (Freedom House Press Survey*).
DATA QUALITY	Indicator Validation	Elections: Successful elections (held as scheduled and free and fair) indicate fundamental movement toward democratic, representative government. Media Freedom: A free and independent media is an imperative for democratic, transparent governance. It provides essential information to the people, both informing their voting decisions and acting as a means for the people to express dissent between elections.
	Data Source	An analysis completed by Freedom House based on Democracy Scores—an average of the ratings for all six categories covered by Nations in Transit (e.g. electoral process, civil society, independent media, governance, constitutional/legislative/judicial framework, and corruption). Ibn Khuldun Center in Cairo to provide a regional report on democracy and civil society. IREX Media Sustainability Index to assess trend lines in freedom and sustainability of local media. ABA CEELI indicators to assess judicial qualification and preparation, continued legal education, judicial review of legislation, and judicial oversight of administrative practice. In addition, judgment by independent monitors (UN, NGOs, political party observers) and U.S. Mission reporting is also utilized. The Department, does not, however, make public declarations regarding freedom or fairness of elections.

* Freedom House ratings cover the previous calendar year. Hence all ratings described here for various fiscal years actually reflect conditions in a given country during the previous calendar year.

I/P #4: Support of Women's Political and Economic Participation in Transitional and Post Conflict Societies

Advance the ability of and opportunities for women to participate in all aspects of political life.

Outcome Indicator

Indicator #11: Level of Women's Participation in the Economy and Politics

TARGETS	FY 2006	Afghanistan: Teacher training institute to train Afghan teachers, especially women. The Afghan Literacy Initiative will raise literacy levels of Afghan women in rural areas; 50% of girls attend school. Iraq: 1. Women are appointed or elected to political office as a result of leadership training programs. The Iraqi interim government has established a goal of 25% for women to hold elected positions. 2. Judicial training to enable officers of the court to share best practices and craft new legal remedies to protect women's human rights. 3. Permanent constitution guarantees equality for women. Afghanistan and Iraq: 1. Women establish professional associations and develop advocacy skills on public policy issues and pro-women, pro-business practices. 2. All-Women's radio stations expand the number of on-air hours and programs for women. Post-Conflict: 1. Congo-Kinshasa: Mentoring programs with Fortune Magazine's Most Powerful Women and Congolese business women enables at least a few Congolese women to take advantage of the Africa Growth and Opportunity Act (AGOA). 2. Organize cross-regional training workshop for women entrepreneurs from Afghanistan, the Balkans, Cambodia, Colombia, Congo-Kinshasa, and Iraq.
	FY 2005	Afghanistan: USAWC continue to give grants for educational training programs for women and for programs increasing women's political and economic participation. Post-Conflict: Ongoing initiatives in Afghanistan, Balkans, Colombia, and Middle East grow to involve more women. 2-3 initiatives started by participants in each regional program.

RESULTS	2004	Afghanistan: USAWC grants results – 1,000 women received microcredit loans and started businesses (FINCA); 250 women received job skills training; 500-1,000 women benefited from literacy programs. Iraq: 1. Under the $10M Iraqi Women's Democracy Initiative announced by Secretary Powell in March, G/IWI and DRL provided seven major grants for training Iraqi women in political, economic and media skills, as well as in trauma and stress reduction programs. All seven grantees were implementing these programs on the ground in Iraq. 2. Women entrepreneurs attended Global Summit of Women (1,000 women from 85 countries) for entrepreneurial training. Post-Conflict: 1. Riga Women Business Leaders Summit partnered Baltic region women with U.S. counterparts, sharing experience and best practices, and promoted private enterprise in the Baltic Sea region. Women established professional association for continued training and networking. 2. Mentoring programs with women entrepreneurs and women business interns from the Middle East through the MEPI-MEET U.S. Initiative. 3. Mentoring programs with women political and business leaders from Balkans (Kosovo).
	2003	Afghanistan: USAWC began giving grants to NGOs for microfinance, job skills training, political participation, literacy and other educational programs in Women's Resource Centers. Post-Conflict: 1. Big Idea Mentoring Initiative began with Afghanistan; 25-30 Afghans began 1-2 activities. 2. Increased high-level USG support for Security Council Resolution 1325: Women and peace and security (adopted Oct. 31, 2000). USG support led to enhanced involvement of women as planners, implementers, and beneficiaries of peace-building processes.
	2002	Afghanistan: USG started program supporting inclusion of women in Afghan government; 14 Afghan women government officials came to U.S. for job skills and computer training programs. Presidents' Bush and Karzai decreed creation of U.S.-Afghan Women's Council (USAWC). Post-Conflict: 1. USG began "Big Idea" initiative "Fostering Change in Post-Conflict Societies." Women in select post-conflict societies (Afghanistan, Balkans, Cambodia, Colombia, and DR Congo) participated in mentoring programs with U.S. women. 2. Initiative led to enhanced leadership and business skills for women in these countries, helping them to become decision-makers, planners, and beneficiaries. Women expressed interest in mentoring and fundraising and attended follow-up discussion on next steps. 3. Helsinki Women Business Leaders Summit partnered Baltic region women with U.S. counterparts, sharing experience and best practices, and promotes private enterprise in the Baltic Sea region.
	2001	Afghanistan: Taliban control severely limited women's participation in political life, except for underground resistance activities; its fall provided an opportunity for women to rejoin politics. The Bonn Talks (December 2001) included women among its delegates and provided for the establishment of a "broad-based, gender-sensitive, multi-ethnic and fully representative government." The final provisions required women participation in the Loya Jirga. The Afghanistan Interim Authority was established in December, and included two women ministers out of a 30-member administration.
DATA QUALITY	Indicator Validation	The appointment and election of women to political office, women in positions of leadership in political parties, and initiatives on legal reforms are indicative of Afghan women increasing their ability and capacity to participate in the political arena. Women's participation in key issue areas is indication of women's ability to assert interests. Number of women in political office indicates emerging ability and willingness of women to participate in political processes.
	Data Source	USAID reports.

I/P #5: Reform of Democratic Systems and Practices in Europe and Eurasia

Promote transparent and accountable democratic institutions, laws, and political processes and practices in the transitional economies of Europe and Eurasia.

Outcome Indicator

Indicator #12: Monitoring Country Progress Democracy Index

TARGETS	FY 2006	1. SEED Monitoring Country Progress Democracy Index scores 4.3 out of 5 Phase-out of assistance in democracy to Croatia and Bulgaria; close to phase-out for Romania; 8 years away from phase-out for all others. 2. FSA Monitoring Country Progress Democracy Index scores 2.3 out of 5 Some progress in development of democratic institutions and practices. Phase out of democracy assistance for most countries 9-10 years away.
	FY 2005	1. SEED Monitoring Country Progress Democracy Index scores 4.1 out of 5 Significant progress in development of democratic institutions throughout most of southeastern Europe, especially Bulgaria, Croatia and Romania; less for Albania, BiH, Serbia & Montenegro and Macedonia. 2. FSA Monitoring Country Progress Democracy Index scores 2.2 out of 5 Some progress in development of democratic institutions and practices. Phase out of democracy assistance for most countries 9-10 years away.
RESULTS	2004	1. SEED MCP Democracy scores 3.73 out of 5 (including graduated countries of Eastern Europe) 2. FSA MCP Democracy scores 1.89 out of 5 (representing changes in 2003)
	2003	1. SEED Monitoring Country Progress Democracy Index scores 3.71 out of 5 (includes graduated countries of Eastern Europe) 2. FSA Monitoring Country Progress Democracy Index scores 1.96 out of 5 (represents changes that took place in 2002)
	2002	1. SEED MCP Democracy scores 3.68 out of 5 (including graduated countries of Eastern Europe) 2. FSA MCP Democracy scores 2 out of 5 (representing changes that took place in 2001)
	2001	1. SEED MCP Democracy scores 3.61 out of 5 (including graduated countries of Eastern Europe) 2. FSA MCP Democracy scores 2.06 out of 5 (representing changes that took place in 2001)
DATA QUALITY	Indicator Validation	Embassy reporting, OSCE and Council of Europe reporting, NGO Sustainability Index and other independent sources.
	Data Source	The MCP Democracy Index is constructed by USAID using Freedom House's annual publication, Nations in Transit.

I/P #6: Human Rights & Democracy Fund (HRDF)
(PART Program)

Monitor and promote human rights and democracy worldwide. HRDF supports innovative programming designed to uphold democratic principles, support democratic institutions, promote human rights, and build civil society in countries.

Outcome Indicator

Indicator #13: Percentage of HRDF-funded Countries Which Show a Positive Change (Decrease on the Scale) on Their Freedom House (FH) Freedom in the World Score

TARGETS	FY 2006	By 2009, 75% of countries with new or continued Human Rights and Democracy Fund (HRDF) projects in 2004 will improve at least 1 point or maintain improved score from prior year(s) on the FH scale (e.g. New 2004 HRDF project in Pakistan. By 2009, Pakistan FH improves 1 point; Nigeria stable).
	FY 2005	By 2008, 70% of countries with new or continued HRDF projects in 2003 will improve at least 1 point or maintain improved score of prior year(s) on FH scale (e.g. New 2003 HRDF project in Nigeria. By 2008, Nigeria FH score improves 1 point; Kyrgyz score stable).
RESULTS	2004	28% of countries with new or continued HRDF projects in 2004 improved at least one point on the Freedom House scale.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	HRDF address systemic rule of law, democracy and civil society problems in countries rated Not Free or Partly Free by Freedom House. The impact of HRDF on a country's democracy/democratic institutions may not be visible immediately. HRDF assesses FH scores 5 years into future to measure impact.
	Data Source	Freedom House, "Freedom in the World" and "Countries at the Crossroads"

Efficiency Indicator

Indicator #14: Operating Costs Divided By the Number of Projects Managed

TARGETS	FY 2006	$2,313
	FY 2005	$2,569
RESULTS	2004	$2,250
	2003	$3,136
	2002	$3,346
	2001	N/A
DATA QUALITY	Indicator Validation	Measure adopted in PART program based on recommendations of RM/SPP and OMB.
	Data Source	Bureau of Democracy and Human Rights records for Human Rights and Democracy Fund.

I/P #7: Support for East European Democracy (SEED) / Freedom Support Act (FSA) (PART Program)

Ensure that countries in Europe and Eurasia are on an irreversible path to democracy and market-oriented economies.

Efficiency Indicator

Indicator #15: ACE Administrative Costs as a Percent of All Assistance Coordinated by ACE

TARGETS	FY 2006	0.2% of all assistance coordinated by ACE.
	FY 2005	0.2% of all assistance coordinated by ACE.
RESULTS	2004	0.2% of all assistance coordinated by ACE.
	2003	Baseline: 0.2% of all assistance coordinated by ACE.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	ACE plays a unique role of coordination for all U.S. government funded foreign assistance to the countries of Europe and Eurasia. The cost of this unique entity as a percent of those funds coordinated provides the basis for an assessment of the value added by the Coordinator's office.
	Data Source	Bureau of European and Eurasian Affairs/ACE budget data – includes direct-funded positions and overhead, travel, and program funded administrative costs.

I/P #8: Economic Support Fund (ESF) – Western Hemisphere Affairs (PART Program)

Provide foreign assistance funding in support of U.S. foreign policy goals, such as promoting democracy and encouraging economic growth.

Outcome Indicator

Indicator #16: Corruption Perceptions Index for ESF Recipients in WHA

TARGETS	FY 2006	4.30 out of 10.
	FY 2005	4.25 out of 10.
RESULTS	2004	3.68 out of 10.
	2003	3.69 out of 10.
	2002	3.95 out of 10.
	2001	N/A
DATA QUALITY	Indicator Validation	The Transparency International Perceptions of Corruption Index is the best independent measure by which the Department can determine success on one aspect of our efforts to promote democracy in the region. More ESF is spent on democracy than any other sector, including anticorruption programs.
	Data Source	Transparency International website (www.transparency.org)

Efficiency Indicator		
Indicator #17: Ratio of Administrative Costs to Program Funding		
TARGETS	**FY 2006**	0.0018
	FY 2005	0.0019
RESULTS	2004	0.0017
	2003	0.0021
	2002	0.0010
	2001	N/A
DATA QUALITY	Indicator Validation	The ratio of Washington administrative costs to program resources (less balance of payments assistance) is a measure of the efficiency of headquarters in managing these funds.
	Data Source	Bureau of Western Hemisphere Affairs reports. Personnel costs managing ESF divided by non-cash payment ESF for a given fiscal year.

Annual Performance Goal #2
UNIVERSAL STANDARDS PROTECT HUMAN RIGHTS, INCLUDING THE RIGHTS OF WOMEN AND ETHNIC MINORITIES, RELIGIOUS FREEDOM, WORKER RIGHTS, AND THE REDUCTION OF CHILD LABOR

I/P #9: Bilateral and Multilateral Diplomacy

Press governments with poor human rights records to move toward full observation of internationally recognized human rights standards and norms.

Output Indicator

Indicator #1: Percent of U.S.-Supported Resolutions Adopted at UN Commission on Human Rights (UNCHR)

TARGETS	FY 2006	Eighty-five percent of key U.S.-supported resolutions are adopted.
	FY 2005	Eighty percent of U.S.-supported resolutions are adopted.
RESULTS	2004	Eighty percent of key U.S.- supported resolutions were adopted. These were largely the same as the key resolutions in 2003, e.g. Cuba, North Korea, Belarus, and Turkmenistan. As for setbacks, a resolution on Chechnya was defeated, ones on China and Zimbabwe were blocked by procedural motions, and a measure on Sudan opposed by the U.S. for being too weak passed. The U.S. responded vigorously to Cuba's attempt to criticize the U.S. regarding detainees on the Guantanamo Bay Navy Base, eventually forcing Cuba to withdraw its resolution.
	2003	UNCHR passed resolutions on Cuba, North Korea, Belarus (U.S.-sponsored), Turkmenistan, Myanmar, and Iraq. Chechnya, Sudan and Zimbabwe resolutions were defeated. U.S. took strong stand against Libyan chairmanship of UNCHR. U.S. succeeded in blocking "special sitting" on Iraq, despite strong anti-U.S. bloc among some Muslim countries and some European Union states.
	2002	N/A (Indicator was not tracked because the U.S. was not a member of the UNCHR in 2002, but was re-elected as a member for 2003).
	2001	UNCHR passed resolution for the third year on Cuba, Iran, and Iraq.
DATA QUALITY	Indicator Validation	As the premier global forum on human rights, UNCHR actions on important countries demonstrate how the international community deals with the most serious human rights abusers. Resolutions on democracy from UNCHR reinforce the interrelationship between human rights and democracy, and strengthen the legitimacy of human rights and democracy development efforts in non-democratic countries.
	Data Source	Cables and United Nations High Commissioner for Human Rights reporting.

Outcome Indicator

Indicator #2: Number of UNCHR States With Negative Human Rights Records

TARGETS	FY 2006	Less than thirteen UNCHR Member States with negative human rights records.
	FY 2005	Less than sixteen UNCHR Member States have negative human rights records.
RESULTS	2004	Australia replaced Libya as CHR chair for 2004, by acclamation, after vigorous diplomatic effort. Membership for 2005 yet to be determined, but seventeen member states had negative records.
	2003	Sixteen member states with negative records.
	2002	UNCHR election in April 2002 returned the United States as a member; United States began work to change UNCHR membership.
	2001	Eighteen states had negative human rights records.
DATA QUALITY	Indicator Validation	Election to the CHR of democratic states with good human rights records will demonstrate the importance placed by the international community on human rights issues. Fewer human rights abusers on the CHR means fewer countries able to thwart CHR scrutiny of themselves and other violators.
	Data Source	UNCHR votes, documents for membership totals; State Department and other human rights reporting to determine "negative records."

I/P #10: Promote International Religious Freedom

Enhance long-term stability, increase opportunity for democracy, support other human rights, and undermine religiously based terrorism by advancing religious freedom in countries and regions important to U.S. interests.

Outcome Indicator

Indicator #3: Status of Religious Freedom as Evidenced by the International Religious Freedom Report and the Country Reports on Human Rights Practices

TARGETS	FY 2006	1. Undertake at least two additional bilateral or regional International Religious Freedom (IRF) initiatives, laying the groundwork for significant policy changes in those countries or regions. 2. Establish a working coalition of allies focused on problem countries, working bilaterally and multilaterally to improve or establish religious freedom IRF laws, practices and accountability in problem countries. 3. Revise and streamline the format of the Annual Country Reports and the IRF Report, maintaining high standards and making the reports more user friendly.
	FY 2005	The U.S. builds a coalition of like-minded countries actively cooperating with U.S. in promoting IRF in multilateral forums. More prisoners are released because of U.S. government intervention. At least two additional bilateral or regional IRF initiatives are undertaken laying the groundwork for significant policy changes in those countries or regions.
RESULTS	2004	1. IRF Ambassador and IRF officers traveled on numerous occasions to high-priority countries, including Saudi Arabia, China, Vietnam, Laos, Sudan, Eritrea, Egypt, Turkey, among others, meeting with senior government officials, religious leaders, NGOs and others to realize tangible gains in religious freedom. Important constitutional guarantees for religious freedom achieved in Afghan Constitution and Iraqi Transitional Administrative Law. Negotiations with Turkmenistan resulted in decriminalization of religious practice, repeal of oppressive registration laws, and the registration of previously outlawed religious groups. 2. Religious prisoners freed in Laos, Vietnam, China, Egypt, Eritrea, Turkmenistan and other countries. Increased interfaith dialogue, inter-religious cooperation, and redress of some religious property grievances in Sudan. 3. Meetings with officials of UK, Canada, France, Australia, Argentina, Italy, UN agencies, OIC, and others to develop allies in promoting IRF. Coordination with DRL/MLA and IO in advancing religious freedom in multilateral settings. 4. Major new diplomatic initiatives undertaken in Sudan, Eritrea and Turkmenistan, and previous initiatives in Saudi Arabia and Vietnam expanded upon.
	2003	1. IRF concerns were raised by the Department in bilateral and multilateral meetings. 2. IRF officers began engagement on promoting religious freedom in Afghanistan and Iraq. 3. Posts showed an increased engagement on IRF issues, producing, for the most part, excellent country reports for the International Religious Freedom Report to Congress. 4. The IRF ambassador and officers have been instrumental in facilitating the removal of people persecuted for their faith from harm's way. 5. The Ambassador-at-Large and staff have visited China, Vietnam, and Saudi Arabia for repeated trips.
	2002	1. Continued U.S. influence on some religion legislation. 2. Some religious prisoners released; some religious refugees assisted.
	2001	1. Minor U.S. successes in forestalling or improving bad religion laws in Eastern Europe and Central Asia. 2. Some religious prisoners released.
DATA QUALITY	Indicator Validation	Congress established the broad policy goals and reporting requirements in the IRF Act. The performance indicators chosen and verification follow from the mandates of the law. Meetings, agreements and documented movement by countries toward greater religious freedom are concrete examples of progress toward IRF goals.
	Data Source	Based on the on-the ground assessments of embassy and consulate officers, as well as, on-the-ground assessments by IRF and other Bureau of Democracy and Human Rights (DRL) officers and IRF meetings with members of religious groups, NGOs, and other knowledgeable observers. Embassy and DRL/IRF reporting; third-country laws, court decisions, and other legal provisions.

I/P #11: Labor Diplomacy and Advocacy for Workers' Rights

Promote respect for workers' rights by pressing governments to respect internationally recognized worker rights, voluntary business codes of conduct, and the rule of law.

Output Indicator

Indicator #4: Number of Public-Private Partnerships to Advance Respect for Human Rights

TARGETS	FY 2006	Countries in Asia and Latin America and Africa improve human rights records through increased engagement with USG and multinationals based on multi-stakeholder approaches like the Voluntary Principles (VP) and other CSR initiatives.
	FY 2005	1. Harmonization of codes leads to increased compliance with labor standards. 2. Local capacity to enforce labor laws strengthened in China through increased engagement with multinationals, NGOs and Chinese government. 3. Establish sustainable, long-term management training and worker education programs to improve worker rights in China.
RESULTS	2004	1 . Increasing number of companies adopted and implemented codes of conduct; compliance with existing codes improved through PESP programs. In-country process in Indonesia was re-started after hiatus caused by Bali bombings. Companies were proceeding in integration and implementation in many countries, Angola being one. Outreach to additional governments continued. New companies include Amerada Hess, BHP Billiton, and BC Group. 2. Harmonization program approved and notified. Funded initiatives include the China Training Initiative, a China Working Group project focused on Small to Medium Enterprises and developing a Chinese business school Corporate Social Responsibility curriculum, and a Toy Industry of America training initiative - all focused on developing sustainable, multi-stakeholder approaches to improving labor conditions in China.
	2003	1. Programs funded to educate workers on rights and pilot program developed to address labor conditions in select factories in China and in forty-two other countries. 2. Method to track labor violations not developed. Once this is developed, the Department will be able to track progress and more fully report on workers' rights violations. 3. PESP projects showing progress in Central America.
	2002	1. Occidental Petroleum, ExxonMobil, PaxChristi and the Government of Norway joined VPs. 2. First security managers' workshop conducted. 3. In-country briefings in Colombia. 4. Voluntary PESP programs contributed to greater respect for worker rights in Central America and Philippines. 5. PESP program contributed to workers' empowerment enabling negotiation of agreed framework in Costa Rica and Guatemala.
	2001	1. Government of the Netherlands and Newmont Mining adhered to the VPs. 2. Public-private partnerships created in Central America and Asia to address labor conditions in factories. Child labor abuses decreased due to programs.
DATA QUALITY	Indicator Validation	Evaluation of Bureau of Democracy and Human Rights (DRL)/IL partnership to eliminate sweatshops will provide an indication of where worker rights violations have decreased and where more focus is necessary. Progress of VPs, PESP and other programs indicates areas where the private sector is engaged in upholding standards.
	Data Source	Periodic meetings with NGOs and industry, site visits by DRL officers, embassy reporting and record keeping on assistance and cooperative projects. USAID Reports.

Outcome Indicator		
Indicator #5: Improvement in Respect for Workers' Rights		
TARGETS	FY 2006	1. Improved compliance with labor standards as measured by the National Research Council's newly created WebMILS database. 2. Continued progress in worker rights by other measures in countries specified in the Department's operating plans.
	FY 2005	1. Improved compliance with labor standards as measured by the National Research Council's newly created WebMILS database. 2. Continued progress on negotiation of labor chapters in Free Trade Agreements with Thailand, Panama, the Andean countries and the countries of the Southern African Customs Union. 3. Continued progress in worker rights by other measures in countries specified in the Department's operating plans.
RESULTS	2004	Creation of trade unions in Bahrain, expanded cooperation on labor issues with China, conclusion of CAFTA negotiations and the inauguration of the U.S. Department of Labor's (DOL) $6.75 million project "Strengthening Labor Systems in Central America," parliamentary approval of a law in Bangladesh allowing workers in export processing zones to organize, changes in law and practice leading to the rebirth of independent trade unions in Iraq.
	2003	Significant HRDF and DOL/ILAB projects dealing with worker rights begun in China. Notable improvements in worker rights in Cambodia. Continuing evolution in Bahrain and Saudi Arabia. Labor clauses in all initial versions of trade agreements under negotiation: Central American Free Trade Agreement (CAFTA), other free trade agreements (FTAs) with Australia, Morocco, and South African Customs Union.
	2002	Established national plans for the eradication of child labor in certain Muslim countries under the International Labor Organization (ILO) IPEC program. These plans are documented in the Department of Labor's 2002 Child Labor Study. Increased ratification and enforcement of International Labor Organization fundamental conventions concerning worker rights in the Muslim World.
	2001	N/A
DATA QUALITY	Indicator Validation	Tracking the existence of independent and democratic worker organizations will measure a given country's respect for basic worker rights. The WebMILS database includes cautions about definitions, sources, and appropriate inferences.
	Data Source	Country Reports on Human Rights Practices, ILO reports, ICFTU reports, other governmental and non-governmental reports, and the WebMILS database (when fully operational). USAID Reports.

V. Illustrative Examples of FY 2004 Achievements

Democracy and Human Rights	
Afghanistan's New Constitution	On January 4, 2004 the Constitutional Loya Jirga (CLJ) passed the new Afghan Constitution, noted as one of the most democratic documents in the region. The CLJ was characterized by energized, open debate and proved to the world that the Afghan people are moving steadily forward on the path to democracy. The constitution they developed provides strong human rights protections, including the incorporation of international treaties to which Afghanistan is a party. Islam is recognized as the official religion, but the practice of other religions is protected. Women also made substantial gains in the CLJ including: one woman selected as a deputy chairperson, specific mention of women's equality, the official recognition of women as citizens and a guarantee of at least two women per province to be elected to the lower house (approximately 20% of seats). The United States provided training in political advocacy for women delegates to the Constitutional Loya Jirga in December 2003. The Constitutional Loya Jirga (12/15-1/4) was comprised of 502 delegates (including 102 women) elected from a pool of participants in the June 2002 Emergency Loya Jirga. The delegates were presented with a draft constitution, which had been drafted by a 9-member commission (2 of whom were women) and revised by a larger 35-member commission (7 of whom were women) in prior months. Today, women in Afghanistan are judges, teachers, politicians, health officials, agronomists, athletes and Fulbright Scholars. Many of these women have traveled to other countries in their capacities as officials, students, visitors, and delegates to global fora, signaling Afghan women's reentry into the international community.
Democratic Transition in Georgia	The Rose Revolution in Georgia brought to power in a peaceful manner a government filled with individuals educated through our exchange programs and who are fully committed to economic and democratic reform, including ending all forms of corruption. The commitment of Georgia's senior leadership has been seen in its willingness to begin investigations and prosecutions of some of the most corrupt officials from the previous regime. The Department and USAID worked to reward this reform, by increasing Freedom Support Act funding for Georgia, successfully arguing for their selection as one of the first countries eligible for Millennium Challenge Corporation funding, and working to get them recognition at the G-8 summit.
UN Commission on Human Rights	DRL and IO worked within the United Nations (especially its Commission on Human Rights) and other organizations to support effective multilateral actions on human rights. The Department reinforced diplomatic dialogues with regional groups such as the European Union and the Latin American Group. Although the performance of the CHR in 2004 was mixed, the Department succeeded in passing resolutions on Cuba (tabled by Honduras), Belarus and Turkmenistan (the latter two co-tabled with the EU), as well as overwhelming passage of a democracy resolution that focused on concrete measures for supporting new democracies. Unfortunately, resolutions addressing human rights violations in China and Zimbabwe failed. However, even in such cases, and that of Sudan, where the CHR's response was not appropriate to the seriousness of the situation, effective and well-coordinated U.S. diplomacy allowed us to shed light on human rights abuses, and was an integral part of a multi-pronged effort to address the human rights and humanitarian crisis in Sudan.
Religious Freedom	Sustained high-level diplomatic engagement by the Department (involving DRL's Office of International Religious Freedom and the Ambassador at Large for International Religious Freedom, the Bureau of European and Eurasian Affairs, and U.S. Embassy Ashgabat) led to important progress in advancing religious freedom in Turkmenistan. The Government decriminalized religious practice, repealed oppressive registration laws, and allowed the registration of previously outlawed minority religious groups, which allowed their followers to practice their faith openly and legally.

Democracy and Human Rights *(Cont'd)*	
Labor Rights and Working Conditions	DRL's Office of International Labor Affairs participated in consultations with the Cambodian government, the Cambodian Garment Manufacturers' Association and Cambodian trade unions on working conditions in Cambodia's garment industry, as required under our bilateral textile trade agreement, and took a leading role in the USG decision to grant Cambodia a quota bonus for its efforts to improve those conditions.
Equality in Iraq	Iraqi women occupy numerous positions in the new government. The Iraqi cabinet, announced in June 2004, includes six women ministers (out of a total of 33 individuals), in the following Ministries: Agriculture, Displacement and Migration, Environment, Labor and Social Affairs, Public Works, and Women's Affairs. In April 2004, seven women were appointed to hold deputy minister positions. Women occupy six of the 37 seats on the Baghdad City Council, 81 serve on neighborhood and district councils around the capital, and many women have also been elected to district, local, and municipal councils in most other regions of Iraq. The Department also backed the successful efforts to persuade the Iraqi Governing Council to repeal Resolution 137, which would have imposed Shari'ah family law on Iraqi women, and to outlaw gender discrimination in the Transitional Administrative Law (TAL). The TAL guarantees that all Iraqis are equal in their rights and before the law without regard to gender, sect, opinion, belief, nationality, religion, or origin. It guarantees women 25% of the seats in the Transitional National Assembly.
Middle East Partnership Initiative	The Middle East Partnership Initiative and the Government of Jordan hosted a workshop on "Women and the Law" from February 16-18, 2004 in Amman. This workshop brought together nearly 90 women in the legal profession from 16 countries in the Middle East and North Africa region to discuss key issues affecting women in the legal profession and to develop plans for future collaboration. At the end of the conference, MEPI announced it would support two follow-up activities: the establishment of a regional association for women in the legal profession and a public legal education campaign on women's rights and equality. This is now being taken forward as part of a two-year $6.5 million joint Rule of Law/Women and the Law program to be implemented by the American Bar Association. For more details, see www.arabjudicialforum.org http://www.arabjudicialforum.org. The Gulf Regional Campaign Schools program will provide political skills training for Arab political leaders, with an emphasis on female candidates, drawing potential candidates for office from the region and providing them with skills for effective operation in increasingly participatory societies. Training will include campaigning, managing organizations democratically, monitoring elections, and more. The International Republican Institute and the National Democratic Institute, with MEPI support, conducted the first of these political skills training courses, for more than 50 women from Kuwait, Bahrain, the United Arab Emirates, Oman, Yemen and Qatar, in Doha from February 13-18, 2004. The Partners in Participation program, of which the Doha school was the first event, hosted a second such event in Tunisia in July 2004 for women from Tunisia, Morocco, Algeria, and Jordan.
Democracy and Human Rights in Ukraine	Years of work by the Department and USAID to promote democracy and human rights in Ukraine, including approximately $18.3 million in programs to promote free and fair presidential elections in 2004, helped preserve democracy when an intensified assault threatened democratic institutions and massive fraud was committed during these elections. This assistance took place within a context of a broad-based assistance program of support for democracy, including promotion of independent media, local government reform, rule of law, civil society development, and open and transparent political processes. The banning of visas for corrupt, high-level Ukrainian officials also demonstrated the U.S. commitment to holding leaders to a new and higher standard under democracy. After international observers confirmed fears of the Ukrainian people that fraud had been committed during the second round of balloting, we strongly endorsed the international effort in support of the popular drive from within Ukraine (the so-called "Orange Revolution") for a new set of elections conducted according to international democratic standards. Collectively, these efforts helped foster democracy and human rights during 2004 and contributed to a democratic breakthrough in Ukraine, where the country is now poised for the inauguration of a new president with a democratic mandate to govern.

Democracy and Human Rights *(Cont'd)*	
Civil Society Organizations in Malawi	USAID supported a series of candidates' debates in Malawi to encourage a more informed electorate and create opportunities for civil society organizations to become involved in the political process in preparation for the May 2004 general elections. USAID also provided training for 72 parliamentary candidates, including 15 women. Following the training, the USAID-sponsored forums took place in 12 of the country's most competitive districts. In all over 33,000 voters attended the forums and participants were able to put the candidates on the spot about local concerns. In the end, citizens, candidates, organizers, the media, and government officials indicated they were extremely pleased with the events, a first for Malawi.
Zambia Anti-Corruption Initiative	Funded through the USAID Africa Bureau's Anti-Corruption Initiative, a sub-grant to the Timber Producers Association of Zambia (TPAZ) exposed the corrupt inner workings of the timber industry and illicit dealings by commercial saw millers. To expose corrupt government officials, TPAZ officials, with cameramen from the national television station, led the Deputy Environment Minister on a surprise raid of an illegal lumber yard. This was captured in dramatic news footage, and broadcast nationally, showing the Minister in conflict with the manager of the plant who refused to reveal the source of the company's timber. The manager, a foreigner was fined and deported. The episode revealed the extent of corruption in the timber industry, resulting in the government's temporarily banning the issuance of lumber licenses in order to realign procedures to curb corruption.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
International Organization Affairs	$118,872	$120,098	$116,169
International Information Programs	39,579	59,199	80,000
Educational and Cultural Affairs	46,150	47,119	59,140
Western Hemisphere Affairs	30,295	31,117	32,914
Other Bureaus	95,634	99,710	101,900
Total State Appropriations	**$330,530**	**$357,243**	**$390,123**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I – Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency			
Title II – Bilateral Economic Assistance			
USAID	157,205	203,410	468,104
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	655,848	882,638	794,325
Independent Agencies	4,060	4,464	4,457
Department of State	0	0	12,407
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	3,267	4,980	4,900
Foreign Military Financing	462	3,190	965
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs	17,660	10,930	16,315
Total Foreign Operations	**$838,502**	**$1,109,612**	**$1,301,473**

Grand Total	**$1,169,032**	**$1,466,855**	**$1,691,596**

Strategic Goal 8: Economic Prosperity and Security

Enhance Economic Prosperity and Security by Promoting Global Economic Growth, Development, And Stability, While Expanding Opportunities For U.S. Businesses

I. Public Benefit

The President's National Security Strategy aims to "help make the world not just safer, but better." National security and global economic prosperity are inextricably linked. Americans have a vital interest in a strong international economy advancing prosperity, freedom, and economic opportunity worldwide. Economic growth creates new jobs and higher incomes for Americans and for other nations. The Department and USAID work closely with other agencies, NGOs, and the public and private sector in the U.S. and abroad to build a strong and dynamic international economic system based on free trade with new opportunities for American businesses, workers, and farmers; and to ensure the economic security of the United States. The Department has a direct impact on U.S. economic security, working to ensure the stability of the international financial system, disrupt terrorist financial networks, support front-line states grappling with difficult economic conditions, develop diversified and reliable sources of energy, and secure international transportation of people and goods.

The remarkable growth and prosperity of the developed economies have demonstrated the strength of a dynamic, open international trading system based on free trade and free markets, good governance, and the rule of law, which is a key element of sustainable development. Conversely, the lack of economic opportunity for many around the world is an underlying factor for a number of the grave challenges the Department faces. Regional instability, international crime and illicit drugs, social and environmental destabilization, food insecurity, and humanitarian crises all feed on, and further marginalize, vulnerable populations. The Department's and USAID's efforts to promote trade and development have a direct positive effect on these vulnerable populations while also strengthening the U.S. economy. As the world's largest importer and exporter, the U.S. has a significant impact: trade accounts for about one quarter of the U.S. economy and reached $2.6 trillion in FY 2003. Exports account for roughly ten percent of GDP, but contribute much more in terms of GDP growth, as export growth contributed about 15 percent of U.S. economic growth during the past decade. One of every five U.S. manufacturing workers depends on exports for a job. Imports make competitive, lower cost goods available to American consumers and quality supply components available to American industries. The U.S. is the largest importer from developing countries, importing goods worth over $680 billion in 2003, more than ten times the value of the total of all official development assistance to developing countries from all donors. Creating new economic opportunities in the U.S. and around the world will also reduce the suffering from poverty and hunger that currently plagues 1.2 billion people worldwide, and improve natural resource management and environmental quality, while creating institutional and human capacity to build equitable and sustainable economies. Continued growth and the economic opportunity gained from open trading systems, foreign investment, U.S. development assistance, and international cooperation on financial issues promotes political liberty abroad and our national security at home.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	1,525	1,556	1,561	5	0.3%
Funds [2]	$5,825,044	$5,672,187	$7,913,068	$2,240,881	39.5%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Economic Prosperity and Security" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)[1]	Partners
Economic Prosperity and Security	Economic Growth and Development	Growth and Development Strategies	CIO, DA, D&CP, ESF, FSA, IO&P, MCA, SEED	EB, EUR, IO, *PPC/P*	Treasury, DOC, MCC, USDA, EXIM, OPIC, TDA, USTR, IMF, World Bank, Reg'l Devl Banks, UNDP, ILO, WTO, OECD, UNCTAD, UNICEF, FAO, G-8
		Science-Based Decision-Making and Standards Development	CIO, D&CP, ESF	EB, OES, STAS, *PPC/P*	EPA, NIH, NIST, UNESCO, APHIS, FDA
		International Organizations and Economic Development Policy and Operational Activities	CIO, D&CP, IO&P	EB, IO	Treasury, DOC, USDA, EXIM, OPIC, TDA, USTR, IMF, World Bank, Regional Devl Banks, UNDP, ILO, WTO, OECD, UNCTAD, UNICEF, FAO, G-8
		United Nations Development Program	D&CP, IO&P	IO	EPA, DOL, DOJ, Treasury, DOC, USDA, TDA, United Nations Funds and Programs, Multilateral Development Banks
		Private Sector Capacity	DA, ESF, FSA, SEED	*PPC/P*	UNDP, ILO, WTO, UNCTAD, UNICEF, FAO, G8, EU
	Trade and Investment	Create Open and Dynamic World, Regional, and National Markets	DA, D&CP, ESF	EB, *PPC/P, EGAT*	USTR, Treasury, DOC, DOT, USDA, TDA, WTO, OECD, international institutions, private sector and NGOs
		Support for U.S. Businesses	D&CP	EB, *PPC/P, AFR*	USTR, Treasury, DOC, DOT, USDA, TDA, WTO, OECD, international institutions, private sector and NGOs
		Integrating Environmental Protection and Trade	DA, D&CP, ESF	OES, *EGAT/ESP*	USTR, Treasury, DOC, USDA, TDA, EPA, DOI, DOJ, WTO, OECD, international institutions, private sector and NGOs
		Genetic Resources Initiative	ESF, CIO	OES, IO	CBD, USDA, FAO, WIPO
	Secure and Stable Markets	Secure Energy Supplies	D&CP	EB, *EGAT/ESP*	DOE, IEA, foreign governments, NSC
		Stable Financial Markets	D&CP	EB	Treasury, IMF, World Bank, OECD, Regional Devl Banks
	Enhanced Food Security and Agricultural Development	Agriculture-led Income Opportunities Expanded	DA, PL480, CIO	*EGAT/ESP, AFR*	USDA, NGOs, FAO, WB
		Food Security	DA, PL480, CIO	*EGAT/ESP, AFR*	USDA, NGOs, FAO, WB

[1] USAID components are shown in blue italicized fonts.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
INSTITUTIONS, LAWS, AND POLICIES FOSTER PRIVATE SECTOR GROWTH, MACROECONOMIC STABILITY, AND POVERTY REDUCTION.

I/P #1: Growth and Development Strategies		
Spur economic development and enhance investment climates through the Millennium Challenge Account (MCA) and other initiatives.		
Output Indicator		
Indicator #1: Monitoring Country Progress Index for Economic Reform		
TARGETS	FY 2006	1. SEED – MCP Economic Reform Index score 3.2 out of 5. 2. FSA – MCP Economic Reform Index score 2.85 out of 5.
	FY 2005	1. SEED – MCP Economic Reform Index score 3.1 out of 5. 2. FSA – MCP Economic Reform Index score 2.75 out of 5.
RESULTS	2004	1. SEED - MCP Economic Reform Index 3.0 out of 5. 2. FSA - MCP Economic 2.6 out of 5. (Data changes annually by calendar year. This represents changes for CY 2003 as a whole.)
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Organization for Economic Co-operation and Development and World Bank publications. USAID reviews alternative sources annually.
	Data Source	The MCP Economic Reform Index is constructed by USAID using EBRD's annual Transition Report and covers events through the preceding year. SEED includes the graduated countries of Eastern Europe.

I/P #2: Science-Based Decision-Making and Standards Development

Strengthen ties with neighbors and key allies, and facilitate access to international markets for new technologies.

Outcome Indicator

Indicator #2: Effectiveness of Contacts Between Science & Technology (S&T) Communities and Policymakers

TARGETS	FY 2006	1. Number of S&T agreements will increase to 40 with increased collaboration of USAID, other U.S. government (USG), NGO, private sector and academic institutions leading to capacity building, job creation and trade. Provisions for marine research vessel access and non-taxation of U.S. assistance will be included in all new and renewed agreements. 2. USG agency participation in Embassy Science Fellows program remains steady. Fellowship placement remains steady at about 50. 3. 2-4 workshops on science trade and development issues will be conducted and preparations for 3 additional workshops will be initiated. 4. Conduct policy review of S&T activities under the U.S.-China S&T agreement. 5. Based on the NRC panel conclusions, USAID reforms and strengthens its S&T capacity and programs with and through the State/USAID SPF. 6. The UN and InterAcademy Panel (including the U.S. National Academies of Science) expand their work on S&T and sustainable development to food security, energy, the digital divide and other areas of concern. U.S. S&T within our foreign policy is carefully aligned to exploit these initiatives. 7. U.S. S&T agrobiotech initiatives are reinforced by the NAS/IAP/IAC and UN organizations and substantial progress is made to build indigenous agrobiotech capacity in developing countries. 8. The U.S. UN Educational, Scientific and Cultural Organization (UNESCO) model for engineering, education, and sustainable development is adopted by the Organization of American States (OAS) for its regional S&T initiative. 9. Better metrics are established to evaluate U.S. exports of space imagery and satellite services, as well as low emission energy technology sales that can be attributable to the Department's efforts. 10. ITER construction continues on schedule. 11. U.S. and EU progress with activities and mechanisms to achieve satellite navigation interoperability, and additional countries adopt GPS augmentation systems.
	FY 2005	1. Number of S&T agreements will increase to 38 with increased collaboration of USAID, other USG, NGO, private sector and academic institutions. 2. Complete Agreements and implement new science partnerships with Algeria, Morocco and Tunisia, including engagement of academic and private sector partnerships. 3. Initiate science and environment dialogue with Libya and encourage engagement (as appropriate) with other Maghreb nations, as well as U.S. academic and private sector partners. 4. Initiate bilateral and regional S&T dialogue with Central Asia, South East Asia and select African nations. 5. USG agency participation in Embassy Science Fellows program remains steady. Fellowship placement remains steady at about 50. 6. 2 workshops on science trade and development issues will be initiated. 7. S&T agreements will be pursued in support of USG agency S&T interests, including marine research vessel access, strengthened IPR regimes, and non-taxation of U.S. assistance. 8. EU barriers to ag-biotech field tests and commodities trade are eliminated; field test and commodities trade in biotech products increased in other parts of the world. 9. Post-WSSD activities in water and energy are fully ingrained in UNESCO program of work; implement Presidential Bilateral Initiative in water and energy. 10. Exports of space imagery and satellite services continue to increase. 11. Low emission energy technology sales continue to rise. 12. ITER begins construction.

RESULTS	2004	1. Initiated S&T dialogue, with bilateral and regional focus, with Algeria, Morocco and Tunisia; sign agreements, where possible, and examine potential for similar interaction with Libya. 2. Conducted policy review of S&T activities under the U.S.-China S&T agreement. 3. Implemented new S&T partnerships with Pakistan with $2million from USAID, and examine possible additional activities with Bangladesh. 4. Initiated S&T partnerships with Uruguay and Cape Verde. 5. Completed OES/STC database of ESTH Officers at U.S. posts overseas. 6. Updated list of U.S. S&T Agreements will be placed on the OES/STC website. 7. ITER procurement/legal issues nearly resolved, but partners remained split on two site options. 8. Participated in six bilateral initiatives to involve developing country partners in climate change science and technology cooperation. 9. The U.S. signed a letter of intent to collaborate in agricultural biotechnology with India. India is poised to be a leader on agricultural biotechnology among developing countries and thus can play an influential role in demonstrating the benefits of biotechnology. 10. Organized a meeting of West African ministers to discuss agricultural science and technology as a tool for economic development and food security. An outcome of that conference has been increased interest in biotechnology and further discussions with the U.S. on collaboration in this area. 11. USAID and USDA jointly sponsored a meeting held at the University of California at Davis to strengthen research cooperation between the U.S. research community and the international agricultural and natural research centers. 12. The long-term agricultural and natural resource management research funded by USAID and other donors continued to provide important benefits for both producers and consumers in developing countries. 13. USAID convened a U.S.-India Joint Working Group on Agricultural Biotechnology, engaging USDA, State, NSF and leading U.S. scientists with a counterpart team drawn from the Government of India leadership and leading Indian biotechnology research organizations.

	2003	1. 31 bilateral S&T agreements in place with signature of a new agreement with Bangladesh. Intellectual property provisions of S&T agreements become critical component FTA-related environment talks with Chile. 2. 7 USG agencies participate in Embassy Science Fellows program. Over 50 requests for USG science representatives received from U.S. posts within first half of FY 2003. Total number of fellowship placements exceeded 50. 3. OES/STC prepares to receive $2 million from USAID to support science collaboration with Pakistan. STC initiates C-175 process to support U.S.-Pakistan S&T collaboration. 4. OES/STC negotiation of S&T agreements with the Philippines and Poland near completion and will bring total number of agreements to 33. Science partnerships with the Philippine to include exchange of genetic resources. 5. Standard S&T agreements with Maghreb, Central American and Central and South Asian countries being drafted by OES/STC to support science exchanges, FTA, and sustainable development. 6. OES/STC initiated development of database of ESTH Officers at U.S. posts overseas to facilitate communications with USG and publicly funded private S&T research communities. 7. U.S. rejoined ITER; negotiations began on procurement, personnel, legal structure, siting. 8. To promote developing country access to and management of new scientific tools such as biotechnology for improving agriculture productivity, environmental sustainability and nutrition, USAID launched a comprehensive set of activities under the Collaborative Agricultural Biotechnology Initiative (CABIO).These activities include research and technology development to better address developing country crop and animal production needs, as well as development of policy and regulatory frameworks. 9. Promoted development of science-based biosafety systems by bringing scientists and policymakers together to provide the basis for sound decision-making on biotechnology in agricultural development. 10. USAID sponsored a global meeting of researchers to consider the relevance and importance of social sciences to agricultural and natural resources research aimed at alleviating poverty and enhancing environmental sustainability. The outcome strengthened the support for economics and social sciences in the $400 million CGAIR global research program. 11. USAID sponsored an Asia regional agricultural biotechnology priority setting meeting in New Delhi, India, bringing scientists and policy makers from the U.S. and from across the region to discuss key objectives and steps needed to bring the benefit of new science to increasing productivity among smallholder farmers. Key objectives identified included nutritional enhancement and tolerance of abiotic stress (e.g., drought, salinity). 12. In conjunction with the Rockefeller Foundation and DFID (UK), USAID established the African Agricultural Technology Foundation to sponsor the sharing of research technologies between the public and private sectors in ways that bring the latest science to bear on solving problems affecting the livelihood of millions of African farmers. 13. USAID joined with the International Rice Research Institute to implement the International Rice Functional Genomics Consortium and the Cereals Comparative Genomics Initiative. 14. USAID worked with CGAIR partners and leading U.S. researchers to establish the Harvest Plus Challenge Program aimed at developing nutritionally enhanced strains of rice, wheat, maize, beans, cassava and sweet potato. The program has since attracted $25 million in support from the Gales Foundation, as well as the World Bank and USAID.
	2002	1. USG organized and sponsored four roundtables on biotechnology and nanotechnology issues. 2. Reforms were completed and published for International Trade in Armaments (ITAR) regulations governing scientific and environmental satellites. 3. USG launched a Task Force for International Energy Technology Cooperation supporting the President's climate change initiative. 4. USG (USAID) launched an ag-biotech initiative, Collaborative Agricultural Biotechnology Initiative; mobilizing new science and technology to reduce poverty and hunger. 5. U.S. government organized and sponsored four roundtables on biotechnology and nanotechnology issues.
	2001	N/A
DATA QUALITY	Indicator Validation	This indicator was chosen because the language in UN economic development resolutions reflects prevailing policy norms. UN development organizations are major players in economic development. The types of programs and the nature of recipients' requests for assistance will demonstrate the degree of acceptance of MCA principles.
	Data Source	UN reports and publications.

I/P #3: International Organizations and Economic Development Policy and Operational Activities

Advance U.S. interests on development policy and related operational activities at international organizations.

Outcome Indicator

Indicator #3: Extent of Incorporation of the Central Principles of Millennium Challenge Account (MCA) into the International Development Norm-Setting Process and UN Agency Activities

TARGETS	FY 2006	1. High Level Plenary Session of the UN General Assembly on Development reaffirms principles of national responsibility, good governance, and economic freedom. 2. Active Economic Freedom Caucus in UN fosters consultation and cooperation on economic and development issues in the UN General Assembly (GA) and Economic and Social Council (ECOSOC) advancing the principles of economic freedom.
	FY 2005	Shift in focus of UN policy debate toward principles of economic freedom leads to policy changes at national levels.
RESULTS	2004	The High Level segment of ECOSOC (July) adopted a Ministerial Declaration on Least Developed Countries that laid the foundation for economic freedom language in other UN resolutions, including language on improving the enabling environment for the private sector; promoting the efficiency of markets; and developing financial sectors within transparent regulatory and legal systems.
	2003	1. Discussions on UN economic development resources and Monterrey follow-up focused less on developed country obligations towards developing countries and more on developing country responsibilities for their own development, highlighting good governance, economic freedom, and investing in people as means to maximize effective use of resources. 2. UN funds and programs introduced new programs, within their mandates, focused on improving governance, economic policy formulations, sustainable development, public-private partnerships, making health and education systems more accessible, all within framework of enhanced climate to attract private investment and development assistance, including MCA.
	2002	1. Monterrey Consensus placed domestic resource mobilization at the heart of development financing, with emphasis on good governance and sound economic policy. The World Summit on Sustainable Development (WSSD) maintained the Monterrey view. ECOSOC and UNGA resolutions adopted Monterrey language and discussed follow-up. 2. Monterrey linked resources to principles. World Food Summit: 5 years later incorporated USG objectives for reducing hunger. WSSD provided consistent mandates for UN development activities, including effective partnerships between recipients and donors. Efforts undertaken to link traditional sector-specific activities to developing country central policy/regulatory frameworks.
	2001	Baselines: 1. U.S. prodded the UN Financing for Development preparatory process into exploring the total resource package for development, with domestic resources as the major component and national policy as the crucial determinant of success. 2. UN development agency programming focuses on progress toward the international development goals in the Millennium Declaration and begins to reflect results-based programming and budgeting.
DATA QUALITY	Indicator Validation	This indicator was chosen because the language in UN economic development resolutions reflects prevailing policy norms. UN development organizations are major players in economic development. The types of programs and the nature of recipients' request for assistance will demonstrate the degree of acceptance of MCA principles.
	Data Source	United Nations reports and publications.

I/P #4: United Nations Development Program (UNDP)
(PART Program)

The five core goals of UNDP are to reduce poverty, foster democracy, combat HIV/AIDS, respond to crisis and post-conflict situations, and produce a sustainable environment.

Efficiency Indicator

Indicator #4: Operational Support Costs as a Percentage of Total Costs

TARGETS	FY 2006	11%
	FY 2005	11%
RESULTS	2004	Target: 11.50%. Data not available until the UN Development Program (UNDP) ends collection at end of Calendar Year and processes data.
	2003	12%
	2002	Baseline: 12.7%
	2001	N/A
DATA QUALITY	Indicator Validation	The ratio provides a good measure of UNDP's overall management efficiency.
	Data Source	UNDP data shared with the State Department.

Outcome Indicator		
Indicator #5: Percentage of Countries Receiving UN Development Program (UNDP) Support Where Annual Targets Were Fully Achieved		
TARGETS	FY 2006	1. Public Administration and Anti-Corruption: 68% 2. Conflict Prevention and Peace Building: 67%
	FY 2005	1. Public Administration and Anti-Corruption: 65% 2. Conflict Prevention and Peace Building: 66%
RESULTS	2004	Data not available until UNDP ends collection at end of calendar year and processes data.
	2003	N/A
	2002	Baselines: 1. Public Administration and Anti-Corruption: 62% 2. Conflict Prevention and Peace Building: 63%
	2001	N/A
DATA QUALITY	Indicator Validation	This indicator was chosen because tracking the percentage of countries receiving UNDP support where annual targets were fully achieved can provide a measure of progress toward achieving goals related to public administration, anti-corruption, conflict prevention, and peace building.
	Data Source	UNDP data shared with State Department.

I/P #5: Private Sector Capacity

Improve private sector capacity/growth, including rural competitiveness and micro- and small-enterprise development.

Output Indicator

Indicator #6: Enterprise Level Competitiveness

TARGETS	FY 2006	1. 2,243,214 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $963,548,947 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 74,339 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity (annually).
	FY 2005	1. 2,181,507 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $857,446,583 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 68,868 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity (annually).
RESULTS	2004	1. 2,247,926 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $809,037,380 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 63,715 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity (annually).
	2003	Baselines: 1. 1,338,864 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $363,054,541 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 89,913 firms directly participating in USAID sponsored activities to strengthen their competitiveness/ productivity (annually).
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Providing loans and other types of assistance to strengthen firms' competitiveness and productivity and promote private sector growth fuels economic expansion and poverty reduction.
	Data Source	USAID annual reports from operating units.

Annual Performance Goal #2
INCREASED TRADE AND INVESTMENT ACHIEVED THROUGH MARKET-OPENING INTERNATIONAL AGREEMENTS AND FURTHER INTEGRATION OF DEVELOPING COUNTRIES INTO THE TRADING SYSTEM

I/P #6: Create Open and Dynamic World, Regional and National Markets

Increase capacity of countries to participate in global, regional, and national trade, and increase market access for U.S. goods, services, and enhance protection of intellectual property.

Outcome Indicator

Indicator #1: Level of Trade Capacity of USAID-Assisted Countries

TARGETS	FY 2006	$714,755,997 increase in exports of countries where USAID provides trade development assistance.
	FY 2005	$585,165,379 increase in exports of countries where USAID provides trade development assistance.
RESULTS	2004	$439,467,194 increase in exports of countries where USAID provides trade development assistance.
	2003	Baseline: $161,979,374 increase in exports of countries where USAID provides trade development assistance.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator measures USAID-assisted firms' participation in markets at various levels and the income they gain as a result of more open trade. In turn, increases in exports generate income and revenue for development and investment.
	Data Source	USAID annual reports from operating units.

Outcome Indicator

Indicator #2: Status of Negotiations on Open Markets for Services, Trade, and Investment

TARGETS	FY 2006	1. World Trade Organization (WTO) Doha round and Free Trade of the Americas (FTAA) negotiations completed. 2. Andean Countries Free Trade Agreement (FTA) and SACU implemented. 3. Two FTAs concluded. CAFTA, Dominican Republic, Morocco and Australia FTAs enter into force. 4. Three new BITs concluded.
	FY 2005	1. WTO Doha negotiations completed January 1, 2005. 2. Two new BITs concluded. One FTA concluded.
RESULTS	2004	1. Successful WTO Doha Round framework agreement July 2004. 2. One BIT, with Uruguay, concluded by October 2004. 3. Concluded 4 FTAs (Australia, Bahrain, Morocco, Central America). 4. FTAA negotiations continued. 5. Launched FTA negations with Thailand, Andeans, and Panama.
	2003	1. Two FTAs (Chile, Singapore) concluded. 2. WTO and FTAA negotiations continued. 3. FTA negotiations began with CAFTA, Morocco, SACU, and Australia. 4. Notified Congress of intent to initiate FTA talks with Dominican Republic and Bahrain.
	2002	1. WTO launched new round in Doha. China and Taiwan joined WTO. Jordan FTA entered into force. Chile and Singapore FTA negotiations concluded. 2. BIT discussions continued with Venezuela, Peru, Colombia, and South Korea. China took concrete steps to remove trade barriers and open its markets; some shortfalls remained in areas of interest.
	2001	1. Preparations for launch of new WTO round underway. 2. Chile and Singapore FTA negotiations began. 3. Congress approved Jordan FTA. 4. Five BITs entered into force. 5. APEC leaders agreed in Shanghai to liberalize trade and investment.
DATA QUALITY	Indicator Validation	These agreements expand the international framework to create a dynamic, free and open trade system, which contributes directly to the prosperity of the United States.
	Data Source	Information from State and U.S. Trade Representative negotiators.

Output Indicator

Indicator #3: Number of Market Opening Transportation Agreements in Place

TARGETS	FY 2006	1. Two bilateral Open Skies agreements (or multilateral accessions) concluded. 2. Three liberalizing (non-Open Skies) agreements concluded.
	FY 2005	1. Conclude two bilateral Open Skies agreements (or multilateral accessions). 2. Conclude three liberalizing (non-Open Skies) agreements.
RESULTS	2004	1. Open Skies agreements concluded with Indonesia, Tonga, Madagascar, and Gabon. 2. Liberalized agreements concluded with China and Vietnam; Indonesia had proposed further liberalization to their original agreement, prior to concluding a full Open Skies agreement. 3. Concluded shipping agreement with China.
	2003	1. Concluded three bilateral Open Skies agreements: Jamaica, Albania, and Thailand (all cargo Open Skies); and one multilateral accession: Samoa. 2. Liberalized two (non-Open Skies agreements): Hong Kong and Thailand.
	2002	Five additional bilateral Open Skies agreements plus three other liberalized agreements concluded.
	2001	1. Five bilateral Open Skies agreements concluded. 2. Multilateral Open Skies agreement with four countries concluded.
DATA QUALITY	Indicator Validation	These Open Skies agreements are key to expanding a dynamic and open system of aviation services. Bilateral and Multilateral aviation agreements are the primary mechanisms for aviation liberalization. Service for passengers and cargo are implemented by airlines pursuant to Air Transport Agreements. Maritime agreements help open restricted foreign markets.
	Data Source	Agreements signed.

Output Indicator

Indicator #4: Number of Countries Allowing Commercial Use of Agricultural Biotechnology and Global Acreage of Biotech Crops under Cultivation

TARGETS	FY 2006	1. Three more countries commercialize agricultural biotechnology. 2. Acreage of agricultural biotechnology crops increases 12 percent.
	FY 2005	Three more countries begin to commercialize agricultural biotechnology.
RESULTS	2004	1. Australia approved commercialization of transgenic canola, Malaysia and Thailand took initial steps toward commercializing agricultural biotechnology. 2. Figures on acreage planted in 2004 not available until second quarter, FY 2005.
	2003	1. The Philippines commercialized ag-biotech, and Brazil approved the sale of ag-biotech. 2. Biotech acreage continued to expand.
	2002	1. India commercialized transgenic cotton. 2. Philippines and Brazil took initial steps toward commercializing agricultural biotechnology.
	2001	1. Seven additional countries allowed commercial use of agricultural biotechnology products. 2. Acreage under cultivation increased.
DATA QUALITY	Indicator Validation	Countries that commercialize biotechnology-derived crops are most likely to permit entry of biotechnology-derived products from other countries.
	Data Source	Statistics gathered by the International Service for the Acquisition of Ag-biotech Applications (ISAAA), the internationally recognized source for information on the commercialization of crops derived through modern biotechnology.

Output Indicator

Indicator #5: Number of USAID-assisted Countries in Some Stage of WTO Accession

TARGETS	FY 2006	31
	FY 2005	30
RESULTS	2004	29 (5 in ANE Region: Nepal, Cambodia, Lebanon, Vietnam, and Yemen. Iraq has observer status, and Afghanistan put in application for observer status.) 16 of 16 LAC presence countries are WTO members.
	2003	Baseline: 28
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Participation and membership in the WTO indicates a commitment to trade and its economic benefits and an active engagement with other countries regarding trade agreements and integration.
	Data Source	USAID annual reports from operating units.

Output Indicator

Indicator #6: Number of Countries with Laws and Regulations Inconsistent with the WTO Trade-Related Aspects of Intellectual Property Rights (TRIPs) Agreement

TARGETS	FY 2006	28 or less.
	FY 2005	30 or less.
RESULTS	2004	31
	2003	33
	2002	34
	2001	Baseline: 44
DATA QUALITY	Indicator Validation	Economies adopting TRIPs-consistent laws and regulations benefit from increased foreign investment and provide enhanced protection of U.S. companies' intellectual property.
	Data Source	U.S. Trade Representative Special 301 Reports.

Output Indicator

Indicator #7: Adoption of U.S. Telecom, Information Technology (IT), and Radio Communication Proposals/Positions and Standards/Recommendations Favorable to U.S. Businesses in International Telecommunications Agreements and Declarations

TARGETS	FY 2006	1. One additional key country adopts U.S. Digital Television (DTV) standard. 2. Completion of a DTV implementation guide, to be adopted by Inter-American Telecommunications Commission (CITEL). 3. Continue to prepare for World Radio Communication (WRC) conference in 2007.
	FY 2005	1. Prepare for WRC in 2007. 2. U.S. proposals on convergence technologies for cable, telephony, and broadband adopted in ITU. 3. Western Hemisphere countries adopt U.S. Wireless Local Network standards. 4. CITEL endorses the U.S. DTV standard and key countries, including Brazil, adopt it.
RESULTS	2004	Mexico adopted the U.S. DTV standard in July, and CITEL adopted an outline of an implementation guide for countries to use when implementing DTV, with a technical attachment on the U.S. DTV standard.
	2003	Colombia took leadership on CITEL working group on DTV, promising faster progress. 3G-spectrum allocation. USG joint e-government summit promotes U.S. e-gov services and equipment. Adoption of the majority of U.S. proposals at the World Radiocommunication Conference (WRC).
	2002	1. USG promoted the U.S. DTV standard bilaterally with key countries Argentina and Brazil. ITU Agreement reached on standards for next generation interactive cable and interim ENUM. 2. Most U.S. proposed reforms to make ITU more efficient.
	2001	USG worked through CITEL for the adoption of the U.S. DTV standard and the allocation of 3G spectrum. Discussions on convergence standards begin.
DATA QUALITY	Indicator Validation	The successful implementation of agreements, adoption of standards and allocation of spectrum in a manner compatible with the U.S., increases U.S. companies' ability to export telecom equipment. The converse limits exports.
	Data Source	News releases from individual countries plus resolutions and recommendations adopted by CITEL.

I/P #7: Support for U.S. Businesses

Advocate for U.S. companies to ensure transparency and fair play, and assist with regulatory and investment problems.

Output Indicator

Indicator #8: Number of Companies for Whom Advocacy Services Were Provided; Number of Commercial Advocacy Successes in Helping U.S. Companies Win Foreign Tenders; Enforce Contract Agreements; Gain Fair Treatment; and/or Enter New Foreign Markets.

TARGETS	FY 2006	1. Advocacy services provided for 195 companies. 2. 95 advocacy success stories.
	FY 2005	1. Advocacy services provided for 185 companies. 2. 80 advocacy success stories.
RESULTS	2004	1. Advocacy services provided for 152 companies. 2. 48 advocacy success stories.
	2003	1. Advocacy services provided for 125 companies. 2. 45 advocacy success stories.
	2002	1. Advocacy services provided for 110 companies. 2. 35 advocacy success stories.
	2001	Baseline: Advocacy services provided for 75 companies.
DATA QUALITY	Indicator Validation	This indicator measures the direct support EB provides to U.S. business in exporting goods and services as well as managing overseas investments.
	Data Source	Information from U.S. businesses, the Bureau of Economic and Business Affairs Advocacy Databases, and Department of Commerce Advocacy Center Databases.

I/P #8: Integrating Environmental Protection and Trade

Negotiation of bilateral and multilateral trade agreements that ensure that expanded trade neither increases environmental degradation nor creates unfair trade barriers.

Outcome Indicator

Indicator #9: Progress of Establishment of Trade Agreements and Environmental Cooperation Mechanisms That Enhance International Protection and Preservation of the Environment While Avoiding Disguised Barriers to Trade

TARGETS	FY 2006	1. Central America and Dominican Republic: Demonstrate assessable progress in executing projects under Program of Work, assuming free trade and environmental cooperation agreements have entered into force. 2. Andean (Colombia, Ecuador, Peru): Approve work plan and commence activities under cooperation mechanism. 3. Chile: Cooperation Commission revises and updates work plan based on achieved progress. 4. Jordan: Working Group revises and updates work plan based achieved progress. 5. Morocco: Assessable progress in executing projects under plan of action. 6. Singapore: Demonstrate assessable progress in achieving objectives set out in work plan. 7. Thailand: Approve plan of action for activities under cooperation mechanism. 8. The World Trade Organization (WTO)-Committee on Trade and Environment reports to trade ministers on progress made in negotiations and discussions on topics mandated by the DOHA Development Agenda. 9. FAO guidelines on ecolabeling begin to influence ecolabeling schemes around the world. 10. Negotiations to open additional waters to U.S. vessels under the South Pacific Tuna Access Treaty completed. 11. New countries implement legislation making TEDs use mandatory.
	FY 2005	1. Assistant Secretary (A/S)-level interagency working group coordinates resources dedicated to environmental cooperation associated with free trade agreements, submits unified budget request for FY 2006 to OMB. 2. Central America and Dominican Republic: Sign Environmental Cooperation Agreement. Obtain agreement with Central America Free Trade Agreement (FTA) parties on program of work under Environmental Cooperation Agreement, pending entry into force of both agreements. 3. Chile: Approve work plan under Environmental Cooperation Agreement. 4. Andean (Colombia, Ecuador, Peru): Conclude negotiations on FTA Environment Chapter and cooperation mechanism. 5. Thailand: Conclude negotiations of trade agreement Environment Chapter and cooperation mechanism. 6. Singapore: Finalize plan of action and demonstrate assessable progress in achieving plan's goals. 7. Morocco: Establish Working Group, hold first meeting, approve plan of action. 8. Jordan: Hold first Joint Environmental Forum meeting; approve work plan under Joint Statement. 9. Bahrain: Hold first meeting of body environmental cooperation mechanism and establish a plan of action for environmental cooperation. 10. Progress continues in the WTO on how to reduce harmful fish subsidies. 11. FAO Committee on Fisheries endorses ecolabeling guidelines for fisheries, implementation work begins. 12. U.S. begins discussions to open additional waters to U.S. vessels under the South Pacific Tuna Access Treaty. 13. Foreign governments successfully implement expanded TEDs rule; U.S. provides technical assistance to new countries to be certified under shrimp/turtle import law.

RESULTS	2004	1. Council on Environmental Quality and U.S. Trade Representative issued memo to Cabinet on importance of environmental cooperation associated with FTAs; Deputies-Level Committee met and established A/S-level interagency working group chaired by the Department. 2. Central America and Dominican Republic: FTA Environment Chapter and Environmental Cooperation Agreement negotiations concluded; FTA signed. 3. Chile: FTA and Environmental Cooperation Agreement (ECA) entered into force. First U.S.-Chile Environmental Affairs Council and Cooperation Commission meetings held, established under U.S.-Chile FTA and ECA respectively. First international FTA-related environmental meetings held by U.S. since the North American Free Trade Agreement. 4. Andean (Colombia, Ecuador, Peru): Commenced negotiations on trade agreement Environment Chapter and initiated discussions toward cooperation mechanism. 5. Singapore: FTA Environment Chapter and Memorandum of Intent (MOI) on Cooperation negotiated and entered into force. 6. Thailand: FTA Environment Chapter negotiations commenced. 7. Morocco: FTA Environment Chapter and Joint Statement on Cooperation negotiated and signed; U.S. Congress approved FTA implementing legislation. 8. Jordan: Joint Commission on Environmental Technical Cooperation met and agreed on Plan of Action. 9. Bahrain: FTA Environment Chapter and Memorandum of Understanding on Cooperation negotiations concluded. 10. Australia: FTA Environment Chapter and Joint Statement on Cooperation negotiated and signed; U.S. Congress approved FTA implementing legislation. 11. South Pacific Tuna Access Treaty was ratified and implemented covering the period to 2013. 12. U.S. worked with foreign governments toward expansion of TEDs rules.
	2003	1. Fisheries subsidies negotiations in WTO continued. 2. FAO adopted work plan on eco-labeling and other non-tariff trade measures. 3. The amended South Pacific Tuna Access Treaty was submitted to the Senate and advice and consent to ratification was provided. 4. U.S. expanded technical domestic fisheries rules relating to sea turtles; advised foreign governments to adopt comparable changes in order to export shrimp to the U.S. 5. Northwest Atlantic Fisheries Organization made limited progress toward establishing a fair process for access to stocks. 6. Singapore and Chile FTAs were concluded with satisfactory environmental provisions. 7. Environmental Cooperation Agreement with Chile and an MOI on Environmental Cooperation with Singapore were signed.
	2002	1. An environmental review of proposed Singapore and Chile FTAs was conducted. 2. World Summit on Sustainable Development Joint Plan of Implementation concluded with satisfactory trade and finance provisions. 3. Most Organization for Economic Co-operation and Development (OECD) Export Credit Agencies (ECAs) agreed to voluntarily adopt environmental standards for ECA-supported projects. 4. OECD, FAO, and Asia-Pacific Economic Cooperation discussed non-tariff trade measures (e.g., food safety, rules of origin and eco-labeling). 5. Several countries de-certified pursuant to shrimp/turtle import law provided credible evidence of an enhanced program and were re-certified. 6. U.S. access to fisheries stocks regulated by Northwest Atlantic Fisheries Organization was limited.
	2001	1. The WTO agreed to negotiate trade and environment issues within the DOHA Round. 2. First round of negotiations held to extend U.S. South Pacific tuna access treaty. 3. Effort began to examine issue of fishing capacity in south pacific tuna fisheries.
DATA QUALITY	Indicator Validation	International legal instruments are an effective means of promoting action to support U.S. interests. Implementation of environmental cooperation mechanisms accompanying FTAs, trade and environment cooperation in the WTO, and agreements to protect fisheries, are key to building capacity for environmental protection to ensure a level playing field for free trade.
	Data Source	Bureau of Oceans and International Environmental and Scientific Affairs will track progress in implementing FTAs and Environmental Cooperation Agreements, fisheries agreements, WTO trade and environment efforts, and other mechanisms, relying on direct observation and reporting from USG technical agencies and governments involved in cooperative work.

I/P #9: Genetic Resources Initiative

Set the appropriate balance in international trade and environmental interests with respect to genetic resources and biotechnology.

Output Indicator

Indicator #10: Extent to Which International Environmental Regulations Concerning Agricultural, Medicinal, and Other Biotechnology Products Do Not Create Unreasonable Restrictions to Markets

TARGETS	FY 2006	1. Convention on Biological Diversity (CBD) 8th Conference of the Parties (COP8) instructs access and benefit-sharing working group to continue its negotiations. 2. Work continues at the World Intellectual Property Organization (WIPO) in the area of access and benefit sharing and traditional knowledge with the goal of producing recommendations that promote equitable benefit sharing without undermining existing patent and other property rights systems. 3. U.S. participates in open-ended technical working group for liability and redress to represent U.S. interests as Parties to the Cartegena Protocol on Biosafety work toward development of a liability regime.
	FY 2005	1. International Treaty - Plant Genetic Resources for Food and Agriculture (IT-PGRFA) negotiations conclude in a manner that preserves U.S. interests. CBD negotiations of international regime on access and benefit sharing include a focus on promoting access to plant and animal genetic resources. 2. Parties to Biosafety Protocol adopt 18.2 (a) documentation standards at Meeting of Parties (MOP-2) in May that are sufficiently flexible to allow U.S. to continue to ship bulk commodities and deliver food aid.
RESULTS	2004	1. IT-PGRFA entered into force: negotiations began on Material Transfer Agreement. 2. CBD COP 7 decided to negotiate an international regime on access and benefit sharing of genetic resources and the question of legally binding nature was left open. 3. The U.S., in cooperation with key trading partners, developed practical means to meet new documentation requirements for LMO bulk commodity shipments under Article 18.2 (a) of the Biosafety Protocol. International Plant Protection Convention adopted U.S. backed standards for Living Modified Organisms (LMOs)
	2003	U.S. signed the IT-PGRFA and fully participates in development of treaty's implementation rules Biosafety Protocol entered into force and the Biosafety Clearing-House (BCH) was fully operational; U.S. government (USG) agencies developed functioning interface with the BCH.
	2002	1. CBD COP 6 adopted Bonn Guidelines that reflected U.S. interests in maintaining open access to genetic resources. FAO adopted the International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA). 2. U.S. and Canada sponsored intercessional workshop to promote development of practicable rules for bulk grain shipments of Living Modified Organisms (LMOs). 3. Access to genetic resources remained difficult and ability to export LMOs becomes more challenging, especially in Europe.
	2001	1. CBD expert group developed draft principles on access to and sharing of benefits from plant and animal genetic resources. FAO negotiated a draft international agreement on international exchange of key plant genetic resources. 2. Intergovernmental Committee on the Cartagena Protocol met to develop implementation rules for the CBD's Cartagena Biosafety Protocol.
DATA QUALITY	Indicator Validation	USG agencies and U.S. firms can provide a fairly accurate assessment about their ability to access plant and animal genetic resources outside the U.S. U.S. agricultural, medicinal and other biotechnology firms follow closely their ability to export their products and would notify the USG of any restrictions in their market access due to regulations.
	Data Source	U.S. Industry; academic and public institutions.

Annual Performance Goal #3
SECURE AND STABLE FINANCIAL AND ENERGY MARKETS

I/P #10: Secure Energy Supplies

Ensure U.S. and global security by encouraging energy-sector investment in key countries, increasing international emergency oil reserves, and promoting development of advanced energy technologies.

Output Indicator

Indicator #1: Level of Support for Energy Sector Policy Reform

TARGETS	FY 2006	IEA emergency oil stocks are at/above FY 2005 levels.
	FY 2005	IEA emergency oil stocks are at/above FY 2004 levels.
RESULTS	2004	IEA members held stocks of 113 days of imports (10/01/04).
	2003	IEA members held stocks of 116 days of net imports (9/30/03).
	2002	IEA members held stocks of 114 days of net imports.
	2001	IEA members held stocks of 112 days of net imports.
DATA QUALITY	Indicator Validation	Reliable supplies of energy at reasonable prices foster economic growth and prosperity; aftershocks from global oil supply disruptions can ripple through the global economy because Europe and Japan, like the U.S., rely on imports to meet a growing portion of their oil needs.
	Data Source	International Energy Agency data.

Output Indicator		
Indicator #2: World Emergency Oil Stocks		
TARGETS	FY 2006	International Energy Agency (IEA) and non-IEA Emergency oil stocks at or above FY 2005 stock levels.
	FY 2005	IEA and non-IEA emergency oil stocks are at or above FY 2004 levels.
RESULTS	2004	IEA members held stocks of 113 days of imports.
	2003	IEA stocks were 116 days of imports. China (a non-IEA member) actively engaged with the IEA, APEC, and the United States to create emergency oil stock reserves and has formulated a plan for holding significant stocks.
	2002	Higher stock levels in the United States, Japan, and South Korea (a new IEA member). Increased overall IEA stocks to 114 days of net oil imports as of 12/21/02. China (a non-IEA member) actively engaged with the IEA, APEC, and the United States to create emergency oil stock reserves and has formulated a plan for holding significant stocks.
	2001	IEA stock level was 112 days of net oil imports.
DATA QUALITY	Indicator Validation	Oil is the major energy import for the U.S. and an adequate supply is key for the U.S. and global economies. Increasing world oil stocks increases ability to withstand possible oil shocks.
	Data Source	International Energy Agency data.

Output Indicator		
Indicator #3: Level of Energy Efficiency		
TARGETS	FY 2006	271 energy institutions with improved capacity to reform and manage their sector 166 energy policy interventions accomplished as a result of USAID programs
	FY 2005	255 energy institutions with improved capacity to reform and manage their sector 152 energy policy interventions accomplished as a result of USAID programs
RESULTS	2004	216 energy institutions with improved capacity to reform and manage their sector. FY 2004 will serve as baseline. 183 new energy policy interventions accomplished as a result of USAID programs.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Secure, stable energy markets and efficient, capable energy institutions – crucial structural elements for development – must be rooted in strong policies and reforms, and this indicator will examine whether countries are achieving energy efficiency.
	Data Source	USAID annual reports from operating units.

I/P #11: Stable Financial Markets

Enable countries to avert or recover from financial crises and to access private capital.

Outcome Indicator

Indicator #4: Percentage of Debt Crisis Countries on IMF Programs Successfully Reforming

TARGETS	FY 2006	60% of countries have an active Paris Club agreement.
	FY 2005	60% of countries have an active Paris Club agreement.
RESULTS	2004	78% of 69 countries had an active Paris Club agreement.
	2003	74% of 73 countries had an active Paris Club agreement.
	2002	63% of 70 countries had an active Paris Club agreement.
	2001	57% of 70 countries had an active Paris Club agreement.
DATA QUALITY	Indicator Validation	Successful completion of reform programs is key to nations achieving long-term financial stability.
	Data Source	International Monetary Fund and Paris Club.

Annual Performance Goal #4

ENHANCED FOOD SECURITY AND AGRICULTURAL DEVELOPMENT

I/P #12: Agriculture-led Income Opportunities Expanded

Capacity of organizations and individuals to support the production and distribution of food and marketable agricultural goods.

Output Indicator

Indicator #1: Level of Agricultural Sector Growth

TARGETS	FY 2006	1. 505 agricultural technologies made available for transfer through USAID programs. 2. 12,814 producer organizations, trade and business associations, and CBOs assisted by USAID.
	FY 2005	1. 511 agricultural technologies made available for transfer through USAID programs. 2. 10,759 producer organization, trade and business associations, and CBOs assisted by USAID.
RESULTS	2004	1. 547 agricultural technologies made available for transfer through USAID programs. 2. 15,717 producer organizations, trade and business associations, and CBOs assisted by USAID.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	As arable land becomes scarcer and more strained, increasing agricultural productivity through a variety of technologies and efficiencies measures is crucial for ensuring a stable and adequate food supply and sufficient earning potential from agricultural activities.
	Data Source	USAID annual reports from operating units.

I/P #13: Food Security

Ensure that vulnerable populations have access to food.

Output Indicator

Indicator #2: Number of People Receiving Title II Food Assistance

TARGETS	FY 2006	101,000,000 people receiving Title II Food Assistance.
	FY 2005	100,000,000 people receiving Title II Food Assistance.
RESULTS	2004	96,387,000 people received Title II Food Assistance.
	2003	124,019,000 people received Title II Food Assistance.
	2002-2001	86,499,000 people received Title II Food Assistance.
DATA QUALITY	Indicator Validation	The broadest measure of USG impact on food insecure populations is the number of people receiving food assistance.
	Data Source	Data collected and reported by various USAID implementers (Varies on a mission-by-mission basis).

V. Illustrative Examples of FY 2004 Achievements

Economic Prosperity and Security	
Madrid International Donors Conference on Iraq Reconstruction	The October 2003 Madrid International Donors Conference on Reconstruction in Iraq, organized by the Department and attended by the Secretary, was the most successful donors conference ever, attended by 77 countries and raising over $32 billion in pledges, including $13.5 billion from non-U.S. sources. Of this non-U.S. component, almost $5 billion was pledged by Japan and $5.5 billion was pledged by the World Bank and IMF in lending programs. The remainder was pledged by 36 countries and the European Commission. The largest previous pledging conference had raised $5-6 billion.
Recovering Iraqi Assets	The Department worked with Treasury to recover from non-U.S. sources more than $800 million in assets of Saddam Hussein and the former Government of Iraq, which will be used to fund Iraq's reconstruction. The successful effort built on the unique asset recovery provisions of UN Security Council Resolution 1483 previously negotiated by the Department, which required all UN Member States to freeze and transfer these assets to the Development Fund for Iraq (DFI). Iraqi ministries used DFI funds for purposes that directly benefited the people of Iraq, such as Iraqi government operations, including salaries for teachers, health workers, security, etc. The DFI also funded the repair of electrical infrastructure and the refurbishing of water plants, as well as for Iraqi defense and police forces that are today taking on more of the fight against insurgents.
Open Skies Agreement with China	The conclusion of a landmark liberalization agreement with China will enable U.S. carriers to offer significantly more services to a nation where our trade value has grown from $4.8 billion in 1980 to $200 billion in 2004. It permits a nearly five-fold increase – from 54 to nearly 250 – in weekly flights between the two countries over the next six years for each country. It also increases from four to nine in the number of U.S. airlines that may serve China, allows each country's carriers to serve any city in the other country and permits unlimited code sharing between U.S. and Chinese airlines. Furthermore, the agreement provides that when carriers establish cargo hubs in the other country, they will be afforded a high degree of operating flexibility.
Terrorism Financing	State, Treasury, Justice, FBI, the Department of Homeland Security and other agencies work together to undermine the flow of funds to terrorist organizations. In all, 460 designations have been made under Executive Order 13224 aimed at denying resources to terrorist groups, 65 of them in FY 2004. In addition, the Department led the effort to build an international alliance against terrorism, provide training and technical assistance, develop international standards, and exploit intelligence. The Department's efforts in these areas protect the United States and our allies from the scourge of terrorism today as well as tomorrow.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
International Organization Affairs	$209,095	$303,105	$329,243
Western Hemisphere Affairs	73,609	75,594	79,684
East Asian and Pacific Affairs	35,401	36,287	37,407
European and Eurasian Affairs	35,853	36,030	35,980
Other Bureaus	90,523	99,142	109,648
Total State Appropriations	**$444,481**	**$550,158**	**$591,962**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I – Export and Investment Assistance			
Export-Import Bank	30,467	76,936	209,700
Overseas Private Investment Corporation	(224,000)	(213,000)	(160,450)
Trade and Development Agency	31,812	32,697	31,296
Title II – Bilateral Economic Assistance			
USAID	749,206	805,145	521,390
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	1,980,636	1,257,754	1,941,974
Independent Agencies	92,816	96,027	102,351
Department of State	0	0	1,000
Department of Treasury	113,328	118,048	119,750
Conflict Response Fund			
Millennium Challenge Account	994,100	1,488,000	3,000,000
Title III – Military Assistance			
International Military Education and Training			
Foreign Military Financing			
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association	907,812	843,200	950,000
International Financial Institutions	475,230	375,999	385,330
International Organizations and Programs	229,156	241,223	218,765
Total Foreign Operations	**$5,380,563**	**$5,122,029**	**$7,321,106**
Grand Total	**$5,825,044**	**$5,672,187**	**$7,913,068**

Strategic Goal 9: Social and Environmental Issues

Improve Health, Education, Environment, and Other Conditions for the Global Population

I. Public Benefit

"The strong partnership between American science and American statecraft is more critical than ever in meeting the challenges of the 21st century. Whether the mission is supporting the President's campaign against terrorism, implementing arms agreements, creating conditions for sustainable development, or stemming the global HIV/AIDS pandemic, the formulation of foreign policy must proceed from a solid scientific foundation.
- Secretary Colin L. Powell

Disease, poverty, displacement, lack of education, and environmental degradation destroy lives, ravage societies, destabilize regions, and cheat future generations of prosperity. While these social and environmental problems are daunting, ample experience at the international and national levels demonstrates that progress is possible through concerted efforts.

U.S. health sector investments have improved health and well being for women, men, and children worldwide. Results include reductions in HIV transmission in high-priority countries and improved quality of life for persons living with HIV/AIDS; more couples being able to decide the number and spacing of their children; more women having access to skilled care at childbirth; more children being immunized and surviving common childhood illnesses; expanded access to effective prevention and treatment measures for infectious diseases like malaria and tuberculosis; and significant progress in eradicating polio worldwide. Investments in basic education have provided millions of people with the basic literacy skills that are needed to live and work productively in today's world.

Environmentally, the U.S. supports clean energy technology, climate change mitigation, biodiversity, and sustainable management of forests and other natural resources, to promote sustainable development and reduce the strains on society that lead to conflict and even terrorism.

These improvements in health, survival, and environment enable the citizens of developing countries to contribute to their own progress and national prosperity. The U.S. has humanitarian, security, and economic interests in helping countries tackle social and environmental problems. Left unresolved, these problems aggravate social and political instability and could reverse development advances made over the last several decades. By confronting these problems, the U.S. can save lives, reduce human suffering, lay the groundwork for sustainable economic development, forestall the conditions that sow the seeds of terrorism, and prevent adverse conditions from spilling across our borders. USAID and the State Department build public-private partnerships that leverage resources, strengthen international cooperation, mobilize domestic resources and help other countries build their institutional capacity to manage these problems. The State Department and USAID encourage good governance and greater civil society involvement, necessary for making sustainable gains against social and environmental problems.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	286	295	292	(3)	(1.0%)
Funds [2]	$3,643,197	$4,163,722	$4,474,276	$310,554	7.5%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, resources, bureaus and partners that contribute to accomplishment of the "Social and Environmental Issues" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)[1]	Partners
Social and Environmental Issues	Global Health and Demographics	HIV/AIDS	CIO, CS&H, D&CP, ESF, GAI, IO&P	S/GAC, *GH*	HHS, DoD, DOL, EPA, CDC, NSC, CEQ, Commerce, Peace Corps, UNAIDS, WHO, UNICEF, private sector entities
		Infectious Diseases	CIO, CS&H, D&CP, ESF, GAI, IO&P	IO, OES, S/GAC, *GH*	UNICEF, HHS, CDC, UN, WHO, private sector entities
		Maternal and Reproductive Health	CIO, CS&H, D&CP, IO&P	*GH*, PRM	UNICEF, HHS, UN, WHO, private sector entities
		Child Health	CIO, D&CP, IO&P, CS&H	*GH*	UNICEF, HHS, UN, WHO, private sector entities
		Population	D&CP, IO&P	PRM, IO	UNFPA, UN Population Division, HHS, U.S. Census Bureau, private sector entities
	Environmental Protection	Institutionalizing Sustainable Development	D&CP, ESF	OES, *PPC/P*	EPA, USDA, NOAA, DOE, Smithsonian Institution, civil society and private sector organizations
		Costal and Marine Resources	D&CP, ESF, IO&P	OES, *EGAT/ESP*	DOC National Oceanic and Atmospheric Administration, DOI USFWS, EPA, NSF, NRC, NASA, DoD, USTR, USCG, NGOs, International Organizations, and International Coral Reef Initiative Partners
		International Fisheries Commissions	IO&P	OES	DOC National Oceanic and Atmospheric Administration, USDA, DOE, DOI USFWS, EPA, NSF, USCG, NGOs, private sector entities, and International Organizations
		Conservation of Biological Diversity, Protected Areas, Forests, and Other Natural Resources	D&CP ESF, DA	AF, OES, WHA, *EGAT/ESP, AFR*	USDA, Treasury Department, USDA-Forest Service, NGOs, International Organizations
		Global Climate Change	D&CP, IO&P, ESF	OES, STAS, *EGAT/ESP*	DOE, EPA, CEQ, CEA, NOAA, NASA, Treasury, USDA, NSF, DOC, DOI, DOT, DoD,
	Access to Quality Education	Improved Access to Quality Education	D&CP, DA	*EGAT/ED, AFR*	World Bank, UNESCO, OPIN
	Migration Policies and Systems	Effective and Humane Migration Policies and Systems	ERMA, MRA	PRM	IOM, DHS

[1] USAID components are shown in blue italicized fonts.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
IMPROVED GLOBAL HEALTH, INCLUDING CHILD, MATERNAL, AND REPRODUCTIVE HEALTH, AND THE REDUCTION OF ABORTION AND DISEASE, ESPECIALLY HIV/AIDS, MALARIA, AND TUBERCULOSIS

I/P #1: HIV/AIDS		
Reduce HIV Transmission and the Impact of the HIV AIDS Pandemic.		
Output Indicator		
Indicator #1: Number of People Receiving HIV/AIDS Treatment in the 15 Focus Countries of the President's Emergency Plan for AIDS Relief		
TARGETS	FY 2006	860,000 individuals receiving HIV/AIDS treatment across the 15 focus countries.
	FY 2005	470,000 individuals receiving HIV/AIDS treatment across the 15 focus countries.
RESULTS	2004	Funds obligated to provide HIV/AIDS treatment to over 200,000 individuals across the 15 focus countries.
	2003	The President's Emergency Plan for AIDS Relief was announced in January 2003; the U.S. Leadership Against HIV/AIDS, Tuberculosis, and Malaria Act of 2003, consolidating all U.S. Government HIV/AIDS programs under the Office of the Global AIDS Coordinator, was signed into law in May. Ambassador Randall L. Tobias, the U.S. Global AIDS Coordinator, was later sworn on October 6, 2003.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Providing treatment is a vital part of mitigating the consequences of HIV/AIDS, as treatment can restore health and productivity. Counting the number of people receiving treatment will allow the Emergency Plan to measure progress toward meeting its goal of 2 million people on treatment.
	Data Source	1. Annual progress reports from each of the focus countries reporting numbers of people receiving treatment in each country. 2. Annual reports by UNAIDS and the WHO identifying numbers of people receiving treatment.

Outcome Indicator		
Indicator #2: Estimated Number of HIV Infections Prevented in the 15 Focus Countries of the President's Emergency Plan for AIDS Relief		
TARGETS	**FY 2006**	An estimated 3.8 million HIV infections prevented across the 15 focus countries.
	FY 2005	An estimated 1.9 million HIV infections prevented across the 15 focus countries.
RESULTS	2004	Funds obligated to provide HIV prevention services to 47.8 million people across the 15 focus countries, with an estimated 1.3 million infections prevented.
	2003	The President's Emergency Plan for AIDS Relief was announced January 2003; the U.S. Leadership Against HIV/AIDS, Tuberculosis, and Malaria Act of 2003, consolidating all U.S. Government HIV/AIDS programs under the Office of the Global AIDS Coordinator, was signed into law in May. Ambassador Randall L. Tobias, the U.S. Global AIDS Coordinator, was later sworn in on October 6, 2003.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The estimated number of infections prevented will allow the Emergency Plan to measure progress toward meeting its goal of preventing 7 million new infections.
	Data Source	1. Annual progress reports from each of the focus countries will report results for numbers of persons receiving prevention services and the number of infections prevented. 2. Country bi-annual reports from UNAIDS reporting prevalence rates. 3. Country demographic health surveys reporting HIV/AIDS prevalence rates.

Output Indicator		
Indicator #3: Number of People Receiving HIV/AIDS Care and Support Services in the 15 Focus Countries of the President's Emergency Plan for AIDS Relief		
TARGETS	**FY 2006**	4.3 million people infected and affected by HIV/AIDS receiving HIV/AIDS care and support services across the 15 focus countries.
	FY 2005	2.6 million people infected and affected by HIV/AIDS receiving HIV/AIDS care and support services across the 15 focus countries.
RESULTS	2004	Funds obligated to provide HIV/AIDS care and support services to 1.15 million people infected and affected by HIV/AIDS across the 15 focus countries.
	2003	The President's Emergency Plan for AIDS Relief was announced January 2003; the U.S. Leadership Against HIV/AIDS, Tuberculosis, and Malaria Act of 2003, consolidating all U.S. Government HIV/AIDS programs under the Office of the Global AIDS Coordinator, was signed into law in May. Ambassador Randall L. Tobias, the U.S. Global AIDS Coordinator, was later sworn in on October 6, 2003.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Care and support services for people infected and affected by HIV/AIDS, including orphans and vulnerable children, can mitigate the consequences of HIV/AIDS by restoring health and productivity and ensuring that orphans and vulnerable children have access to essential services such as health and education. Counting the number of people receiving care and support services will allow the Emergency Plan to measure progress toward meeting its goal of providing care for 10 million people infected and affected by HIV/AIDS.
	Data Source	Annual progress reports from each of the focus countries reporting numbers of people receiving care and support in each country.

I/P #2: Infectious Diseases

Increased use of proven interventions to reduce the threat of infectious diseases of major public health importance.

Output Indicator

Indicator #4: Tuberculosis Treatment Success Rate (%) (37 Countries)

TARGETS	FY 2006	TB Treatment Success Rate: (for 2003)	Less than 50%: 50-84%: 85% or more:	**0** **22** **15**
	FY 2005	TB Treatment Success Rate: (for 2002)	Less than 50%: 50-84%: 85% or more:	**0** **25** **12**
RESULTS	2001	TB Treatment Success Rate:	Less than 50%: 50-84%: 85% or more:	**1** **26** **8**
	2000	TB Treatment Success Rate:	Less than 50%: 50-84%: 85% or more:	**0** **28** **7**
DATA QUALITY	Indicator Validation	Tuberculosis Treatment Success Rate is defined as the proportion of patients who complete their entire course of treatment. The above indicator reflects the TB Treatment Success Rate by countries receiving assistance from USAID.		
	Data Source	WHO Reports, Global Tuberculosis Control, Geneva.		

Output Indicator

Indicator #5: Case Detection Rate for Tuberculosis

TARGETS	FY 2006	Case Detection Rate for TB:	Less than 40%: 40-69%: 70% or more:	**8** **20** **9**
	FY 2005	Case Detection Rate for TB:	Less than 40%: 40-69%: 70% or more:	**11** **18** **8**
RESULTS	2002	Case Detection Rate for TB:	Less than 40%: 40-69%: 70% or more:	**16** **14** **7**
	2001	Case Detection Rate for TB:	Less than 40%: 40-69%: 70% or more:	**18** **13** **6**
	2000	Case Detection Rate for TB:	Less than 40%: 40-69%: 70% or more:	**20** **12** **5**
DATA QUALITY	Indicator Validation	The proportion of annual new smear-positive notifications divided by the estimated annual new smear-positive cases (incidence). The above indicator reflects the TB Case Detection Rate by countries receiving assistance from USAID.		
	Data Source	WHO Reports, Global Tuberculosis Control, Geneva.		

Output Indicator		
Indicator #6: Percentage of Households in Malaria Endemic Areas with at Least One Insecticide Treated Net (ITN Coverage Rate)		
TARGETS	**FY 2006**	Insecticide Treated Net (ITN) Coverage Rate: 60%
	FY 2005	ITN Coverage Rate: 45%
RESULTS	2004	ITN Coverage Rate: 30%
	2003-2001	ITN Coverage Rate: N/A (new indicator)
DATA QUALITY	Indicator Validation	Proportion of households with at least one insecticide-treated net in 18 USAID/malaria-supported countries. Insecticide-treated mosquito nets, if used properly, are one of the best ways to prevent mosquitoes from biting and infecting individuals with malaria. ITNs act as a barrier to prevent mosquitoes biting, but also the insecticide repels, inhibits, or kills any mosquitoes attracted to feed.
	Data Source	USAID Records (weighted average).

Output Indicator		
Indicator #7: Capacity of WHO's Global Infectious Disease Network to Respond to Disease Outbreaks		
TARGETS	**FY 2006**	System enhanced by the entry into force in January 2006 of the new International Health Regulations (IHR). In accordance with the IHR, countries: 1) immediately notify World Health Organization (WHO) of disease outbreaks that could potentially constitute a Public Health Emergency of International Concern (PHEIC), and 2) if WHO, with the affected Member State(s), determines an event constitutes a PHEIC, affected countries undertake the required public health and other response measures.
	FY 2005	Revised IHR is submitted to the 58th WHA in May 2005 and approved by the member states. Countries are reporting outbreaks sooner and requesting international help, where necessary, to contain infectious disease outbreaks.
RESULTS	2004	A technical review of the revised IHR at global, regional, and sub-regional levels has taken place. The U.S. participated in a number of these review meetings. A revised draft of the IHR was submitted to Member States for review and consideration at the Intergovernmental Working Group in November 2004.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This indicator measures the ability of the WHO's global infectious disease network to effectively respond to international outbreaks of disease.
	Data Source	WHO, Department of Health and Human Services (Center for Disease Control and Prevention), media sources.

Output Indicator		
Indicator #8: Effectiveness of Surveillance and Response Capacities Worldwide		
TARGETS	FY 2006	1. Support preparedness response plans for key diseases and bioterrorist events in two selected countries and begin work on building an international platform for information sharing. 2. Carry out regional meetings to encourage information sharing and collaborative planning among countries, to ensure that information can be acted upon expeditiously. 3. African regional rapid response teams established to conduct epidemiological investigations on infectious diseases of public health importance.
	FY 2005	1. Identify developing countries to serve as regional centers for confirmation of disease outbreaks. 2. Selection of host country to work closely with HHS' Centers for Disease Control and Prevention to begin diplomatic process to ensure that host country is willing to cooperate in establishing an International Emerging Infections Program (IEIP). IEIPs are centers of excellence that integrate disease surveillance, laboratory diagnosis, applied research, and prevention/control activities. 3. Development of at least two new Field Epidemiology Training Programs (FETP) in Africa or another region that are supported by international partnerships and host country governments and provide practical training in all aspects of applied epidemiology to African nationals working with national infectious disease surveillance programs.
RESULTS	2004	Because preparedness response planning, information gathering and regional response capacity are very limited in much of the world, the Department has: 1. Initiated assessment of USG capacity for international disease surveillance and compile list of resources and contacts. 2. Initiated interagency process to discuss possibilities to improve surveillance and response. Incorporate surveillance and response into planning for relevant diseases.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Disease Surveillance is a key part of improving global health by better identifying, tracking, and communicating about disease outbreaks.
	Data Source	1. Reports from Posts and countries on preparedness response plans. 2. Reports from regional meetings addressing information sharing about biosurveillance.

I/P #3: Maternal and Reproductive Health

Reduce unintended pregnancy, promote healthy reproductive behavior, and enhance maternal survival, health and nutrition.

Outcome Indicator

Indicator #9: Total Fertility Rate (TFR) - Trend

TARGETS	FY 2006	TFR declines in aggregate across recipient countries with trend data.
	FY 2005	TFR declines in aggregate across recipient countries with trend data.
RESULTS	2004	TFR: 4.2
	2003	TFR: 4.3
	2002	TFR: 4.3
	2001	TFR: 4.4
DATA QUALITY	Indicator Validation	The Total Fertility Rate (TFR) is the average number of children that would be born per woman if all women were to pass through their childbearing years bearing children according to prevailing age-specific fertility rates. To have its data included in this indicator, a country must have received at least $1M in FY 2003 FP/RH funding and have had at least two household surveys. TFR illustrates overall trends in family size. No targets are set. USAID's program promotes voluntarism in the use of family planning services and thus it would be inappropriate for the Agency to set target levels for family size.
	Data Source	Demographic and Health Surveys data and CDC/Reproductive Health Surveys data as compiled by USAID's Population, Health, and Nutrition Information project. Data based on 30 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's FP/RH program is focused, rather than from India as a whole are used in the calculation.

Output Indicator		
Indicator #10: Percent of Live Births Attended by Skilled Birth Attendants		
TARGETS	**FY 2006**	Percent of Live Births Attended by Skilled Birth Attendants: 49.7%
	FY 2005	Percent of Live Births Attended by Skilled Birth Attendants: 49.2%
RESULTS	2004	Percent of Live Births Attended by Skilled Birth Attendants: 48.7%
	2003	Percent of Live Births Attended by Skilled Birth Attendants: 48.0%
	2002	Percent of Live Births Attended by Skilled Birth Attendants: 47.2%
	2001	Percent of Live Births Attended by Skilled Birth Attendants: 46.5%
DATA QUALITY	Indicator Validation	Most non-abortion-related maternal deaths happen during labor and delivery or within the first few days following birth. Many potentially fatal complications occur among women who do not fall into any of the traditional high-risk groups and are therefore difficult to predict and/or prevent. In many countries most births occur at home. Prompt recognition of complications, initiation of treatment, and referral by a skilled birth attendant can be life saving. Worldwide indicator.
	Data Source	Demographic and Health Surveys data and CDC/Reproductive Health Surveys data as compiled by USAID's Population, Health, and Nutrition Information project.

Output Indicator		
Indicator #11: Modern Contraceptive Prevalence Rate (Global)		
TARGETS	**FY 2006**	Modern Contraceptive Prevalence Rate: 39.5%
	FY 2005	Modern Contraceptive Prevalence Rate: 38.5%
RESULTS	2004	Modern Contraceptive Prevalence Rate: 37.5%
	2003	Modern Contraceptive Prevalence Rate: 36.4%
	2002	Modern Contraceptive Prevalence Rate: 35.2%
	2001	Modern Contraceptive Prevalence Rate: 34.0%
DATA QUALITY	Indicator Validation	Contraceptive Prevalence Rate: Percentage of in-union women of reproductive age (age 15-49) using, or whose partner is using, a modern method of contraception at the time of the survey. To have its data included in this indicator, a country must have received at least $1M in FY 2003 FP/RH funding and have had at least two household surveys. Expected progress is a one percentage point annual increase.
	Data Source	Demographic and Health Surveys (DHS) data and CDC/Reproductive Health Surveys (RHS) data as compiled by USAID's Population, Health, and Nutrition Information project. Data based on 30 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's FP/RH program is focused, rather than from India as a whole are used in the calculation.

Output Indicator

Indicator #12: Percent of Births Spaced Three or More Years Apart

TARGETS	FY 2006	Percent of Births Spaced Three or More Years Apart: 46.7%
	FY 2005	Percent of Births Spaced Three or More Years Apart: 45.9%
RESULTS	2004	Percent of Births Spaced Three or More Years Apart: 45.3%
	2003	Percent of Births Spaced Three or More Years Apart: 44.7%
	2002	Percent of Births Spaced Three or More Years Apart: 44.0%
	2001	Percent of Births Spaced Three or More Years Apart: 43.3%
DATA QUALITY	Indicator Validation	Birth Spacing: The proportion of all birth intervals (open and closed) that are 36 months or longer. Longer birth intervals are associated with better health outcomes for both mothers and infants. To have its data included in this indicator, a country must have received at least $1M in FY 2003 FP/RH funding and have had at least two household surveys.
	Data Source	Demographic and Health Surveys (DHS) data and CDC/Reproductive Health Surveys (RHS) data as compiled by USAID's Population, Health, and Nutrition Information project. Data based on 27 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's FP/RH program is focused, rather than from India as a whole are used in the calculation.

Output Indicator

Indicator #13: Percent of First Births to Mothers Under Age 18

TARGETS	FY 2006	Percent of First Births to Mothers Under Age 18: 23.8%
	FY 2005	Percent of First Births to Mothers Under Age 18: 24.1%
RESULTS	2004	Percent of First Births to Mothers Under Age 18: 24.3%
	2003	Percent of First Births to Mothers Under Age 18: 24.5%
	2002	Percent of First Births to Mothers Under Age 18: 24.8%
	2001	Percent of First Births to Mothers Under Age 18: 25.0%
DATA QUALITY	Indicator Validation	Births to Young Mothers: The proportion of women who had a first birth below age 18 among women aged 15-24 at the time of the survey. Young maternal age is associated with worse health outcomes for mothers and infants. To have its data included in this indicator, a country must have received at least $1M in FY 2003 FP/RH funding and have had at least two household surveys.
	Data Source	Demographic and Health Surveys (DHS) data and CDC/Reproductive Health Surveys (RHS) data as compiled by USAID's Population, Health, and Nutrition Information project. Data based on 26 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's FP/RH program is focused, rather than from India as a whole are used in the calculation.

Output Indicator		
Indicator #14: Percent of Need Satisfied with Modern Contraceptive Methods		
TARGETS	FY 2006	Percent of Need Satisfied with Modern Contraceptive Methods: 69.4%
	FY 2005	Percent of Need Satisfied with Modern Contraceptive Methods: 67.9%
RESULTS	2004	Percent of Need Satisfied with Modern Contraceptive Methods: 66.4%
	2003	Percent of Need Satisfied with Modern Contraceptive Methods: 65.2%
	2002	Percent of Need Satisfied with Modern Contraceptive Methods: 64.1%
	2001	Percent of Need Satisfied with Modern Contraceptive Methods: 62.9%
DATA QUALITY	Indicator Validation	Percent of Need Satisfied (among currently married women): The proportion of total demand for family planning at a given point in time that is being satisfied by current contraceptive use. (Total demand for family planning is defined as the proportion of women in union who are fecund and who desire to either terminate childbearing or to postpone their next birth for a specified length of time (usually 2 years). To have its data included in this indicator, a country must have received at least $1M in FY 2003 FP/RH funding and have had at least two household surveys.
	Data Source	Demographic and Health Surveys (DHS) data and CDC/Reproductive Health Surveys (RHS) data as compiled by USAID's Population, Health, and Nutrition Information project. Data based on 25 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's FP/RH program is focused, rather than from India as a whole are used in the calculation.

Output Indicator		
Indicator #15: Percent of Births Parity 5 or Higher		
TARGETS	FY 2006	Percent of Births Parity 5 or Higher: 23.5%
	FY 2005	Percent of Births Parity 5 or Higher: 24.1%
RESULTS	2004	Percent of Births Parity 5 or Higher: 24.7%
	2003	Percent of Births Parity 5 or Higher: 25.4%
	2002	Percent of Births Parity 5 or Higher: 26.1%
	2001	Percent of Births Parity 5 or Higher: 26.8%
DATA QUALITY	Indicator Validation	High-Parity Births: The proportion of births during a given year or reference period that are parity 5 or higher. (Parity is defined as the total number of live births ever had by the woman). High parity births are associated with worse health outcomes for infants. To have its data included in this indicator, a country must have received at least $1M in FY 2003 FP/RH funding and have had at least two household surveys.
	Data Source	Demographic and Health Surveys (DHS) data and CDC/Reproductive Health Surveys (RHS) data as compiled by USAID's Population, Health, and Nutrition Information project. Data based on 27 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's FP/RH program is focused, rather than from India as a whole are used in the calculation.

I/P #4: Child Health

Infant and child survival, health, and nutrition improved.

Outcome Indicator

Indicator #16: Under Age Five Mortality Rate

TARGETS	FY 2006	Under Age Five Mortality Rate: 84/1,000
	FY 2005	Under Age Five Mortality Rate: 86/1,000
RESULTS	2004	Under Age Five Mortality Rate (provisional): 87/1,000
	2002	Under Age Five Mortality Rate (2002): 89/1,000
	2000	Under Age Five Mortality Rate (2000): 91/1,000
	1998	Under Age Five Mortality Rate (1998): 94/1,000
DATA QUALITY	Indicator Validation	Deaths of children before completing 60 months of life per 1,000 children born alive – Developing Countries Worldwide (excluding CIS). This is the basic indicator of child survival trends, and is the subject of the International (Millennium) Development Goals being tracked by most developing countries and international organizations.
	Data Source	UNICEF annual progress report on child health.

Outcome Indicator

Indicator #17: Neonatal Mortality Rate

TARGETS	FY 2006	Neonatal Mortality Rate: 30/1,000
	FY 2005	Neonatal Mortality Rate: 32/1,000
RESULTS	2004	Neonatal Mortality Rate: 33/1,000
	1997-2002	Neonatal Mortality Rate (1997-2002): 34/1,000
	1990-1996	Neonatal Mortality Rate (1990-1996): 38/1,000
DATA QUALITY	Indicator Validation	Deaths in the first 28 days of life among live born infants, USAID-assisted countries worldwide. This is a key indicator because neonatal mortality is now the largest component of infant mortality in many countries, but requires program approaches beyond those that reduce mortality in older infants and children under the age five – therefore, it needs to be measured separately and specifically.
	Data Source	Demographic and Health Surveys (DHS) data as compiled by USAID's Population, Health, and Nutrition Information project.

Outcome Indicator		
Indicator #18: Underweight for Children Under Age Five		
TARGETS	FY 2006	Underweight for Children Under Age Five: 26%
	FY 2005	Underweight for Children Under Age Five: 27%
RESULTS	2004	Underweight for Children Under Age Five: 28%
	2003	Underweight for Children Under Age Five: 28%
	2002	Underweight for Children Under Age Five: 29%
	2001	Underweight for Children Under Age Five: 29%
DATA QUALITY	Indicator Validation	Percent of children age 0-59 months whose weight falls more than 2 standard deviations below the international (NCHS) reference population for their age in developing countries worldwide. This is a basic indicator of child nutritional status, which is the best reflection of the impact of health and other program investments in improving health and development among living children – as such, it fundamentally complements measurements of reduction of child deaths.
	Data Source	UNICEF annual progress report on child health.

Output Indicator		
Indicator #19: Percentage of Children with DPT3 Coverage		
TARGETS	FY 2006	Percentage of Children with DPT3 Coverage: 74%
	FY 2005	Percentage of Children with DPT3 Coverage: 73%
RESULTS	2004	Percentage of Children with DPT3 Coverage: 72%
	2003	Percentage of Children with DPT3 Coverage: 73%
	2002	Percentage of Children with DPT3 Coverage: 72%
	2001	Percentage of Children with DPT3 Coverage: 72%
DATA QUALITY	Indicator Validation	Percentage of infants that received 3 doses of diphtheria/pertussis (whooping cough)/tetanus vaccine (developing countries worldwide). This is the internationally accepted indicator for coverage of child immunization – one of the most fundamental child health interventions – through regular immunization programs (as opposed to special campaigns, which can affect coverage of other vaccines like polio without improving the overall immunization status of children).
	Data Source	UNICEF & WHO annual reports.

Output Indicator

Indicator #20: Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy

TARGETS	FY 2006	Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy: 70%
	FY 2005	Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy: 68%
RESULTS	2004	Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy: 67%
	2003	Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy: 66%
	2002	Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy: 64%
	2001	Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy: 63%
DATA QUALITY	Indicator Validation	Children age 0-59 months with diarrhea illness in preceding two weeks who received Oral Rehydration solution (ORS) and/or recommended home fluids and/or increased fluids, USAID-assisted countries worldwide. ORT is one of the basic treatment interventions related to child survival in developing countries and was largely developed through U.S.-supported research.
	Data Source	Demographic and Health Surveys (DHS) data as compiled by USAID's Population, Health, and Nutrition Information project.

I/P #5: Population

Strengthen families worldwide by encouraging reform of the United Nations Population Fund.

Outcome Indicator

Indicator #21: Management Reforms at UNFPA

TARGETS	FY 2006	Develop framework agreement with UNFPA.
	FY 2005	Technical Advisory Programme (TAP) final assessment is completed; results are incorporated into UNFPA strategic planning.
RESULTS	2004	UNFPA reforms methods of monitoring and evaluating three programs. Implementation of UNFPA's new monitoring and evaluation system, TAP, began in October 2003. Assessment of this method is ongoing.
	2003	UNFPA reforms methods of monitoring and evaluating two programs; launched a new system of monitoring and evaluating missions in the field, called the Technical Advisory Programme Monitoring and Evaluation System (TAP). This system will be applied to all UNFPA programs.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The Department's collaboration with UNFPA focuses on promoting human rights in reproductive health care, especially voluntarism, and strengthening the performance of that agency. Ensuring financial transparency, operational accountability, and management reform are important first steps for institutional reform and to establish a foundation for promoting efficiency gains.
	Data Source	UNFPA documentation provided to PRM.

Annual Performance Goal #2
PARTNERSHIPS, INITIATIVES, AND IMPLEMENTED INTERNATIONAL TREATIES AND AGREEMENTS THAT PROTECT THE ENVIRONMENT AND PROMOTE EFFICIENT ENERGY USE AND RESOURCE MANAGEMENT

I/P #6: Institutionalizing Sustainable Development

Reform bilateral and multilateral processes and institutions to focus efforts on key sustainable development issues (water, energy, and domestic good governance, education, agriculture, environment, and economic growth) and on implementation of sustainable development practices.

Outcome Indicator

Indicator #1: Extent to Which Key Institutions and Processes Highlight Energy, Water, Domestic Good Governance Issues, Education, Agriculture, Environment, and Economic Growth and Adopt Approaches that Support the Implementation of Sustainable Development Projects

TARGETS	FY 2006	1. The UN Commission on Sustainable Development (CSD) 14 "Review Session" focuses efforts on implementing the energy elements of the Johannesburg Plan of Implementation and other internationally agreed development goals that are dependent on access to modern energy services. 2. CSD Learning Center and Partnership Fair are well attended by issue experts and multistakeholder representatives. 3. European Union members and key developing countries advocate more strongly for action-oriented approaches to sustainable development, and producing concrete results. 4. The fifth Global Water Alliance meeting among donors takes place. Fourth World Water Forum focuses on developing partnerships, advances in implementation of water-related partnerships in the Western Hemisphere. CSD discusses successes of public-private energy partnerships launched at the World Summit for Sustainable Development. 5. Regional development plans in the Niger and Senegal implemented. Regional institution for the Okavango has a self-supporting secretariat and the countries meet regularly; China intensifies cooperation with MRC; data sharing among Nepal, India, and Bangladesh increases over 2005 levels. 6. Market based program for manufacturing and distributing point-of-use technologies for disinfecting water at the household level established in two additional countries. Activities underway to support national level development and implementation of water plans in one additional country. Market based energy access national and/or sub-national plan developed in four countries, through the Global Village Energy Partnership.
	FY 2005	1. World Energy Forum and the World Energy Council focus on public/private partnerships to implement sustainable development objectives. 2. CSD activities are centered on the development and implementation of partnerships and capacity building of key sustainable development areas included in the Johannesburg Plan of Implementation and Agenda 21. 3. Donor countries take increasingly coordinated approach. 4. EU members advocate more strongly for U.S. supported positions on sustainable development. 5. The fourth Global Water Alliance meeting among donors takes place. The CSD advances national-level approaches to strengthening the enabling environment at the local level to develop and implement water-related programs and projects. Global Village Energy Partnership participates in global process to leverage project opportunities with other public-private energy partnerships. 6. Discussion begins on a framework for regional management of the Amu and Syr Darya watershed. Nile countries agree to a legal framework. China intensifies interaction with MRC; data-sharing among Nepal, India, and Bangladesh increases over 2004 levels. 7. Market based program for manufacturing and distributing point-of-use technologies for disinfecting water at the household level established in two additional countries. Activities underway to support national level development and implementation of water plans in one additional country. Market based energy access national and/or sub-national plan developed in three countries, through the Global Village Energy Partnership.

RESULTS	2004	1. The CSD's 12th Session (April 2004) consisted of a first-ever non-negotiating "Review Session" focused on water, sanitation, and human settlements. It drew record levels of participation from governments, civil society, and private sector organizations and boosted momentum for action to carry out the Johannesburg Plan of Implementation. 2. CSD 12's "Learning Center" provided capacity building through 18 courses, each of which drew an average of 25 to 30 participants representing a cross-section of stakeholders. CSD 12's "Partnerships Fair" drew an average of about 42 people each to fifty presentations and still more to 28 information desks, 18 poster exhibits, five video displays, and six thematic dialogues. 3. Developing countries and other stakeholders supported the CSD's new meeting format and they participated actively in the "Learning Center" and "Partnerships Fair" activities and numerous side events. Most engaged constructively in plenary dialogues to highlight domestic action and needs on water, sanitation, and human settlements. 4. U.S. launched "SDP.gov," an Internet-based clearinghouse of information on U.S. sustainable development partnerships. 5. CSD focuses efforts on implementing the water elements of the Johannesburg Plan of Implementation and other internationally agreed development goals relating to water. 6. Capacity-building Institute at CSD 12 presents 8-12 classes, each with 10-20 issue experts and multi-stakeholder participants; CSD 12 Partnership Fair highlights 20 partnerships. 7. Key developing countries (e.g., Brazil, South Africa, India, and Indonesia) support implementation and partnerships focused CSD reforms. 8. The third Global Water Alliance meeting among donors took place. The CSD resulted in the building of capacity and development of partnerships on water and sanitation. A multi-donor process for developing and supporting the implementation of national level plans on water was established. Global Forum for Sustainable Energy established procedures to facilitate better coordination between all World Summit for Sustainable Development energy partnerships. Global Village Energy Partnership identified new host organization for technical secretariat and transfers responsibilities. World Energy Congress highlighted all World Summit for Sustainable Development energy partnerships at its biannual conference. 9. Water development plans were completed for the Niger and Senegal. Regional meetings on water continued on the Okavango, Niger, Sava, and Nile, China intensified cooperation with MRC. Data sharing among Nepal, India and Bangladesh expanded to include information sharing on flood mitigation strategies. Global Village Energy Partnership hosted Asia regional workshops. 10. Market based program for manufacturing and distributing point-of-use technologies for disinfecting water at the household level established in two additional countries. Activities were underway to support national level development and implementation of water plans in one country. Market based energy access national and/or sub-national plan were developed in two countries, through the Global Village Energy Partnership.
	2003	1. U.S. discussion paper on CSD reform influenced CSD Secretariat's proposed plan of work, which now focuses on implementation. 2. Bilateral and regional meetings in key regions (Europe, Latin America) emphasized need for implementation, not new norm-setting. Europeans remained wedded to norm-setting approach in high-level multilateral meetings, although some began supporting U.S.-led partnerships and OESI programs focusing on good domestic governance and implementation. 3. Sava riparians hosted a donors meeting. Nile Basin Initiative established regional advisory committees to implement sub-regional development projects on water and energy. Global Village Energy Partnership hosted regional workshops in Africa and Latin America linking energy access issues to country Poverty Reduction Strategy Papers. China, as "dialogue partner" with the MRC, began sharing data on water levels and rainfall from two monitoring stations in Yunnan. 4. Market based program for manufacturing and distributing point-of-use technologies for disinfecting water at the household level established in Haiti and Malawi. Local program expanded to the national level in Madagascar. Country Global Village Energy Partnership teams established in Zambia and Mexico.

RESULTS	2002	1. The Johannesburg Plan of Implementation called for reform of the Commission on Sustainable Development to place more emphasis on implementation at all levels, including promoting and facilitating multi-stakeholder partnerships, and contained the strongest language to date on domestic good governance as a foundation for sustainable development. 2. U.S. continued to promote multi-stakeholder partnerships to advance international development. WSSD was the first UN conference recognizing partnerships as an official outcome. 3. The Johannesburg Plan of Implementation underscored the need to accelerate access to water and energy services in order to realize the Millennium Development Goals. New international targets goals on access to sanitation and the development of national water plans were adopted. Global Village Energy Partnership, a public-private partnership dedicated to increasing access to modern energy services, was launched. 4. Regional: Legal framework on the Sava River reached. Secretariat established for the Nile Basin Initiative. Niger basin riparians engaged in regional discussions to identify challenges and opportunities. Information sharing system established by the Mekong River Commission (MRC). Ad hoc water-related meetings occurring in the Araks/Kura, Hindu-Kush, Okavango, and Caucasus. Plan to share flood forecasting information among South Asian countries developed; project to identify flood mitigation strategies launched. 5. National/local: Market based program for manufacturing and distributing point-of-use technologies for disinfecting water at the household level established in Rwanda.
	2001	UN processes, including the Commission on Sustainable Development, the UNECE, and Ministers at the World Water Forum were focused on a negotiated outcome – not implementation.
DATA QUALITY	Indicator Validation	The indicator is not a direct quantitative measure (i.e., energy efficiency, etc.). It does, however, measure the existence of institutional frameworks and an increase in activities dedicated to address these issues.
	Data Source	Published record of events; EU and G77 press releases and news articles.

Outcome Indicator

Indicator #2: Number of People in Target Areas With Access to Adequate Safe Water Supply and/or Sanitation That Meets Sustainability Standards

TARGETS	FY 2006	1. 11,692,865 people in target areas with improved access to adequate safe water supply; 11,180,038 people in target areas with access to sanitation that meets sustainability standards. 2. 63,000 Integrated water resources management (IWRM) governance groups established.
	FY 2005	1. 11,307,377 people in target areas with improved access to adequate safe water supply; 10,570,046 people in target areas with access to sanitation that meets sustainability standards. 2. 62,635 Integrated water resources management (IWRM) governance groups established.
RESULTS	2004	1. 10,810,722 people in target areas with improved access to adequate safe water supply; 11,104,271 people in target areas with access to sanitation that meets sustainability standards. 2. 60,512 Integrated water resources management (IWRM) governance groups established.
	2003	1. 3,050,635 people in target areas with improved access to adequate safe water supply and/or sanitation that meets sustainability standards. 2. 57,436 Integrated water resources management (IWRM) governance groups established.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Safe, sustainable supplies of water and sanitation have many environmental and health benefits, such as preserving natural resources and reducing infectious disease rates.
	Data Source	USAID annual reports from operating units.

Output Indicator		
Indicator #3: Number of People with Adequate Access to Modern Energy Services		
TARGETS	**FY 2006**	4,900,000 people with access to modern energy services.
	FY 2005	4,885,150 people with access to modern energy services.
RESULTS	2004	4,845,132 people with access to modern energy services.
	2003	Baseline: 4,765,923 people with access to modern energy services.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Access to energy supplies and services promotes natural resource conservation, improves standards of living, and enhances economic opportunity, fostering increased sustainable development overall.
	Data Source	USAID annual reports from operating units.

I/P #7: Coastal and Marine Resources

Develop, negotiate, and implement initiatives, treaties, and agreements to better protect both living and nonliving marine resources and promote sustainable development.

Outcome Indicator

Indicator #4: Status of Agreements Regarding Living Marine Resources

TARGETS	FY 2006	1. U.S. ratifies Western and Central Pacific Fisheries Commission (WCPFC) Convention. 2. Three additional signatories ratify the new Convention establishing the Inter-American Tropical Tuna Commission (IATTC).
	FY 2005	1. WCPFC Convention enters into force. 2. Four signatories, including the United States, ratify the new IATTC Convention. 3. U.S.-Canada agreement on Pacific hake enters into force. 4. Extension of 1988 U.S.-Russia Agreement enters into force; U.S. and Russia conclude negotiations on fisheries science and enforcement agreements.
RESULTS	2004	1. Administration submits IATTC Convention to the Senate for advice and consent. 2. Amendment to U.S.-Canada albacore treaty enters into force. 3. U.S. and Canada successfully conclude an agreement on Pacific hake stocks; Administration submits new Agreement to Senate. 4. Extension of 1988 U.S.-Russia agreement submitted to Congress; two parties begin consideration of new related agreements on science and enforcement.
	2003	1. The third WCPFC PrepCon was held; Japan participated for the first time. 2. Renegotiation of Convention IATTC concluded. 3. The package of amendments to the U.S.-Canada Albacore Treaty is submitted to the Senate. 4. Negotiations began toward a U.S.-Canada agreement on Pacific hake stocks. 5. Extension of 1988 U.S.-Russia Agreement was underway.
	2002	Baseline: 1. The second WCPFC Preparatory Conference was held; one more State ratified the Convention. 2. U.S. and Canada reached agreement to amend albacore tuna treaty. 3. The U.S. and Canada agreed to undertake new efforts to negotiate an agreement on Pacific hake stocks. 4. U.S. and Russia agreed in principle to extend 1988 Mutual Fisheries Agreement until 2008.
	2001	N/A
DATA QUALITY	Indicator Validation	Under the UN Fish Stocks Agreement, the U.S must be party to relevant treaties and agreements whose mandate includes stocks for which the United States fishes. Such treaties also must be broadly ratified by other affected parties to be effective.
	Data Source	Bureau of Oceans and International Environmental and Scientific Affairs will track, with information from IATTC and WCPFC secretariats.

Output Indicator

Indicator #5: Status of Agreements to Promote International Ocean Governance

TARGETS	FY 2006	U.S. initiates maritime boundary talks with Samoa, Guam and the Federated States of Micronesia.
	FY 2005	1. U.S. judge is elected to the International Tribunal for the Law of the Sea; U.S. begins implementation of the Law of the Sea, including a review of domestic and international policies and practice. 2. U.S. concludes maritime boundary treaty with Tonga and initiates maritime boundary talks with The Netherlands. 3. The 1996 Protocol to the London Dumping Convention is ratified. 4. The Land-Based Source of Marine Pollution (LBS) Protocol is ratified.
RESULTS	2004	1. U.S. initiated maritime boundary talks with Tonga and Samoa. 2. U.S. as Antarctic Treaty Depositary Government, provided mechanism to establish Antarctic Treaty Secretariat. 3. LBS Protocol was submitted to the U.S. Senate for Advice and Consent to Ratification. 4. U.S. negotiating an oil spill response agreement with the U.K. on behalf of the British Virgin Islands.
	2003	1. South Pacific Regional Environment Program (SPREP) endorsed the U.S. position that no further action is taken on the "Regional Strategy to Address Marine Pollution from World War II Shipwrecks", and that any future cases are handled on a case-by-case basis bilaterally between the ship owner and the coastal state. 2. International Maritime Organization (IMO) accelerated the international phase-in schedule for double-hull tankers. 3. LBS Action Plans for two countries of the Wider Caribbean were developed by UNEP using OESI funds. 4. Antarctic Treaty Consultative Meeting adopted measure to establish Antarctic Treaty Secretariat.
	2002	Baselines: 1. The U.S. did not ratify the Law of the Sea Convention (LOSC), but participated constructively in the Informal Consultative Process and the development of resolutions regarding LOS oceans issues during the UN General Assembly. 2. U.S. Senate provided its Advice and Consent to Ratification for the Niue boundary agreement. 3. U.S. Senate provided its Advice and Consent to Ratification for the SPREP Agreement. 4. IMO adopted changes to the International Convention on the Prevention of Pollution from Ships (MARPOL) and the Hazardous and Noxious Substances Protocol for the Oil Pollution Response Convention. 5. Global Program of Action (GPA) implemented LBS activities in the Wider Caribbean.
	2001	N/A
DATA QUALITY	Indicator Validation	The development of international standards for addressing key environmental, science and technology issues is an important tool for promoting sustainable natural resource management while promoting U.S. interests.
	Data Source	Department of State

Output Indicator

Indicator #6: Partnerships to Build Capacity for the Sustainable Use and Protection of Marine Resources

TARGETS	FY 2006	1. U.S. supports efforts led by other governments to expand to the South Pacific and Africa the White Water to Blue Water Initiative model (WW2BW); designed to promote regional cooperation and strengthen developing country capacity to address land-based sources of marine pollution, promote sustainable fisheries, agricultural and forestry practices, challenges associated with tourism; and degradation of coastal areas, and supports ongoing WW2BW partnerships in the Caribbean via diplomatic support and by participating in WW2BW-related partnership conferences. 2. Arctic Council working groups integrate the Arctic Climate Impact Assessment (ACIA) recommendations into their two-year workplans.
	FY 2005	1. Work begins in FAO and APEC on a mechanism to promote closer cooperation on aquaculture issues in the Americas. 2. Arctic Council Ministers approve the recommendations of the ACIA. 3. With U.S. support and an expanded number of government and private partners, ICRI becomes more effective in conservation of the world's coral reefs as evidenced by establishment of additional national coral reef committees and new or expanded marine protected areas. 4. U.S. supports efforts led by other governments to expand WW2BW model to the South Pacific and Africa, and supports ongoing WW2BW partnerships in the Caribbean via diplomatic support and participation on WW2BW steering committees.
RESULTS	2004	1. World Bank, FAO, and other institutions increased cooperation on and resources devoted to sustainable fisheries programs. 2. FAO began work on its strategy for improving fisheries data collection and reporting, particularly in developing countries. 3. APEC held workshop on economic sustainability of aquaculture. 4. FAO convened international conference on fisheries enforcement with U.S. support. 5. Implementation plan for the Earth Observation System was completed and undergoing review by the participating countries 6. U.S. government (USG) hosted WW2BW Miami Partnership conference that generated more than 100 new public-private partnerships in the Wider Caribbean. USG funds WW2BW, implementing projects on priority areas including coral reefs, fisheries management, land- and ship-based sources of pollution, improved regional cooperation between regional bodies, etc. 7. The International Maritime Organization (IMO) adopted the ballast water convention, to manage the spread of invasive marine species.
	2003	1. U.S. provided assistance to help developing States implement the Indian Ocean Sea Turtle MOU. 2. FAO adopted strategy for improving data collection and reporting in fisheries. 3. World Bank initiated projects with targeted sustainable fisheries components in developing countries. 4. Significant progress was made through the Department-led WW2BW to energize partnerships to address integrated approaches to watershed and marine ecosystems management.
	2002	1. Asia-Pacific Economic Cooperation workshop on shark conservation and management was held to build capacity to implement FAO International Plan of Action (IPOA). 2. The UN General Assembly and States Parties to the UNFSA agreed in principle to establish a voluntary trust fund to help developing states implement the UN Fish Stocks Agreement. 3. New FAO voluntary program to support responsible fisheries and aquaculture implemented in some developing countries. 4. FAO drafted strategy for improving data collection and reporting in fisheries. 5. U.S. held successful Western Indian Ocean Fisheries Enforcement Workshop that increases capacity for fisheries enforcement and compliance monitoring. 6. WW2BW launch at the World Summit on Sustainable Development generated international interest in both this initiative and cross-sectoral approaches to integrated management of watersheds and marine ecosystems.
	2001	1. FAO activities were often limited to pelagic fisheries that are limited by weak fisheries data collection and reporting. 2. The World Bank Fund for Sustainable Fisheries established with a donation from Japan. 3. Initiated interagency dialog regarding WW2BW. 4. Funded Regional workshops held in support of the International Coral Reefs Initiative (ICRI).
DATA QUALITY	Indicator Validation	The development of partnerships for addressing key environmental, science and technology issues is an important for promoting sustainable natural resource management while promoting U.S. interests.
	Data Source	Department of State

Output Indicator

Indicator #7: Implementation of Measures to Conserve and Protect Vulnerable Marine Species

TARGETS	FY 2006	1. Western and Central Pacific Fisheries Commission (WCPFC) adopts initial set of conservation and management measures. 2. With science-based input from the United Nations Food and Agriculture Organization (FAO), the Convention on International Trade in Endangered Species (CITES) continues to list marine fish species that meet its criteria. 3. Measures are adopted under the auspices of FAO to reduce the bycatch of sea turtles in longline fisheries. 4. U.S. continues to encourage the Convention on Conservation of Antarctic Marine Living Resources (CCAMLR) to work closely with CITES. 5. International Whaling Commission (IWC) negotiations on Revised Management Scheme (RMS) continue; IWC scientific committee reviews status of bowhead and gray whale stocks in anticipation of making new catch limit recommendations.
	FY 2005	1. FAO and CITES implement Memorandum of Understanding (MOU) on joint work. 2. Concerted implementation of IAC and Indian Ocean sea turtle regimes continues. 3. Global consideration begins on measures to reduce bycatch of sea turtles in long-line fisheries. 4. IWC negotiations on RMS continue.
RESULTS	2004	1. FAO and CITES finalized MOU and FAO begins implementation of CITES-related work plan. 2. IAC Parties began collaborative implementation of substantive provisions of Convention. 3. Additional States signed and effectively implemented the Indian Ocean Sea Turtle MOU & CMP. 4. FAO held policy-level meeting on sea turtle conservation; U.S. continued to press for new and refined measures to reduce bycatch, including within regional fisheries bodies like IATTC. 5. U.S. and Taiwan encouraged responsible fishing practices and control capacity, as defined by the Code of Conduct for Responsible Fisheries. 6. The Asia-Pacific Economic Cooperation (APEC) held an outreach/education seminar on derelict fishing gear in the Pacific Rim changes behavior of managers, industry and fishermen. 7. IWC negotiations on RMS resumed; independent assessment indicated health of bowhead whale stocks.
	2003	1. Work continued in both fora on CITES-FAO MOU and related work plans. 2. CITES COP 12 listed several marine species and rejects proposals to downlist whale species and to allow trade in whale products. 3. The Second Meeting of the Parties to the Inter-American Sea Turtle Convention (IAC) was held; other States in the region became Parties. 4. U.S. provided assistance to help developing States implement the Indian Ocean Sea Turtle MOU and its associated Conservation and Management Plan. 5. FAO decided to hold policy-level meeting on sea turtle conservation, with a focus on reducing bycatch in longline fisheries. 6. IWC renewed U.S. aboriginal bowhead and gray whale quota; RMS negotiations break down; Iceland began "scientific" whaling program; CITES rejected proposals to downlist whale and other marine species and allow trade in whale products.
	2002	Baseline: 1. Under U.S. leadership, FAO Subcommittee on Fish Trade called for MOU between FAO and CITES to promote sustainable fisheries practices and trade. 2. U.S. and Taiwan signed bilateral MOU on fisheries issues. 3. The First Meeting of the Parties to the Inter-American Sea Turtle Convention was held. 4. U.S. won approval for an APEC project on convening an education/outreach seminar on derelict fishing gear for the Pacific Rim. 5. U.S. began to raise international profile of the problem of sea turtle bycatch in longline fisheries, including through new IATTC bycatch working group. 6. Despite IWC moratorium for commercial whaling, Japan and Norway conducted "scientific" and commercial whaling operations, respectively; Negotiations to conclude RMS on-going.
	2001	N/A
DATA QUALITY	Indicator Validation	U.S. interest in promoting sound management of living marine resources requires the development and verifiable enforcement of agreed international standards.
	Data Source	Department of State

Output Indicator

Indicator #8: Impact of Scientific Research on Marine Resource Decision-Making

TARGETS	FY 2006	1. U.S. facilitates the deployment of the GLOSS (Global Sea Level Observing System), a component of GOOS, which contributes to better coastal zone management and tsunami prediction in areas of risk. 2. ICES and PICES ecosystem reports are updated and integrated into the Global Marine Assessment.
	FY 2005	1. U.S. encourages expansion of IOC's tsunami program, which will be integrated with the larger effort to create a global earth observation network, including enhanced international participation in the Global Ocean Observation System (GOOS.) 2. International Council on the Exploration of the Seas (ICES) and the North Pacific Marine Science Organization (PICES) produce ecosystem status reports on the North Atlantic and North Pacific; report data will be used to better manage marine resources in the two regions; the report is partially funded through voluntary contributions from the member states, including the U.S. 3. Start-up phase of Global Marine Assessment initiated.
RESULTS	2004	1. Implementation plan for the Earth Observation System is completed and underwent review by the participating countries. 2. U.S. supported the Global Ocean Observation system through voluntary funding, capacity building and technical support provided to the Intergovernmental Oceanographic Commission. 3. U.S. influenced the comprehensive scope of the GMA during Discussions at UN to advance WSSD goal of shaping and adopting the process for a Global Marine Assessment by 2004.
	2003	1. GCOS, GTOS and GOOS operated as independent Earth observation systems. 2. U.S. contributions to the IOC and other organizations enabled the international scientific community to discuss the production of an integrated and sustained earth observation system. 3. U.S. hosted the Earth Observation Summit to encourage the development and financial support of an integrated and sustained earth observation system; ministerial-level participants developed an ad hoc working group to create a 10-year implementation plan for the system.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	U.S. interest in promoting sound management of living marine resources requires the development and verifiable enforcement of agreed international standards. Scientific research enables the U.S. to create defensible management plans.
	Data Source	Department of State

Outcome Indicator

Indicator #9: Implementation of Marine Protected Areas (MPA)

TARGETS	FY 2006	U.S. contributes, through international fora, to WSSD goal of networks of marine protected areas by 2012, consistent with international law and based on scientific information
	FY 2005	1. International Maritime Organization (IMO) strengthens guidelines on the designation of particularly sensitive sea areas (PSSAs). 2. IUCN World Conservation Congress adopts innovative resolutions regarding conservation of marine biodiversity; CBD Intersessional Working Group on Protected Areas adopts appropriate approaches for MPAs.
RESULTS	2004	CBD COP 7 adopts concrete recommendations to conserve biological diversity in protected areas and other innovative approaches for conservation and sustainable use of marine and coastal biodiversity.
	2003	1. Special Protected Areas and Wildlife (SPAW) in the Wider Caribbean Protocol was ratified. 2. IUCN World Parks Congress and CBD SBSTAA focused attention on innovative approaches to protected areas, including marine areas.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The Johannesburg Plan of Implementation advocates the use of marine protected areas as a tool for conserving marine biodiversity.
	Data Source	Bureau of Oceans and International Environmental and Scientific Affairs.

Outcome Indicator

Indicator #10: Extent to Which Depleted Stocks of Living Marine Resources Rebuild to Healthy Levels Through Coordinated, Science-Based Management

TARGETS	FY 2006	1. Northwest Atlantic yellowtail flounder stocks fully rebuilt. 2. International Pacific Halibut Commission implements revised management measures for Pacific halibut based on results of multi-year assessment program.
	FY 2005	1. ICCAT adopts rebuilding plan setting long-term recovery measures for Atlantic marlin stocks. 2. New sharing arrangements for Pacific coho and chum salmon negotiated through Pacific Salmon Commission. 3. Northwest Atlantic Fisheries Organization implements management measures to halt decline of for vulnerable North Atlantic skate stocks.
RESULTS	2004	1. IATTC begins multi-year management strategy for Eastern Tropical Pacific tuna stocks. 2. Bowhead whale stocks increase 3.4 percent annually towards non-endangered levels. 3. North Atlantic swordfish stocks fully rebuilt.
	2003	Baseline: ICCAT has rebuilding plans in place setting long-term recovery measures for North Atlantic swordfish and Western Atlantic bluefin tuna.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator addresses the core function of the International Fisheries Commissions -- to facilitate international cooperation to maintain or rebuild populations of shared fish stocks and other living marine resources. The Johannesburg Declaration includes a goal of progress towards recovery of depleted stocks of living marine resources by 2015.
	Data Source	Bureau of Oceans and International Environmental and Scientific Affairs will track, based on information from Commissions and FAO.

Outcome Indicator

Indicator #11: Hectares of Coastal and Marine Ecosystems Under Management

TARGETS	FY 2006	Cumulative since FY 2003: 100,000 (expected to be gained in 2006) + 36,818,897 = 36,918,897 total.
	FY 2005	Cumulative since FY 2003: 100,000 (expected to be gained in 2005) + 36,718,897 = 36,818, 897 total.
RESULTS	2004	Cumulative since FY 2003: 100,000 (expected to be gained in 2004) + 36,618,897 = 36,718,897 total.
	2003	Baseline: 36,618,897 (Note: Estimate is based on an aggregate total of 36,424,243 ha. Under improved management, + 194,654 ha. Under effective management as reported in the FY 2003 Annual Report).
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Both the quantity and quality of conservation efforts are important in ensuring that natural resources are preserved and well-managed.
	Data Source	USAID annual reports from operating units.

Outcome Indicator		
Indicator #12: Number of Coastal and Marine Policies, Laws, or Regulations Developed, Adopted, and Implemented		
TARGETS	**FY 2006**	Cumulative since FY 2003: 6 (expected to be gained in 2006) + 68 = 74 total.
	FY 2005	Cumulative since FY 2003: 5 (expected to be gained in 2005) + 63 = 68 total.
RESULTS	2004	Cumulative since FY 2003: 14 (expected to be gained in 2004) + 49 = 63 total.
	2003	Baseline: 49 (Note: Estimate is based on a total of 49 improved policies as reported in the FY 2003 Annual Report).
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Conservation policies, laws, and regulations provide a crucial foundation for securing both the commitment to, and enforcement of, conservation of natural resources.
	Data Source	USAID annual reports from operating units.

I/P #8: International Fisheries Commissions
(PART Program)

Facilitate international cooperation to achieve conservation of living marine resources and sustainable use of fish populations.

Efficiency Indicator

Indicator #13: Great Lakes Fishery Commission (GLFC): Percentage of Habitat Controlled with Sea Lamprey Barriers

TARGETS	FY 2006	18.6%
	FY 2005	17.1%
RESULTS	2004	14.6%
	2003	14.3%
	2002	14.3%
	2001	N/A
DATA QUALITY	Indicator Validation	The increase in barrier methods for lamprey control reduces the use of lampricides and cost of lampricide to the GLFC.
	Data Source	GLFC

Efficiency Indicator

Indicator #14: Northwest Atlantic Fisheries Organization (NAFO): Average Publishing and Correspondence Expenditure Per Document in Canadian Dollars

TARGETS	**FY 2006**	$66.67
	FY 2005	$87.72
RESULTS	2004	$87.72
	2003	$122.81
	2002	$130.63
	2001	N/A
DATA QUALITY	Indicator Validation	Increasing use of electronic publishing and e-mail/Internet-based communications result in significant savings in one of the key functions of the NAFO Secretariat.
	Data Source	NAFO Secretariat

Efficiency Indicator

Indicator #15: International Whaling Commission (IWC): Intersessional Meeting Costs as a Percentage of Total Meeting Costs

TARGETS	FY 2006	1.76%
	FY 2005	1.75%
RESULTS	2004	0.27%
	2003	9.23%
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Reducing costs by holding intersessional meetings within existing Secretariat facilities would save approximately £25,000 each year.
	Data Source	IWC Secretariat

I/P #9: Conservation of Biological Diversity, Protected Areas, Forests, and Other Natural Resources

Promote economic development, alleviate poverty, and improve local governance by improving conservation and management of the world's natural protected areas.

Outcome Indicator

Indicator #16: Status of Agreements and Programs Related to Forest Conservation

TARGETS	FY 2006	1. Western Hemisphere Forest Law Enforcement and Governance Conference produces specific strategies to combat illegal logging and associated trade. 2. Brazil, Bolivia, and Peru update and revise action plans to fully satisfy CITES Appendix II listing requirements.
	FY 2005	1. TFCA agreements concluded with Guatemala, Costa Rica, Sri Lanka, and Ecuador. 2. The 6 CBFP regional partners agree to protect 11 areas of tropical forests for permanent management through national legislation. 3. The Convention on Biological Diversity (CBD) program of work and other fora develop plans for increased capacity building in developing countries on protected area designation and management.
RESULTS	2004	1. Tropical Forest Conservation Agreement (TFCA) agreements concluded with Jamaica and Colombia. 2. All FY 2003 CARPE funds were committed to projects that implemented the CBFP objectives. Development of proposed training approach and schedule were developed. Training of senior forest officials carried out in U.S. New funds committed by other partners for 11 landscapes. 3. CBD COP 7 adopted concrete recommendations to conserve biological diversity in protected areas.
	2003	1. U.S. government (USG) launched President's Initiative Against Illegal Logging with up to $15 million first-year commitment. 2. TFCA agreement concluded with Panama.
	2002	1. TFCA agreements concluded with Peru and the Philippines. 2. Secretary Powell launched CBFP with 29 partners at WSSD. U.S. commits $50 million over 4 years. 3. WSSD reaffirms the importance of protected areas in sustainable development.
	2001	1. TFCA agreements concluded with El Salvador and Belize. 2. USG developed government and non-government partners for CBFP to be launched at WSSD to sustainably manage forests of the region.
DATA QUALITY	Indicator Validation	Specific recommendations are contained in the statement from the conference. Bolivia, Peru, and Brazil update and revise action plans to fully satisfy CITES Appendix II listing requirements.
	Data Source	Conference documents and action plans newly created and submitted to CITES as seen by the Bureau of Oceans and International Environmental and Scientific Affairs/ETC.

Outcome Indicator		
Indicator #17: Biodiversity Conservation and Natural Resource Management		
TARGETS	FY 2006	1. 57,075,632 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes. 2. 22,677,926 hectares under increased conservation and sustainable management of forest ecosystems. 3. 105 targeted conservation areas implementing approved management plans as a result of USAID assistance.
	FY 2005	1. 52,374,972 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes). 2. 25,104,242 hectares under increased conservation and sustainable management of forest ecosystems. 3. 94 targeted conservation areas implementing approved management plans as a result of USAID assistance.
RESULTS	2004	1. 51,834,573 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes). 2. 19,101,701 hectares under increased conservation and sustainable management of forest ecosystems. 3. 83 targeted conservation areas implementing approved management plans as a result of USAID assistance.
	2003	Baseline: 1. 26,655,591 hectares under approved management for biodiversity conservation. 2. 197,888,892 hectares under sustainable forest management.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Biodiversity conservation is important for sustainability.
	Data Source	USAID annual reports from operating units.

I/P #10: Global Climate Change

Implement the President's new approach to climate change and energy technologies.

Outcome Indicator

Indicator #18: Status of Bilateral Climate Change Partnerships

TARGETS	FY 2006	1. Establish new bilateral partnerships with additional countries or regional groups, as appropriate. 2. Advance joint projects under existing partnerships, with particular emphasis on activities and deliverables related to international initiatives for climate adaptation, science, and energy technologies.
TARGETS	FY 2005	1. Establish partnerships and advance relationships with additional targeted countries or regions, as necessary. 2. Convene a second Asian regional workshop on climate and energy, working in collaboration with a number of bilateral partners as well as with APEC.
RESULTS	2004	1. Built support among bilateral partners for U.S. positions on science, technology, and adaptation under the UN Framework Convention on Climate Change. 2. Established new bilateral climate change partnership with Brazil. 3. Worked together with bilateral partners to convene an Asian regional workshop on climate and energy in order to foster a regional dialogue on the nexus of climate and energy issues. 4. For existing climate change partnerships, the Department met timelines and deliverables established in previous years. Advanced joint projects and activities under the 14 climate change partnerships, and reviewed and adjusted engagement with these partners.
RESULTS	2003	1. Initiated partnerships with New Zealand, Russia, Mexico, and South Africa. Continued exploratory discussions with Kazakhstan and Brazil. Undertook a public diplomacy tour in Southeast Asia to get the President's climate policy message out and to build relationships with important regional players. Advanced a range of cooperative activities with Australia, Canada, Central American countries, China, the EU, India, Italy, and Japan. Results were consistent with 2002 timelines, and existing partnerships were reviewed. 2. Interagency inventory of bilateral climate-related work completed for U.S.-Russia partnership. 3. The Agency implemented climate-related activities with a total budget of $207 million, in 55 bilateral country missions, regional programs, and central offices. 4 million metric tons of CO2 equivalent emissions were avoided, and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.
RESULTS	2002	1. Partnerships announced or initiated with Australia, Canada, India, South Korea, and China. 2. Implementation of partnerships with Japan, EU, Central American countries, Italy, and Australia. 3. Key working groups were established and specific projects/related activities were agreed and initiated. 4. Interagency inventories of bilateral climate-related work completed for a number of partner countries including China and Canada. 5. The Agency implemented climate-related activities with a total budget of $174 million, in 55 bilateral country missions, regional programs, and central offices. 3.8 million metric tons of CO2 equivalent emissions were avoided, and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.
RESULTS	2001	1. New Partnerships announced with Japan, EU, Central American countries, and Italy to engage internationally toward more effective global effort to address climate change. 2. The Agency implemented climate-related activities with a total budget of $174 million, in 47 bilateral country missions, regional programs, and central offices. 3.8 million metric tons of CO2 equivalent emissions were avoided, and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.
DATA QUALITY	Indicator Validation	Global climate change is by definition a multilateral challenge. Project execution and cooperation under U.S.-led partnerships will help reduce the costs of low-carbon technologies, improve carbon sequestration, improve understanding of global climate change, and encourage adaptation, thus moving the international community toward the UNFCCC objective of greenhouse gas concentration stabilization at a level that would prevent dangerous anthropogenic interference with the climate system.
DATA QUALITY	Data Source	Decisions and reports of the UNFCCC; internal and external reviews of activities under bilateral and regional programs and partnerships.

Outcome Indicator

Indicator #19: Multilateral Climate Change Science and Clean Energy Technology Partnerships and Initiatives

TARGETS	FY 2006	1. Implement the Ten-Year Plan for the Global Earth Observation System of Systems, designed to enhance and sustain environmental observation capabilities. 2. Advance multilateral climate change science and technology partnership project-based activities through the Methane-to-Markets Partnership, the International Partnership for the Hydrogen Economy, the Earth Observation initiative, the Carbon Sequestration Leadership Forum, and development assistance programs, in cooperation with developed and developing countries partners.
	FY 2005	1. Begin Methane-to-Markets Partnership country-specific project reviews and conduct initial steering committee meeting to charter project-based activities. 2. Countries renew their commitment to contribute to a Global Earth Observation System of Systems (GEOSS) through adoption of a Ten-Year Implementation Plan. 3. Continue to develop project-based activities under Carbon Sequestration Leadership Forum and the International Partnership for the Hydrogen Economy.
RESULTS	2004	1. Advanced the Global Climate Observing System (GCOS) through voluntary funding, capacity building, and technical support. Completed draft Ten-Year Implementation Plan for GEOSS. 2. Developed project-based activities under the Carbon Sequestration Leadership Forum and the International Partnership for the Hydrogen Economy.
	2003	1. Launched new ministerial-level international initiatives on Earth observation, carbon capture and storage, and the hydrogen economy. U.S. hosts first Earth Observation Summit to encourage development and financial support for an integrated, sustained Earth observation system. Ministerial-level participants initiate the ad hoc intergovernmental Group on Earth Observations (GEO) to develop the system's implementation plan. 2. The Agency implemented climate-related activities with a total budget of $207 million, in 55 bilateral country missions, regional programs, and central offices. 4 million metric tons of CO2 equivalent emissions were avoided and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.
	2002	N/A
	2001	N/A
DATA QUALITY	Indicator Validation	Global climate change is by definition a multilateral challenge. Project execution and cooperation under U.S.-led bilateral and multilateral initiatives and partnerships will help reduce the costs of low-carbon technologies, improve carbon sequestration, improve understanding of global climate change, and encourage adaptation, thus moving the international community toward the UNFCCC objective of greenhouse gas concentration stabilization at a level that would prevent dangerous anthropogenic interference with the climate system.
	Data Source	Decisions and reports of the UNFCCC; internal and external reviews of activities under bilateral, regional, and multilateral programs and partnerships.

Outcome Indicator

Indicator #20: International Treaties and Organizations

TARGETS	FY 2006	1. Advance U.S. interests on climate change science, technology, adaptation, mitigation, and clean energy through continued leadership in the UN Framework Convention on Climate Change (UNFCCC) and the Intergovernmental Panel on Climate Change (IPCC). 2. Parties to the UN Framework Convention on Climate Change focus on existing commitments and cooperate on areas of broad interest, including technology and adaptation issues. 3. Drafts completed for chapters of the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report.
	FY 2005	1. Advance U.S. interests on climate change science, technology, adaptation, mitigation, and clean energy through continued leadership in the UN Framework Convention on Climate Change (UNFCCC) and the Intergovernmental Panel on Climate Change (IPCC). 2. Develop UNFCCC adaptation work plan and continue to advance cooperation with key developing countries under UNFCCC negotiations. 3. Intensify IPCC efforts for Fourth Assessment Report on Climate Change (due in 2007), with development of approach on key issues including regional modeling, adaptation and the energy technologies readied for balanced and science-based assessments.
RESULTS	2004	1. Built support among developing countries for U.S. positions on science, technology, and adaptation under the UN Framework Convention on Climate Change, and consideration of future approaches to address climate change. 2. IPCC developed work plan for Fourth Assessment Report on Climate Change, with U.S. scientists among key decision-makers.
	2003	1. IPCC begins work on special report on carbon capture and storage. 2. U.S. launches new global international initiatives on earth observation, and carbon capture and storage, which will enhance understanding of environmental challenges by improving observation systems in developing countries, and demonstrate the potential for large-scale reductions of greenhouse gases without the economic disruption that would result from an abrupt shift away from fossil fuel use.
	2002	1. International negotiations finalized the Kyoto Protocol. President Bush announced new U.S. approach to climate change including new international initiatives. 2. U.S. –supported candidate elected chair of the IPCC. U.S. representative elected chair of key IPCC science group. 3. U.S. announced significant new funding for climate observing system.
	2001	N/A
DATA QUALITY	Indicator Validation	Global climate change is by definition a multilateral challenge. Project execution and cooperation under U.S.-led bilateral and multilateral initiatives and partnerships will help reduce the costs of low-carbon technologies, improve carbon sequestration, improve understanding of global climate change, and encourage adaptation, thus moving the international community toward the UNFCCC objective of greenhouse gas concentration stabilization at a level that would prevent dangerous anthropogenic interference with the climate system.
	Data Source	Decisions and reports of the UNFCCC; internal and external reviews of activities under bilateral, regional, and multilateral programs and partnerships.

Annual Performance Goal #3

BROADER ACCESS TO QUALITY EDUCATION WITH EMPHASIS ON PRIMARY SCHOOL COMPLETION

I/P #11: Improved Access to Quality Education

Including early childhood, primary, secondary, adult, higher education and workforce development programs.

Outcome Indicator

Indicator #1: Number of Learners Completing Basic Education in Programs Sponsored by USAID

TARGETS	FY 2006	1. 23,547,195 students enrolled in primary school. 2. 2,429,813 students completing primary school. 3. 82,000 adult learners completing basic education.
	FY 2005	1. 23,319,352 students enrolled in primary school. 2. 2,252,753 students completing primary school. 3. 80,750 adult learners completing basic education.
RESULTS	2004	Baselines: 1. 21,279,734 students enrolled in primary school. 2. 1,751,298 students completing primary school. 3. 84,494 adult learners completing basic education.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	A key indicator by which to alter and measure changes in education programs.
	Data Source	USAID annual reports from operating units.

Outcome Indicator

Indicator #2: Capabilities in Higher Education and Workforce Development Programs Sponsored by USAID

TARGETS	FY 2006	1. 600 host country institutions increase management capacity through partnership programs. 2. 250 higher education institutional programs, policies and curricula adapted to the needs of sustainable development. 3. 98,277 persons trained through workforce development programs.
	FY 2005	1. 575 host country institutions increase management capacity through partnership programs. 2. 235 higher education institutional programs, policies and curricula adapted to the needs of sustainable development. 3. 84,240 persons trained through workforce development programs.
RESULTS	2004	Baselines: 1. 550 host country institutions gain increased management capacity through partnership programs. 2. 220 higher education institutional programs, policies and curricula adapted to the needs of sustainable development. 3. 78,289 persons trained through workforce development programs
	2003	1. 528 host country institutions gain increased management capacity through partnership programs. 2. 207 higher education institutional programs, policies and curricula adapted to the needs of sustainable development.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator covers USAID's efforts in higher education and workforce development.
	Data Source	USAID annual reports from operating units. Education 2004 Annual Report on Indicators and Results, Aguirre International, Inc.

Annual Performance Goal #4
EFFECTIVE AND HUMANE MIGRATION POLICIES AND SYSTEMS

I/P #12: Effective and Humane Migration Policies and Systems

Promote orderly and humane migration policies on the regional and inter-regional level.

Output Indicator

Indicator #1: Percentage of Initiatives Agreed Upon at Regional Migration Dialogues That Are Implemented

TARGETS	FY 2006	70% of activities agreed to in the dialogues are implemented.
	FY 2005	70% of activities agreed to in the dialogues are implemented.
RESULTS	2004	1. Over 90% of the activities agreed upon by members of the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia (IGC) were implemented. 2. Over 75% of the activities agreed by Regional Conference on Migration in North and Central America (RCM) member states were implemented. 3. Shorter-term activities were conducted in a reasonable timeframe, while implementation of longer-term initiatives was underway. While the activities of more nascent regional dialogues were difficult to quantify, considerable progress was made in establishing these fora and developing specific goals and activities of the groups.
	2003	1. Approximately 75% of the activities agreed upon in the RCM were implemented. 2. Shorter-term activities were completed, while implementation of longer-term initiatives was underway. 3. 50% of the activities agreed to in the dialogues were implemented.
	2002	Baseline: Approximately 75% of the activities agreed upon in the RCM, the IGC, and the Southern African dialogues were implemented. Regional migration dialogues served as the rating basis.
	2001	N/A
DATA QUALITY	Indicator Validation	Tracking the number of activities implemented under the auspices of migration dialogues is a good indicator because it is the most quantifiable measure of governments' political and financial commitment to the success of these dialogues. The Department's Bureau for Population, Refugees and Migration is the only U.S. government entity to track the activities implemented under the migration dialogues. The U.S. participates in and supports various active regional dialogues on migration including the RCM; the South American Conference on Migration (SACM) the Summit of the Americas (SOA); the Migration Dialogue for Southern Africa (MIDSA); the nascent West Africa Regional Consultative Process (WARCP); the IGC; and discussions with the EU under the auspices of the New Transatlantic Agenda (NTA).
	Data Source	Department of State participates in regional migration dialogues, and tracks the implementation of follow-on activities.

V. Illustrative Examples of FY 2004 Achievements

Social and Environmental Issues	
USAID Basic Education Programs in Africa	In Africa, USAID supports basic education programs in 15 countries: Benin, Democratic Republic of the Congo, Djibouti, Ethiopia, Ghana, Guinea, Malawi, Mali, Namibia, Nigeria, Senegal, South Africa, Sudan, Uganda, and Zambia. In addition, Missions in Kenya, Tanzania and Madagascar are adding education to their country programs. Within the Africa Bureau, several important cross-cutting themes are targeted: (a) HIV/AIDS -- in particular, mitigating the impact of this disease on Africa's education systems; (b) gender equity -- increasing educational opportunities for girls; and (c) increasing community participation in education, with an emphasis on local level school ownership and management. Focus is also concentrated on promoting innovative programming, developing effective schools and classrooms, building capacity at both national and local levels, and promoting sustainable systemic reform. A particular initiative, the Africa Education Initiative (AEI) focuses on increasing access to quality education through the provision of scholarships for girls; improved in-service and pre-service teacher training; development and distribution of textbooks and related learning materials; and increased involvement of African communities in the education of their children. Since 1990, countries have achieved strong enrollment gains and much greater equity for girls: there were 12 million more total children enrolled in primary schools in 2000 than there were in 1990. Other accomplishments include significantly increased public expenditures on education; improved qualifications and conditions of service for teachers; improved education sector management information systems; and increased local, regional, and community participation and decision-making in education. Under AEI's scholarship component, 5,353 girls have received scholarships; Guinea has received 500,000 first and second grade language arts texts; and Senegal has received 270,000 textbooks. Additionally, 62,044 in-service teachers and 6,800 pre-service teachers have received training.
Regional Conference on Migration (RCM)	FY 2004 was a highly successful year for the RCM. Made up of 11 member states in North and Central America and the Caribbean, the RCM tackled several important migration issues of regional concern. Member states made strong progress in working to combat migrant smuggling and trafficking in persons. While these issues were previously discussed in general terms, member states created a regional workplan in December 2003, which outlined key activities. These activities are now in the process of being implemented. To improve the treatment of returning migrants, member countries approved a framework for the return of nationals within Central America, as well as a framework with the International Organization for Migration to address the return of extra-regional migrants.
The President's Emergency Plan for AIDS Relief	The President's Emergency Plan for AIDS Relief is the largest commitment ever by a single nation toward an international health initiative. It is a five-year, $15 billion effort to combat HIV/AIDS in more than 100 countries around the world. In 15 of the hardest-hit countries, the Emergency Plan will prevent seven million new HIV infections, provide antiretroviral treatment to two million HIV-infected individuals, and provide care for ten million individuals infected and affected by HIV/AIDS, including orphans and vulnerable children. In July 2004, just six months after the Emergency Plan received its first appropriation from Congress, preliminary reports from nine of the fifteen focus countries indicated that the Emergency Plan was supporting antiretroviral therapy for at minimum, 24,900 HIV-infected men, women, and children. With this early success and continued work to rapidly expand capacity, the President's Emergency Plan is on track to have over 200,000 people on treatment by June 2005 – a number that will be approximately double the number of persons receiving treatment in sub-Saharan Africa.

Social and Environmental Issues *(Cont'd)*	
Forests	The Secretary launched the President's Initiative Against Illegal Logging in July 2003. Since then, the Department has initiated and cosponsored the Africa Ministerial on Forest Law Enforcement and Governance to address illegal logging and the export of illegally harvested timber. Plans are underway for a similar ministerial for the Eurasia region in 2005, to be hosted by Russia. The Department launched the Liberia Forest Initiative in 2004 and is working with USAID, USDA-Forest Service, and Conservation International to reform the Liberian forest sector in the post conflict era, receiving $3 million from emergency assistance funding for Liberia for forests and leveraging another $5 million from the European Commission and World Bank. The U.S. convinced the UN Security Council to extend timber sanctions for one year (by unanimous vote) to enable the Initiative to take hold. USG concluded four new debt-for-nature swaps in FY 2004 under the Tropical Forest Conservation Act, which will generate $30 million for forest conservation over 10-20 years in Colombia, Jamaica and Panama. NGOs contributed $5.2 million to the swaps.
Global Fisheries	Effective multilateral conservation and management of highly migratory and straddling fish stocks requires the participation and commitment of all major distant water fishing nations and coastal states active in the fishery. Multilateral management regimes that prevent or do not include such broad participation will be unable to promote long-term sustainable conservation and management of such fisheries because any measures adopted will not have unanimous support. Furthermore, those nations not party to such arrangements have no binding legal obligation to implement adopted conservation and management measures. Since 2000, the Department led a successful international effort to engage certain Asian distant water fishing nations within the context of an adopted fisheries management agreement. In 2004, these nations announced that they were proceeding with their internal processes and intended to become bound to the agreement in the near term.

Social and Environmental Issues *(Cont'd)*	
Other USAID Education Programs	USAID Latin America and the Caribbean (LAC) Bureau LAC supports basic education programs in eight countries: Peru, Nicaragua, Honduras, El Salvador, Guatemala, Haiti, Jamaica, and the Dominican Republic. Most activities are focused on increasing access to quality basic education and supporting host government-led education reform. Major activities include: support for teacher training and improved teacher performance in the classroom; increased accountability and transparency in education through the publication of educational report cards and involvement of parents, communities, and the private sector in school management; and developing and piloting innovative approaches and policy for addressing key educational problems. In 2004, LAC has had good success implementing its programs. For example, at the Center of Excellence for Teacher Training (CETT), an educational initiative of the President at the Quebec Summit of the Americas, which focuses on improving teachers' skills in teaching reading in the early grades (1-3), approximately 3,000 teachers have been trained in 2004 alone. The Partnership for Revitalization in the Americas (PREAL in Spanish), created by the Miami Summit of the Americas in 1994, seeks to build an active constituency for educational reform, identify and disseminate best practices, and monitor progress toward improvement through developing "Report Cards." PREAL has published seven national-level report cards in 2004. USAID Asia and Near East (ANE) Bureau From two basic education programs in all of ANE four years ago (Morocco and Egypt), USAID now has 15 basic education programs underway, including major new programs in Philippines, Indonesia, Yemen, Morocco, Pakistan, Afghanistan, and Iraq. Aims of ANE education policy include: 1) Linking education with employment, 2) Encouraging early specialization to enter the market place, 3) Improving basic education quality, relevance and female literacy, and 4) Promoting education reform to improve access. ANE's new approach aims to achieve tangible results including school construction and rehabilitation. For example, in Iraq, USAID has rehabilitated 2,358 schools for the first term of the 2004 school year. In Pakistan, the construction effort has focused on a school rehabilitation program to provide simple shelters and furniture to 130 community schools in the Federally Administered Tribal Areas. Secondly, ANE's approach is aimed primarily at improving student learning, focusing on teacher training and the delivery of core subjects including math, science, and English. Over 31,000 secondary school teachers have been trained in Iraq thus far. This approach has been twinned with a textbook distribution effort that has provided over 25.8 million textbooks to Afghan schools and 8.7 million textbooks to Iraqi school children. Another component of ANE's new approach is its accelerated learning school reintegration programs. 162,000 students are enrolled in accelerated learning classes in Afghanistan, 55% of them are girls (up from 15,000 students enrolled in 2003). Distance education and training have also been a new component of ANE's education programming. 25,500 teachers are currently receiving in-service training via radio based programming in Afghanistan.

Social and Environmental Issues *(Cont'd)*	
The Global Partnership for Child Survival	The U.S. continues to be one of the world's major donors and an international leader in child survival. In 2003, a global review of progress in child survival documented the need for accelerated progress to achieve the international development goals set for 2015. The review documented that 90% of the world's deaths of children occur in 42 developing countries, with half of these deaths occurring in just six large countries. USAID joined the Canadian International Development Agency (CIDA) and the Government of Uganda in an international consultation to respond to this analysis. As a result, USAID became a founding member of a global "Child Survival Partnership" along with CIDA, UNICEF, the World Health Organization, the World Bank, the Bill and Melinda Gates Foundation, and other bilateral donors and governments of several developing countries. This group of organizations and governments is working together to strengthen child health programming in countries with high burdens of child mortality, including promotion of regular monitoring and high level review of progress and linkage of child health interventions to national level resources. By mid-2004, this Partnership had supported the development of a national child health strategy in Ethiopia; the incorporation of child health into the health investments in the World Bank's emergency recovery program in D.R. Congo; and implementation of a national review of the child health and nutrition situation in Cambodia. During the remainder of 2004, additional policy-level actions were planned for India and at least one additional African country. At the same time, patterns strengthened coordination and programming in those countries already engaged in the Partnership. Accelerated progress in key child health indicators is expected within three years in partner countries.
Congo Basin Forest Partnership/ Central Africa Regional Program for the Environment (CARPE) II	The Congo Basin Forest Partnership is an international public-private partnership launched at the 2002 World Summit on Sustainable Development by Secretary of State Colin Powell. Its goal is to promote conservation and sustainable management of the Congo Basin forest ecosystems as a means to improve the lives of the people in the region. The United States supports the program primarily through CARPE, a USAID program that includes a number of government agencies and NGOs. The bulk of resources come from USAID, but other agencies including the Department of State, provide financial and in-kind support. The US, through the Department of State, served as the "International Facilitator" of the Partnersip in 2003 and 2004, a role that has passed to France. Following the launch of the Partnership, CARPE received a considerable increase in funding. This coincided with the end of the first phase of CARPE which was devoted primarily to research and analysis and the beginning of a second phase, focusing on program implementation. FY 2004 marked the first year of CARPE II program implementation, and substantial progress was made towards achievement of the annual performance benchmarks, the vast majority of which support the CBFP goals. In all of the CARPE countries, partners have developed relationships with local communities, private and public sectors and other stakeholders towards the creation of land use plans within the target landscapes. CARPE partner collaboration with the private sector has raised the standards for forest management throughout the Congo Basin. Several major logging companies are moving toward forest certification and, in the process, have committed to improving management practices through activities such as halting the bush meat trade associated with their concessions. It is expected that the rate of conversion of primary forest to degraded forest and agriculture in the Congo Basin will be significantly slower or halted altogether at the completion of the CARPE Strategic Objective in 2011. Another paramount achievement at the close of the CARPE program will be the maintenance of healthy populations of species, such as elephants and large predators and globally threatened species, such as mountain gorillas and bonobos. It is critical that these goals are achieved simultaneously. Achieving the goal of reducing the rate of forest degradation is not a viable indicator of success unless the program succeeds in maintaining biodiversity within the forest. Without maintaining biodiversity, we run the risk of experiencing the "empty forest syndrome," in which the trees are largely intact but the fauna are dramatically depleted.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
International Organization Affairs	$248,758	$169,934	$173,732
Educational and Cultural Affairs	17,003	19,446	22,192
Oceans and International Environmental and Scientific Affairs	10,046	11,613	12,316
East Asian and Pacific Affairs	11,367	11,664	12,132
Other Bureaus	18,252	17,815	18,868
Total State Appropriations	**$305,426**	**$230,472**	**$239,240**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I - Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency	11,929	12,261	11,736
Title II - Bilateral Economic Assistance			
USAID	1,932,943	1,824,501	1,545,459
Global HIV/AIDS Initiative	488,103	1,373,920	1,970,000
Other Bilateral Economic Assistance	599,765	388,922	377,749
Independent Agencies	240,539	247,999	269,214
Department of State	17,303	13,719	14,000
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	100	0	0
Foreign Military Financing	0	0	2,000
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs	47,089	71,928	44,878
Total Foreign Operations	**$3,337,771**	**$3,933,250**	**$4,235,036**

Grand Total	**$3,643,197**	**$4,163,722**	**$4,474,276**

Strategic Goal 10: Humanitarian Response

Minimize the Human Costs of Displacement, Conflicts, and Natural Disasters

I. Public Benefit

The United States commitment to humanitarian response demonstrates America's compassion for victims of armed conflict, landmines, forced migration, human rights violations, widespread health and food insecurity, and other threats. The strength of this commitment derives from both our common humanity and our responsibility as a global leader. When responding to natural and human-made disasters, the U.S. complements efforts to promote democracy and human rights. In addition to saving lives and alleviating human suffering, humanitarian programs support the objectives of the U.S. National Security Strategy by addressing crises with potential regional (or even global) implications, fostering peace and stability, and promoting sustainable development and infrastructure revitalization.

Through the Department and USAID, the U.S. is the leader in international efforts to prevent and respond to humanitarian crises. It provides substantial resources and guidance through international and nongovernmental organizations (NGOs) for worldwide humanitarian programs, with the objective of increasing access to protection, promoting burden-sharing, and coordinating funding and implementation strategies. The Department and USAID urge and participate in the multilateral response to humanitarian crises, and regularly monitor and evaluate humanitarian programs to ensure that the needs of refugees, Internally Displaced Persons (IDPs), and other conflict victims are met. Their financial support for demining activities makes areas safe for the return of refugees and IDPs. The Department's management and support of overseas refugee admissions programs provide an important durable solution for refugees, and serve as a leading model for other resettlement countries. USAID's leadership and humanitarian support to disasters and complex emergencies provides a positive standard for the donor community and hope for a better future for the people suffering as a result of natural or human-made disasters.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	547	543	543	0	0%
Funds [2]	$1,705,691	$1,597,726	$1,834,952	$237,226	14.8%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Humanitarian Response" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)[1]	Partners[2]
Humanitarian Response	Assistance for Refugees, IDPs and Other Victims	Humanitarian Assistance	DA, ERMA, IDFA, MRA, TI, Title II	PRM, *DCHA*	UN agencies, HHS, other international and nongovernmental organizations
		Refugee Admissions to the United States	ERMA, MRA	PRM	DHS, HHS, UNHCR, IOM, NGOs
		Humanitarian Mine Action	NADR	PM, *DCHA*	DoD, NGOs, the UN and other international organizations and donor states
		World Food Program Donor Base	DA, D&CP, ERMA, IO&P, MRA, Title II	IO, PRM, *DCHA/FFP*	WFP, other WFP donors
		Partner Accountability	ERMA, MRA	PRM	UNHCR, UNRWA, ICRC, IOM, other international and nongovernmental organizations
	Disaster Prevention and Response	Capacity Building	DA, IDFA, Title II	*DCHA/OFDA*	Famine Early Warning System, NOAA, USFS, USGS, Fairfax County Fire & Rescue Department, international and nongovernmental organizations

[1] USAID components are shown in blue italicized fonts.
[2] Selected acronyms are defined as follows: UNRWA: United Nations Relief and Works Agency for Palestine Refugees in the Near East; UNHCR: United Nations High Commissioner for Refugees; ICRC: International Committee of the Red Cross; IOM: International Organization for Migration; WFP: World Food Program; NADR: Nonproliferation, Anti-Terrorism, Demining, and Related Programs.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
EFFECTIVE PROTECTION, ASSISTANCE, AND DURABLE SOLUTIONS FOR REFUGEES, INTERNALLY DISPLACED PERSONS, CONFLICT VICTIMS, AND VICTIMS OF NATURAL DISASTERS

I/P #1: Humanitarian Assistance		
Address the humanitarian needs of refugees, victims of conflict and natural disasters, and Internally Displaced Persons.		
Outcome Indicator		
Indicator #1: Crude Mortality Rates (CMR) – Threshold		
TARGETS	FY 2006	1. In complex humanitarian crises, CMR does not exceed regional emergency thresholds in 95% of targeted sites. 2. Support efforts to improve data collection, e.g., expand pilot data collection effort to other countries and partner organizations, and to take other measures to address any problems of excess mortality.
	FY 2005	1. Complex humanitarian emergencies do not exceed a CMR of 1/10,000 people/day. 2. Support efforts to improve data collection, e.g., expand pilot data collection effort to other countries and partner organizations, and to take other measures to address any problems of excess mortality.
RESULTS	2004	1. In June 2004, CMR exceeded 2/10,000 people per day among Sudanese refugees in Chad. 2. With the Department's support, the Centre for Research on the Epidemiology of Disasters has created an online Complex Emergencies Database (CE-DAT) to track data on CMR and nutritional status.
	2003	1. Where data was available, crude mortality rates did not exceed 1/10,000 people per day in refugee crises. 2. Efforts to expand pilot data collection were delayed; the Department's implementing partner was behind schedule and did not reach the pilot stage of the project, but finalized guidelines and methodology for CMR surveys.
	2002	Where data was available, crude mortality rates did not exceed 1/10,000 people per day in refugee crises. Efforts to expand pilot data collection were delayed; the Department's implementing partner was behind schedule and did not reach the pilot stage of the project, but finalized guidelines and methodology for CMR surveys.
	2001	Refugee crises did not exceed a CMR of 1/10,000 people per day. Links established between the Bureau of Population, Refugees and Migration (PRM) and USAID to strengthen data collection.
DATA QUALITY	Indicator Validation	The crude mortality rate is the mortality rate from all causes of death for a population. It is an accepted indicator of the extent to which the international community is meeting minimum standards of care (see www.sphereproject.org) and thus the overall impact and performance of the international relief system (www.smartindicators.org). Criteria developed by UNHCR and SPHERE establish regional CMR thresholds for emergency response based on long-term CMR data in these areas.
	Data Source	Centre for Research on the Epidemiology of Disasters (CRED); UN Nutrition Information in Crisis Situations (NICS); Centers for Disease Control and Prevention (CDC); reports from international and nongovernmental organizations. The global number of emergencies (for determining the denominator of target #2) will be established and regularly updated by triangulating information from various sources, including WHO/SCN, UNHCR, OCHA, ECHO, USAID/OFDA (declared disaster list).

Outcome Indicator

Indicator #2: Crude Mortality Rate (CMR) - Trend

TARGETS	FY 2006	In complex humanitarian crises, USAID will ensure (1) 65% of sites are monitored, and (2) the CMR declines or remains stable in two-thirds (2/3) of the monitored sites, for all of its funded projects.
	FY 2005	In complex humanitarian crises, USAID will ensure (1) 50% of sites are monitored, and (2) the CMR declines or remains stable in two-thirds (2/3) of the monitored sites, for all of its funded projects.
RESULTS	2004	N/A
	2003-2001	N/A
DATA QUALITY	Indicator Validation	The Crude Mortality Rate (CMR)* is the most vital, public health indicator of the severity of a humanitarian crisis. It is an accepted indicator of the extent to which the international community is meeting minimum standards of care (see www.sphereproject.org) and thus the overall impact and performance of the collective international relief system (www.smartindicators.org). *The terminology Crude Mortality Rate (CMR) is similar to the term Crude Death Rate (CDR). The draft SMART Protocol proposes to revert to the terminology Crude Death Rate (CDR) to maintain consistency with the expression of Age Specific Death, where there has been considerable confusion.
	Data Source	Complex Emergencies Database (CE-DAT) established by the Centre for Research on the Epidemiology of Disasters (CRED), reports from international and nongovernmental humanitarian organizations. The global number of emergencies (for determining the denominator) will be established and regularly updated by triangulating information from various sources, including WHO/SCN, UNHCR, OCHA, ECHO, USAID/OFDA (declared disaster list).

Outcome Indicator

Indicator #3: Nutritional Status of Children Under 5 Years of Age – Threshold

TARGETS	FY 2006	Nutritional status of children under five: In targeted sites, less than 10% of children under five suffer from global acute malnutrition.
	FY 2005	In complex humanitarian emergencies, less than 10% of children under five suffer from global acute malnutrition.
RESULTS	2004	1. In June 2004, 36-39% of children under age five suffered from global acute malnutrition among Sudanese refugees in Chad. 2. The Department and USAID continued supporting new tools/measures to improve data collection and reporting on nutritional status.
	2003	Baseline: In humanitarian crises where Department funds were provided, at least 90% of children under five had weight-for-height ratios that were greater than or equal to two standard deviations below the mean, or greater than 80% median weight-for-height, and an absence of nutritional edema.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	If nutritional status is improving, this is a good indicator that humanitarian assistance programs are working (assuming other variables are constant).
	Data Source	Complex Emergencies Database (CE-DAT) established by the Centre for Research on the Epidemiology of Disasters (CRED); UN Standing Committee on Nutrition/ Nutrition Information in Crisis Situations (NICS); Centers for Disease Control and Prevention (CDC); reports from international and nongovernmental organizations. The global number of emergencies (for determining the denominator) will be established and regularly updated by triangulating information from various sources, including WHO/SCN, UNHCR, OCHA, ECHO, USAID/OFDA (declared disaster list).

Output Indicator		
Indicator #4: Nutritional Status of Children Under 5 Years of Age - Trend		
TARGETS	FY 2006	In complex humanitarian crises, USAID will ensure (1) 65% of sites are monitored, and (2) nutritional status improves or remains stable in two-thirds (2/3) of the monitored sites, for all of its funded projects.
	FY 2005	In complex humanitarian emergencies, USAID will ensure (1) 50 % of sites are monitored, and (2) nutritional status improves or remains stable in two-thirds (2/3) of the monitored sites, for all of its funded projects.
RESULTS	2004	N/A
	2003	N/A
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Nutritional status is a basic indicator for assessing the severity of crisis, together with Crude Mortality Rate. In emergencies, weight loss among children 6-59 months is used as a proxy indicator for the general health and well being of the entire community. Global acute malnutrition (GAM) is the term used to include all malnourished children whether they have moderate wasting, severe wasting or edema, or some combination of these conditions. It is defined as weight-for-height ratios that are less than or equal to two standard deviations below the mean (Z score of less than -2), or less than eighty percent median weight-for-height, and the presence of nutritional edema.
	Data Source	Complex Emergencies Database (CE-DAT) established by the Centre for Research on the Epidemiology of Disasters (CRED); UN Standing Committee on Nutrition/ Nutrition Information in Crisis Situations (NICS); Centers for Disease Control and Prevention (CDC); reports from international and nongovernmental organizations. The global number of emergencies (for determining the denominator) will be established and regularly updated by triangulating information from various sources, including WHO/SCN, UNHCR, OCHA, ECHO, USAID/OFDA (declared disaster list).

Output Indicator		
Indicator #5: Number of Beneficiaries Assisted by USAID		
TARGETS	FY 2006	1. 78,500,000 beneficiaries. 2. 14,711 beneficiaries who were torture survivors. 3. Number of prosthetic devices distributed: 856
	FY 2005	1. 90,000,000 beneficiaries. 2. 17,861 beneficiaries who were torture survivors. 3. Number of prosthetic devices distributed: 988
RESULTS	2004	1. 64,083,897 beneficiaries. 2. 14,881 beneficiaries who were torture survivors. 3. Number of prosthetic devices distributed (baseline year): 707
	2003	Baselines: 1. 73,010,637 beneficiaries. 2. 16,530 beneficiaries who were torture survivors.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	USAID provides assistance to millions of beneficiaries each year. This indicator will help capture total level of beneficiaries assisted by USAID.
	Data Source	USAID Annual Reports from Operating Units, and Implementing Partner reports.

Efficiency Indicator

Indicator #6: UNHCR Inventory Control: Value of Non-Expendable Items Procured/ Total Value of Recorded Non-Expendable Property Procured (PART Program: United Nations High Commissioner for Refugees)

TARGETS	FY 2006	Tracking items procured worldwide (at headquarters and in the field), the ratio is 1.5:1
	FY 2005	Tracking items procured at headquarters, the ratio is 1.5:1
RESULTS	2004	Target: 2:1
	2003	Actual: 1.8:1 (Ratio A:B, where A= $38.7m and B= $21.8m)
	2002	Actual: 2.4:1 (Ratio A:B, where A= $36.2m and B= $14.8m)
	2001	Baseline: 2.1:1 (Ratio A:B, where A= $24.9m and B= $11.9m)
DATA QUALITY	Indicator Validation	This indicator measures the efficiency of tracking the UN Human Rights Commission (UNHCR) procurements through implementation of its Management Systems Renewal Project (MSRP).
	Data Source	UNHCR calendar year financial statements.

Explanation: The amount of new procurements recorded should equal the amount procured in any year. The procurement database at Headquarters is not linked to the asset tracking databases in 130 field offices, so data has to be manually entered twice – once as procured at HQ and again in the field. It is a time-consuming process that, too often, is not carried out in the field. MSRP will connect those databases, decreasing the amount of data that the field office is required to enter, thereby encouraging better performance.

Headquarters procures about 25% of all non-expendable items for the agency, much of which is deployed directly to the field. This indicator will be applied to headquarters procurement only until the MSRP is deployed to the field, which should be completed by the end of 2005. At that time, the indicator will be expanded to include UNHCR field office procurement (25% of total), as well as procurement done for UNHCR by implementing partners (approximately 50% of total procurements at present).

The measure is calculated as follows: "A" = FY HQ Non-Expendable Procurements
"B" = FY HQ Non-Expendable Inventory

Efficiency Indicator

Indicator #7: Reduction in Time Migrants From the Former Soviet Union Stay at Absorption Centers, Thereby Reducing Cost (PART Program: Humanitarian Migrants to Israel)

TARGETS	FY 2006	2% reduction in average cost or $2,340
	FY 2005	2% reduction in average cost or $2,388
RESULTS	2004	2% reduction in average cost or $2,437.70
	2003	Baseline: Average stay is 183.3 days or $2,487.40
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Migrants' transition from absorption centers is an important step in achieving self-sufficiency and integration into Israeli society. Reduction in the amount of time spent in absorption centers represents efficiency in reaching this goal.
	Data Source	Twice-yearly reports from the United Israel Appeal, as well as reporting from the Department's staff monitoring visits.

I/P #2: Refugee Admissions to the U.S. (PART Program)

Resettled refugees are received and initially assisted in appropriate ways, so that they can begin the process of becoming self-sufficient, fully integrated members of U.S. society.

Output Indicator

Indicator #8: Refugees Resettled in the U.S., as a Percentage of the Ceiling

TARGETS	FY 2006	100%; Number to be set by the President in FY 2005.
	FY 2005	100%; Number to be set by the President in FY 2004.
RESULTS	2004	106%; 52,868 refugees were resettled in the U.S. of the allocated ceiling of 50,000 refugees.
	2003	Out of a ceiling of 70,000 refugees, 28,422 (or forty-one percent) were resettled.
	2002	Out of a ceiling of 70,000 refugees, 27,113 were resettled. This number was significantly affected by developments since the events of 9/11.
	2001	Baseline: As a percentage of the established ceiling, 87% of refugees were resettled.
DATA QUALITY	Indicator Validation	This indicator measures the effectiveness of the refugee admissions program overall. To the extent that Bureau of Population, Refugees and Migration (PRM) has control of the process, it also measures PRM's performance in managing the program.
	Data Source	PRM's Refugee Processing Center collects data on refugees admitted to the U.S.

Efficiency Indicator

Indicator #9: Total Average Cost per Refugee Arrival in the U.S.

TARGETS	FY 2006	$3,600
	FY 2005	$3,700
RESULTS	2004	$3,500
	2003	$4,428
	2002	Baseline: $4,445 per refugee arrival in the U.S.
	2001	N/A
DATA QUALITY	Indicator Validation	This indicator measures the efficiency of the U.S. Refugee Program overall. Declining per capita costs reflect the Department's efforts to manage the program effectively and in the interests of U.S. taxpayers.
	Data Source	The Department tracks program costs; the Department's Refugee Processing Center collects data on refugee arrivals in the U.S.

I/P #3: Humanitarian Mine Action
(PART Program)

Expand U.S. influence by demonstrating a strong commitment to humanitarian values, while taking practical steps to clear dangerous landmines and build strong public-private partnerships that serve to promote the USG's humanitarian efforts.

Output Indicator

Indicator #10: Percentage of Countries Meeting Targets for Square Meters of Land Cleared as Defined in Their Country Plans

TARGETS	FY 2006	85%
	FY 2005	85%
RESULTS	2004	85% -- on target
	2003	Revised indicator in FY 2004 - result for previous indicator was 103,319,920 m^2
	2002	82,500,000 m^2
	2001	211,000,000 m^2 /1.3 billion km^2
DATA QUALITY	Indicator Validation	Land returned to productive use measures the additional space that post-conflict societies can rebuild in safety. It is a primary indicator of success because it signifies progress toward the end goal of a country being mine-safe.
	Data Source	NGOs, host nations, and contractor partners provide data on land cleared.

Output Indicator

Indicator #11: Percentage of Countries Targeted for End State* in 2009 That Are Meeting All Capacity-Building Targets as Defined in Their Country Plans

TARGETS	FY 2006	85%
	FY 2005	80%
RESULTS	2004	Baseline: 75%
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Countries are able to manage their indigenous humanitarian mine action program as determined in their country plan.
	Data Source	Data will be collected from implementing partners and analyzed to determine if the country plans' targets for capacity building are being met.

* A cumulative indicator. End state refers to when a country has eliminated the most pressing humanitarian impacts and has the capacity to address those that remain with little or no external funding.

Outcome Indicator

Indicator #12: Number of U.S. Program Countries in Sustainment or End State*

TARGETS	FY 2006	17
	FY 2005	15 out of 33 program countries (33 is a target number for FY 2005)
RESULTS	2004	13 -- significantly below target
	2003	12 -– slightly below target
	2002	9
	2001	7
DATA QUALITY	Indicator Validation	The number of countries that are managing or have solved their landmine problem determines the overall success of the humanitarian demining program goal of reaching a mine-safe world.
	Data Source	Sustainment and end state status are determined by the Bureau of Political-Military Affairs/WRA in consultation with posts.

* A cumulative indicator. End state refers to when a country has eliminated the most pressing humanitarian impacts and has the capacity to address those that remain with little or no external funding.

Efficiency Indicator

Indicator #13: Countries Reaching Sustainment of End State/ Cumulative Budget Authority

TARGETS	FY 2006	1. 19 countries 2. $599 million 3. Measure: 3.2
	FY 2005	1. 18 countries 2. $519 million 3. Measure: 3.5
RESULTS	2004	1. 17 countries 2. $449 million 3. Measure: 3.8
	2003	1. 12 countries 2. $328 million 3. Measure: 3.7
	2002	1. 9 countries 2. $258 million 3. Measure: 3.4
	2001	Baselines: 1. 7 countries 2. $218 million 3. Measure: 3.2
DATA QUALITY	Indicator Validation	This ratio measures the efficiency of the Demining Sustainment program. The efficiency is captured as a result of more countries graduating compared to any funding increases, proportionately. The seemingly slow initial results exist partially because the larger, more mine-intensive countries were the ones that were selected to start the program. As the program progresses, smaller countries or those with smaller problems are incorporated, leading to more countries reaching sustainment level quickly. One cannot divide the budget by the number of countries reaching Sustainment and come up with a per country cost as that is not a meaningful measure.
	Data Source	Sustainment and end state status are determined by PM/WRA in consultation with posts. Funding levels provided are total used to date or projected for use in humanitarian mine action programs.

I/P #4: World Food Program Donor Base

Coordinate humanitarian assistance and head off actions contrary to U.S. foreign policy objectives.

Output Indicator

Indicator #14: Strength of the World Food Program (WFP) Donor Base

TARGETS	FY 2006	1. WFP has sufficient funds to carry out its work, with contributions from many donor countries and the private sector. 2. Number of donors to WFP increased by three. 3. Non-U.S. contributions increased to more than 50% of total.
	FY 2005	1. WFP should have sufficient funds to carry out its work, with contributions from many donor countries and the private sector. 2. Number of donors to WFP increased by three, and non-U.S. contributions increased to more than 50% of total.
RESULTS	2004	As of October 4, 2004, there were seven new donors to WFP—Madagascar, Guatemala, Ecuador, United Arab Emirates, Iran, Pakistan, and Zimbabwe. New donors were defined as those that did not contribute in 2002 or 2003. As of October 4, 2004, WFP had received $1.562 billion in contributions, of which $718 million were from the United States. Non-USG contributions were 54% of total contributions.
	2003	1. WFP had nine new donors. "New donors" are defined as those that did not contribute in either 2002 or 2001. They are: Cameroon, El Salvador, Greece, Kuwait, Malta, Marshall Islands, Qatar, Russia, and Vietnam. 2. Non-USG contributions to WFP totaled $877 million, compared to $871 million as of 12/31/2002. This was an increase of 0.7% (short of the 4% target).
	2002	Baseline: Of the $1.8 billion, U.S. contributions were 52% and non-U.S. contributions were 48%.
	2001	N/A
DATA QUALITY	Indicator Validation	WFP is a generally well-run organization, but its effectiveness can be compromised by over-reliance on U.S. contributions. More contributors and greater contributions from existing contributors are needed to keep WFP's crisis response capacity at its current level.
	Data Source	Documents prepared by WFP for the Executive Board's annual session in May 2004.

I/P #5: Partner Accountability

Develop more formalized agreements with our partners to ensure accountability and mutual progress toward achieving stated goals.

Output Indicator

Indicator #15: Percentage of International Organization and NGO Partners That Take Corrective Action Within One Year of Receiving Negative Findings in Financial Audits

TARGETS	FY 2006	96% of our partners have taken corrective action in response to any negative findings in financial audits conducted of their organizations.
	FY 2005	95% of our partners have taken corrective action in response to any negative findings in financial audits conducted of their organizations.
RESULTS	2004	95% of our partners have taken corrective action in response to any negative findings in financial audits conducted of their organizations.
	2003	95% of our partners have taken corrective action in response to any negative findings in financial audits conducted of their organizations.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Financial transparency is essential to ensuring responsible programming.
	Data Source	Financial audit reports of the Department's partner organizations.

Annual Performance Goal #2
IMPROVE DISASTER PREVENTION AND RESPONSE THROUGH CAPACITY BUILDING IN CRISIS-PRONE COUNTRIES.

I/P #6: Capacity Building

Ensure that partners have the appropriate training and support to build local capacity in disaster preparedness and mitigation.

Outcome Indicator

Indicator #1: Number of People and Number/Percent of Partner Institutions That Received Training and Technical Support

TARGETS	FY 2006	1. Number of People that received training & technical support: 385,200 2. Number of Partner Institutions that received training & technical support: 904 3. Average Percent of USAID Partner Institutions that received training & technical support: 40%
	FY 2005	1. Number of People that received training & technical support: 335,150 2. Number of Partner Institutions that received training & technical support: 897 3. Average Percent of USAID Partner Institutions that received training & technical support: 40%
RESULTS	2004	1. Number of People that received training & technical support: 294,041 2. Number of Partner Institutions that received training & technical support: 862 3. Average Percent of USAID Partner Institutions that received training & technical support: 33%
	2003	N/A
	2002-2001	N/A
DATA QUALITY	Indicator Validation	USAID undertakes training and technical support to local institutions to build capacity in disaster preparedness and mitigation. This will aggregate the total support provided by all operating units – DCHA and USAID Missions.
	Data Source	USAID Annual Reports from Operating Units.

Outcome Indicator

Indicator #2: Number/Percent of Crisis-Prone Countries That Have Systems to Warn about Shocks and Their Effects on Food Availability/Access by Vulnerable People

TARGETS	FY 2006	12 (60%) of USAID-assisted, crisis prone countries have systems to warn of shocks.
	FY 2005	11 (55%) of USAID-assisted, crisis prone countries have systems to warn of shocks.
RESULTS	2004	First year of data collection. Nine (45%) of USAID-assisted, crisis prone countries have systems to warn of shocks.
	2003	N/A
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This is an important first step and good indicator towards reducing vulnerabilities to disasters and building capacity to anticipate and respond appropriately.
	Data Source	FEWSNET monitoring reports.

Output Indicator		
Indicator #3: Number of Institutions Reconstructed and Rehabilitated (Homes, Water/Sanitation Facilities, Schools, Markets, etc.)		
TARGETS	FY 2006	28,525 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
	FY 2005	80,000 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
RESULTS	2004	First year of data collection. 41,577 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
	2003	N/A
	2002-2001	N/A
DATA QUALITY	Indicator Validation	USAID provides significant support to reconstruction and rehabilitation. This is a good objectively verifiable indicator of communities/societies being rebuilt after a crisis.
	Data Source	USAID Annual Reports from Operating Units; Implementing partner reports.

V. Illustrative Examples of FY 2004 Achievements

Humanitarian Response	
Humanitarian Demining	In FY 2004, approximately 24 mine-affected countries in the U.S. Humanitarian Demining Program benefited from the clearance of land and infrastructure, and in the process restored food production, livelihoods, key transportation corridors, and most importantly, a sense of public safety. These countries also witnessed the safe return of tens of thousands of refugees and internally displaced persons (IDPs). In many countries, mine action also served as a vital tool of engagement, supporting peace-building initiatives and demonstrating U.S. resolve to protect victims of conflict.
Refugee Admissions to the U.S.	In 2004, over 50,000 refugees arrived in the U.S for resettlement, exceeding the regionally allocated ceiling established by the President. This level of admissions represents an 86% increase over last year's admissions total. The United States admitted fewer than 30,000 refugees in 2002 and 2003 as a result of security concerns and program changes necessitated by the events of 9/11 as well as changes in the composition of the refugee population. This year's achievement reflects significant effort, resources and coordination among program partners – both inside and outside government. The Departments of State, Homeland Security, and Health and Human Services have worked closely to overcome obstacles in refugee admissions processing.
Response to Humanitarian Crisis in Chad and Darfur	The USG has led the international response to the humanitarian emergency resulting from the ongoing conflict in Darfur, Sudan. Working closely together, the Department and USAID have provided over $200 million in FY 2004 to meet the urgent humanitarian needs of 200,000 Sudanese refugees in Chad and 1.6 million internally displaced persons in Darfur. The Department and USAID are actively engaged with multilateral and non-governmental organizations to ensure strong management of assistance programs under challenging conditions. The USG is also a leading advocate for the protection of civilians affected by the conflict. To strengthen our response, the Department and USAID continue to deploy staff to the region – on diplomatic missions, extended monitoring missions, and a Disaster Assistance Response Team.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Western Hemisphere Affairs	$45,276	$46,520	$49,066
African Affairs	11,608	12,156	12,008
European and Eurasian Affairs	5,874	5,910	5,910
Political-Military Affairs	4,151	4,226	4,341
Other Bureaus	8,948	8,688	9,319
Total State Appropriations	**$75,857**	**$77,500**	**$80,644**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I - Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency	1,491	1,533	1,467
Title II - Bilateral Economic Assistance			
USAID	153,460	97,600	34,737
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	610,547	542,962	691,163
Independent Agencies	1,858	1,885	1,885
Department of State	851,878	848,825	1,000,770
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	349	320	190
Foreign Military Financing	1,032	5,800	0
Peacekeeping Operations	9,219	21,301	23,496
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs	0	0	600
Total Foreign Operations	**$1,629,834**	**$1,520,226**	**$1,754,308**

Grand Total	**$1,705,691**	**$1,597,726**	**$1,834,952**

Strategic Goal 11: Public Diplomacy and Public Affairs

Increase Understanding For American Values, Policies, and Initiatives to Create a Receptive International Environment

I. Public Benefit

The exchange of information, persons, and ideas is fundamental to the security of the United States. Public Diplomacy and Public Affairs functions are premised on the knowledge that public opinion affects official decision-making almost everywhere in the world today.

The Department's public diplomacy activities continue to promote better appreciation for the U.S. abroad and greater receptivity for U.S. policies among international audiences and expand the Department's reach to broader and younger audiences. The need for public understanding continues to be critically important, both domestically and internationally. Anti-American sentiment must be countered to win the war on terrorism, achieve greater international stability, and dispel worldwide uncertainty. Public diplomacy will remain a critical component in these efforts. It provides a rapid flexible capability for U.S. diplomacy directed at improving understanding of and support for U.S. policy, encouraging and empowering moderates, offering productive and attractive alternatives to those who preach violence, and discouraging indoctrination into extremism. Over the long term, public diplomacy programs build and maintain a foundation of positive public opinion that directly supports U.S. approaches to satisfying universal demands for human dignity; the rule of law; limits on the absolute power of the state; free speech; freedom of worship; equal justice; respect for women; religious and ethnic tolerance; and respect for private property.

Through public affairs programs, the Department also informs the American people of U.S. foreign policy and initiatives that have a direct impact on their lives and provides opportunities for them to participate in programs that build individual capacity and deeper resources for the nation. In our democratic society, it is imperative that the public understands the basis of Department policies carried out on their behalf. An area currently of the highest priority is our outreach to Arab and Muslim communities worldwide, especially to those younger audiences (under thirty-five years of age) who make up the majority of the population in many key countries. For the public benefit, the Department will continue to reach beyond its traditional audience to include more women, youth, the business sector, nongovernmental organizations, state and local government officials, and the Muslim and Arab community in the U.S.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	1,947	1,947	1,949	2	0.1%
Funds [2]	$539,746	$589,707	$663,248	$73,541	12.5%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Public Diplomacy and Public Affairs" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s) [1]	Partners
Public Diplomacy and Public Affairs	International Public Opinion	Muslim Outreach	D&CP, ESF, OES	IIP, Regional Bureaus	Broadcasting Board of Governors, Private Sector Interest Groups, NGOs, Think Tanks, and Polling Organizations
		Combat Terrorism and Foster Regional Stability	D&CP	IIP, Regional Bureaus	Broadcasting Board of Governors, Private Sector Interest Groups, NGOs, Think Tanks, and Polling Organizations
		The U.S. as Agent of Change for a More Hopeful Future	D&CP	IIP, Regional Bureaus	Broadcasting Board of Governors, Private Sector Interest Groups, NGOs, Think Tanks, and Polling Organizations
		Reaching Out to Allies and Regional Powers	D&CP	PA, Regional Bureaus	NED, Private Sector, NGOs, Think Tanks and Polling Organizations, Academia
	Mutual Understanding	Reaching Younger Audiences	ECE, ESF	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
		Global Educational and Cultural Exchanges	ECE	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
		Educational and Cultural Exchange Programs in SA and NEA	ECE, ESF, MEPI	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
		Engaging Audiences More Deeply	ECE, ESF	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
	American Values Respected Abroad	Promote Democratic Values and Behavior	D&CP, ESF, FSA, SEED	ECA, IIP, PA, Regional Bureaus	NED, Private Sector, NGOs, Think Tanks and Polling Organizations, Academia
		Engage Young People	D&CP, ECE	ECA, IIP, Regional Bureaus, *LPA*	Broadcasting Board of Governors, Private Sector Interest Groups (NGOs), Think Tanks and Polling Organizations, Academia
	Domestic Understanding of Foreign Policy	Outreach to Expanded U.S. Audience	D&CP	PA	Educational institutions, IG organizations, NGOs, and community groups

[1] USAID components are shown in blue italicized fonts.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
PUBLIC DIPLOMACY INFLUENCES GLOBAL PUBLIC OPINION AND DECISION-MAKING CONSISTENT WITH U.S. NATIONAL INTERESTS

I/P #1: Muslim Outreach

Muslim population better understands U.S. society and values.

Outcome Indicator

Indicator #1: Science and Technology Diplomacy with the Arab and Muslim World

TARGETS	FY 2006	1. The signing of new science and technology (S&T) agreements between the U.S. and Indonesia and the U.S. and Malaysia and other Muslim countries will be publicized in the local press. A cadre of scientist and engineers in Muslim countries has developed cooperative relationships with their U.S. counterparts. 2. The Department will organize a workshop in Tunisia on maritime science and cultural heritage in the Mediterranean. Participation of European as well as North African representatives is expected. Mystic Seaport, Woods Hole Oceanographic Institute, and other Maritime-related institutions will participate. Expected result will be establishment of a Maritime science dialogue between Maritime Museums throughout the Mediterranean region, with high press interest. 3. 5-10 separate efforts will be initiated to stimulate new partnerships, projects and workshops between U.S. scientists and engineers from government, academia and the private sector under existing and new S&T Agreements with Arab and Muslim countries. These events will be highlighted in the press and other media, describing the educational and economic benefit, as well as the transfer of core American values, including those central to the science communities (i.e., peer review, meritocracy, transparency and access to information).
	FY 2005	1. The Department organizing Web Cam between Tunisian "Science City" and similar U.S. institution for student discussion of science and its impact on society. 2. The signing of a new science and technology (S&T) agreements between the U.S. and Morocco and the U.S. and Algeria, and other Arab and Muslim countries, by the Under Secretary for Global Affairs will be publicized in the local press and other media. 3. The Department organizing workshop in Morocco on maritime science and cultural heritage as it relates to 18th century sailing technology of North Africa. Participation of Tunisian and Algerian representatives also expected. Mystic Seaport and Woods Hole Oceanographic Institute will participate. Expected result will be establishment of a Maritime Museum in each of the Maghreb countries, with high press interest and solid tourist potential. 4. Three additional efforts will be initiated to stimulate new partnerships, projects and workshops between U.S. scientists and engineers from government, academia and the private sector under existing and new S&T Agreements with Arab and Muslim countries. These events will be highlighted in the press and other media, describing the educational and economic benefit, as well as the transfer of core American values, including those central to the science communities (i.e., peer review, meritocracy, transparency and access to information).

RESULTS	2004	1. The signing of a new science and technology (S&T) agreement between the U.S. and Tunisia by the Under Secretary for Global Affairs was publicized in the local press. 2. The Department holds two press briefings and conducts public diplomacy events in Tunisia with young scientist club and the Tunisian Astronomy Society. Resulting press was highly favorable.
	2003	Baseline: The establishment of new science and technology (S&T) relationships between the U.S. and Pakistan and the U.S. and Bangladesh were publicized in the local press.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Public opinion polls, reaction of public to press and media events are key short-term indicators. Establishment of new relationships, new science-based industries, development of new products and services, and academic research programs in science will be important long-term indicators. Scientists and engineers are elites and influential within their societies. Evidence that U.S. engagement with this group on projects that produce results of tangible benefit to Arab and Muslim societies will be evident in the positive bilateral relationships.
	Data Source	Department of State and National Science Foundation, National Institute of Health, and National Academy of Science's records and assessments. Public opinion polls, such as Zogby.

I/P #2: Combat Terrorism and Foster Regional Stability

Promote regional stability by engaging and informing international publics, using IIP products and services to garner understanding and support for U.S. policies. Through an exchange of information and ideas, foster an international environment receptive to U.S. efforts to build coalitions for the continuing war on terrorism.

Outcome Indicator

Indicator #2: Level of International Public Understanding of U.S. Security Policies

TARGETS	FY 2006	1. Set target and level of increase relative to established FY 2004/5 baselines. 2. Expand measurement to additional countries. Extrapolate these findings for other countries in the same region.
	FY 2005	1. The Department will measure the impact of our security related information products on audiences. Set target and level of increase relative to established FY 2004 baseline. 2. Expand measurement to 10 countries, contingent upon additional funding.
RESULTS	2004	No data. Funding not available.
	2003	Baseline: Post reporting indicates that IIP's 846 speakers, 480 DVCs and 500,000 print publications reached their intended target audiences with information about U.S. government policies.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The Department will measure the impact of our security related information products on audiences, generally opinion leaders and influencers, such as media commentators, NGO leaders, editorial writers and educators. The Department can extrapolate that by influencing the opinions of the influencers, and determine whether or not such actions are affecting opinion in the wider society.
	Data Source	Pilot studies, contingent on funding.

I/P #3: The U.S. as Agent of Change for a More Hopeful Future

Underscore the U.S. role as agent for change for a more hopeful future for populations vulnerable to the appeal of demagoguery and thereby diminish conditions that permit terrorism to flourish.

Outcome Indicator

Indicator #3: Level of Foreign Target Audience Awareness of U.S. Policies and Actions on Issues of Global Concern

TARGETS	FY 2006	1. Set target and level of increase relative to established 2004/5 baselines. 2. Expand measurement to additional countries, contingent upon additional funding; extrapolate these findings for other countries in the same region.
	FY 2005	1. Set target and level of increase relative to established 2004 baseline. 2. Expand measurement to 10 countries, contingent upon additional funding.
RESULTS	2004	Baseline: No data. Funding not available.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	The Department will measure the impact of our global issues related information products on our foreign target audiences. Since our foreign target audiences are generally opinion leaders/influencers, such as media commentators, NGO leaders, editorial writers and educators, the Department can extrapolate that by influencing the opinions of the influencers, and determine whether or not such actions are affecting opinion in the wider society.
	Data Source	Pilot studies, contingent on funding.

I/P #4: Reaching Out to Allies and Regional Powers

Emphasize U.S. interests in global security by reaching out publicly to friends, allies, and regional powers.

Outcome Indicator

Indicator #4: The Level of Media Placement in Foreign Markets in Print and Broadcast

TARGETS	FY 2006	2% overall increase above FY 2005 target.
	FY 2005	3% percent increase above FY 2004 level baseline.
RESULTS	2004	1. Placement of Broadcast Media: 103 Stories made available to foreign Media (29 Official Speeches, 41 Iraqi Reconstruction Stories, 11 Afghanistan Reconstruction Stories, and 22 Terrorism Reports and others); State Department Video Clips uploaded (441 different foreign TV stations received 10,715 clips and 121 countries reached.) 2. Production of Broadcast Media: Produced 46 TV Co-ops; 67 Live/taped studio and location TV interviews with Department and other USG/NGO officials; 169 Events covered; 40 Original news productions; 6 Co-productions; and over 1300 hours of AETN transmissions. 3. Actual op-ed/byliner placement by region: Africa-242, East Asia/Pacific-231, Europe-277, Near East-174, South Asia-712, and Western Hemisphere-309.
	2003	Baseline: 1. Placement of Broadcast Media: Two short documentary films aired in 25 countries (Rebuilding Afghanistan and Afghan Spring); 120 special TV productions; 75 Foreign Press Center Briefings; 31 TV co-ops with foreign broadcasters; 4 co-productions for Russian Public TV, Belarus TV, Georgian TV, and French African TV, 184 TV interviews; and 38 radio interviews. Print media: 22 Foreign Press Center briefings and 87 interviews. 2. Actual op-ed/by-liner placement, by region: Africa-53, East Asia/Pacific-60, Europe-434, Near East-43, South Asia-78, and Western Hemisphere-238.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The State Department uses The NewsMarket, a web-based 24/7 strategic broadcast relations platform, to make positive images about the United States and its policies and programs available to TV broadcasters globally. Our video is promoted to TV journalists and key markets and is available for preview and order on a 24/7 basis. Television remains the most powerful medium in terms of imparting news and information and in setting and changing perceptions. The power of editorial television in the Muslim world has been well demonstrated over the past few years by the growth and influence of new independent Arabic TV stations in the Middle East. Although the number of televisions in these markets is lower than in Western Europe or North America, the overall viewing population is estimated at over 300 million people.
	Data Source	NewsMarket, which is a global platform that allows journalists to view and request broadcast-standard video 24/7, around the world.

Outcome Indicator

Indicator #5: Number of Weekly Page Views to Department's International Website, Mission Websites and Listservs

TARGETS	FY 2006	1. 10% percent increase over FY 2005 in unique weekly users. 2. 10% percent increase in listserv subscribers over 2005.
	FY 2005	1. 10% percent increase over FY 2004 in unique weekly users. 2. 10% percent increase in listserv subscribers over 2004.
RESULTS	2004	1. 68,000 page views per day* Note that the above represents a new baseline due to a shift to an improved standard that provides more accurate data on actual usage by our targeted audience. 2. 10,284 listserv subscribers
	2003	1. 155,000 page views per day. The USINFO website was rated by users as "above average" in customer satisfaction, slightly higher than what users give commercial websites. 2. 10,153 subscribers to listservs targeting all of the geographic regions of the world in six languages.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Weekly website views are a valid measure indicating that users initiate action to obtain IIP and mission generated materials. The Department can assume that these self-selecting users at least read the materials provided, and in many instances, have made secondary use of the materials provided (desktop publishing, new web links developed, articles copied and e-mailed to other contacts, etc).
	Data Source	Webtrends will measure web usage.

*In 2004, IIP adopted a more refined measurement that counts actual visitors, while filtering out machine generated visits. Despite the discrepancy between the 2003 figure, compiled before the new measurement was implemented, and the 2004 figure, evidence points to continued gradual increase in usage. Because the Department cannot adjust the 2003 figure accurately, the 2004 figure should be considered the new baseline.

Annual Performance Goal #2
INTERNATIONAL EXCHANGES INCREASE MUTUAL UNDERSTANDING AND BUILD TRUST BETWEEN AMERICANS AND PEOPLE AND INSTITUTIONS AROUND THE WORLD

I/P #5: Reaching Younger Audiences

Increase cultural awareness and mutual understanding among successor generations.

Output Indicator

Indicator #1: Number of Foreign Youth Participants in Regions With Significant Muslim and Arab Populations Reached by The Youth Exchange Scholarship Program

TARGETS	FY 2006	1,000 – Regional breakdown to be determined in FY 2005.
	FY 2005	30% increase in new participants in youth exchange programs from FY 2004. NEA: 245 EAP: 150 SA: 130 AF: 50 EUR: 25 Total : 600
RESULTS	2004	300% increase in new participants in youth exchange programs from FY 2003. NEA: 231 EAP: 110 SA: 90 AF: 18 EUR: 21 Total: 470
	2003	Baseline: NEA: 54 EAP: 40 SA: 27 AF: 20 EUR: 19 Total: 160
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Quantitative measures based on increases in number of participants are reliable and give an accurate measure of potential increased impact of ECA activities.
	Data Source	Program data comes from program agencies that implement the specific exchange program as part of required grant reporting.

I/P #6: Global Educational and Cultural Exchanges
(PART Program)

Strengthen the international relations of the United States by increasing mutual understanding between the people of the United States and the people of other countries by means of educational and cultural exchange.

Efficiency Indicator

Indicator #2: Ratio of Administrative Costs to Program Costs in Grant Programs

TARGETS	FY 2006	37%
	FY 2005	38%
RESULTS	2004	37%
	2003	34%
	2002	Baseline: 35%
	2001	N/A
DATA QUALITY	Indicator Validation	For a grant-making organization, the ratio of administrative to program cost ensures that an appropriate level of funding is being used for direct program costs as well as adequately funding the implementation of programs.
	Data Source	The Department's grants database captures the level of program and administrative funds for each grant awarded by ECA. Data is entered by a grants officer. Analysis of data is conducted by the Evaluation and Performance Measurement Division.

Output Indicator		
Indicator #3: The Number of Foreign Exchange Participants by Region		
TARGETS	**FY 2006**	Increase the number of participants in the NEA and SA region programs by 35 percent over the 2003 baseline. NEA: 1,671 SA: 953 Reduce ERA to: ERA(NIS): 2,200 Maintain other regions at 2003 levels AF: 1,042 EAP: 2,240 EUR: 9,536 WHA: 1,788 TOTAL: 19,256
	FY 2005	Increase the number of participants in NEA and SA region programs by 30 percent over 2002 baseline. NEA: 1,609 SA: 918 Increase ERA to: ERA(NIS): 2,500 Maintain other regions at 2003 levels AF: 1,042 EAP: 2,240 EUR: 9,536 WHA: 1,788 TOTAL: 19,663
RESULTS	2004	Estimates: AF: 1,042 EAP: 2,240 EUR: 9,536 ERA (NIS): 2,200* NEA: 1,560 SA: 890 WHA: 1,788 TOTAL: 19,256
	2003	Baseline: AF: 1,042 EAP: 2,240 ERA (NIS): 6,583 EUR: 9,356 NEA: 1,626 SA: 732 WHA: 1,788 TOTAL: 23,367
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The measure is a critical indicator of the scope and reach of exchange programs. The Department tracks this information over time to assess trends and ensure proper audience targeting.
	Data Source	The Department verifies its output indicators through mandatory reporting by its non-profit partner organizations. In addition, the Department uses a comprehensive database and reporting system to verify the numbers.

* Drop in ERA reflects decrease of nearly 50 percent of Freedom Support Act Funds and lack of receiving current services.

I/P #7: Educational and Cultural Exchange Programs in SA and NEA (PART Program)

Increase mutual understanding between the people of the United States and the people of Near East and South Asia.

Outcome Indicator

Indicator #4: The Percentage of NEA and SA Participants Who Increase or Change Their Understanding of the Host Country Immediately Following Their Program Experience

TARGETS	FY 2006	93%
	FY 2005	92%
RESULTS	2004	94%
	2003	91%
	2002	Baseline: 92%
	2001	N/A
DATA QUALITY	Indicator Validation	This indicator was chosen because it reflects the fundamental goal of ECA to promote mutual understanding. The percent of participants who increase their understanding demonstrates the effectiveness of ECA programs.
	Data Source	Data gathered in statistically valid surveys/polling conducted by independent, external evaluators.

Outcome Indicator

Indicator #5: The Percentage of Near Eastern and South Asian Participants Who Initiate or Implement Positive Change* in Their Organization or Community Within Five Years of Their Experience Based on Knowledge Gained From Their Exchange Program

TARGETS	FY 2006	78%
	FY 2005	78%
RESULTS	2004	84%
	2003	80% (Global)
	2002	Baseline: 88% (Global)
	2001	N/A
DATA QUALITY	Indicator Validation	The indicator reflects a fundamental outcome of exchange programs, as well as an intermediary outcome from the Kirkpatrick learning and Phillips Return on Investment methods for assessing results – application of knowledge gained or from changed perception/attitude.
	Data Source	Data is gathered in statistically valid surveys and polling conducted by independent, external evaluators.

* Change is defined as the introduction of new or different methodologies, policies, curriculum, training, organizational structure, etc. into the participant's immediate work area or organization that affects multiple individuals.

I/P #8: Engaging Audiences More Deeply

Further improve the exchange of U.S. objectives and ideals by involving program participants at a more profound level.

Outcome Indicator

Indicator #6: Percentage of Participants Who Remain in Contact with Host Country Nationals One Year or Longer After Program Termination

TARGETS	FY 2006	83%
	FY 2005	77%
RESULTS	2004	83.6%
	2003	81%
	2002	81%
	2001	Baseline: 76%
DATA QUALITY	Indicator Validation	The indicator reflects the primary goal of these programs, which demonstrate an outcome of mutual understanding, continued dialog. The percent of participants who remain in contact demonstrates that ECA programs foster personal and professional linkages that form a foundation of trust to engage other countries on short-term issues as well as establishing long-term partnerships, thereby producing stronger international relations for the U.S.
	Data Source	Data is gathered in statistically valid surveys and polling conducted by independent, external evaluators.

Outcome Indicator		
Indicator #7: Percentage of Exchange Participants Who Report a More Favorable View of the People of the United States Within One Year After Their Exchange Experience		
TARGETS	FY 2006	93%
	FY 2005	93%
RESULTS	2004	91%
	2003	Baseline: 91%
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator represents a fundamental outcome of exchange programs, increasing the positive view of the U.S.
	Data Source	Data is gathered in statistically valid surveys and polling conducted by independent, external evaluators.

Outcome Indicator		
Indicator #8: Percentage of Participants Who Continue Professional Collaborations* More Than Five Years After Their Exchange Experience		
TARGETS	FY 2006	81%
	FY 2005	80%
RESULTS	2004	93%%
	2003	Baseline: 81%
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The indicator represents a fundamental outcome of mutual understanding—sustainable partnerships.
	Data Source	Data is gathered in statistically valid surveys and polling conducted by independent, external evaluators.

* Professional collaboration refers to building coalitions, formal networks, federations, exchanges, and joint ventures.

Annual Performance Goal #3
BASIC HUMAN VALUES EMBRACED BY AMERICANS ARE RESPECTED AND UNDERSTOOD BY GLOBAL PUBLICS AND INSTITUTIONS

I/P #9: Promote Democratic Values and Behavior

Foster the development of democratic institutions, including a vibrant civil society.

Outcome Indicator

Indicator #1: Percentage of Program Participants Who Espouse Democratic Principles at Least One Year After Their Program

TARGETS	FY 2006	70%
	FY 2005	65%
RESULTS	2004	80%
	2003	Baseline: 68%
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Indicator represents national interest in promoting freedom and democracy.
	Data Source	Data is gathered in statistically valid surveys and polling conducted by independent, external evaluators. In selected cases an attempt is made to use comparison groups to assess the true impact. With additional funding, pre and post program experience surveys are also used to assess the change.

I/P #10: Engage Young People

Reach out to international youth to promote international public understanding of U.S. society and values.

Output Indicator

Indicator #2: Number of On-line and Hard Copy Readers of "hi" Magazine

TARGETS	FY 2006	"hi" magazine: 800,000 on-line and hard copy readers throughout the Arabic speaking world.
	FY 2005	"hi" magazine: 500,000 on-line and hard copy readers throughout the Arabic-speaking world.
RESULTS	2004	1. 45,000 copies sold on the newsstands or distributed free to Arab youth by American embassies; studies indicate that secondary readership in the Arab world is at least six people for every hard copy of a monthly magazine, meaning that these 45,000 copies are reaching over 250,000 people every month. 2. "hi" website recorded roughly 400,000 visitors on an annual basis who opened or downloaded 10,000,000 page views of the magazine.
	2003	1. Produce Arabic language periodical for the under-30 successor generation in the Arab world. 2. Baseline: Sales of about 3,000 copies per issue with three issues produced in FY 2003. The online version of "hi" was read by approximately 80,000 people during the last quarter of FY 2003.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Readership is a valid indication that USG information is reaching its intended target audience and that the readers are at least interested in the U.S. perspective on various issues.
	Data Source	Levent Group, regional distributors.

Output Indicator

Indicator #3: Extent to Which Newly Developed Youth Programs/Products Reach Young People in Other Countries with Information About the U.S.

TARGETS	FY 2006	1. Estimated targeted baseline for Youth Interactive Exhibit: Exhibit content updated and new exhibit sets delivered and shown in eight additional Middle Eastern and other target countries to a youth audience of 75,000. 2. Estimated targeted baseline for Youth Book Program: 500 sets of books in five target languages delivered to students at educational institutions. 3. Estimated targeted baseline for Youth Speaker Program: 100 youth speaker programs developed and implemented to reach 30,000 youth. 4. Estimated targeted baseline for Youth Website put up in English and five target languages with a weekly web viewing of 150,000.
	FY 2005	1. Estimated targeted baseline for Youth Interactive Exhibit: Exhibit delivered and shown in eight Middle Eastern countries to a youth audience of 50,000. 2. Estimated targeted baseline for Youth Book Program: 500 sets of books in English and Spanish delivered to students at educational institutions.
RESULTS	2004	N/A
	2003-2001	N/A
DATA QUALITY	Indicator Validation	The number of institutions reached and web usage counts provide the best current data available to demonstrate that the Department has engaged young audiences abroad.
	Data Source	U.S. post reporting and Webtrends reporting software.

Annual Performance Goal #4
AMERICAN UNDERSTANDING AND SUPPORT FOR U.S. FOREIGN POLICY, DEVELOPMENT PROGRAMS, THE DEPARTMENT OF STATE, AND THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

I/P #11: Outreach to Expanded U.S. Audience

Reach beyond traditional audiences to a younger, broader, and deeper audience.

Output Indicator

Indicator #1: Number of Interviews and Contacts With U.S. Media

TARGETS	FY 2006	2% overall increase above FY 2005 target.
	FY 2005	1. 3% increase above FY 2003 level baseline. 2. Hard counts reported and recorded monthly in a "Numbers Grid" report document the Bureaus media outreach efforts.
RESULTS	2004	1. Press Briefings: - 227 Daily and Special Press Briefings - 70 Foreign Press Briefing 2. Media Contacts: - 16,000 inquiries from the Press, to include calls fielded by press officers, reporter drop-ins, press policy queries, press non-policy queries. 3. Print, Radio and TV Interviews: - 1,200 print, radio, and TV interviews, Opinion Editorials - 58 Secretary Walkouts & Stakeouts - 7 Secretary press conferences - 63 Secretary Speeches/Remarks - 9 Secretary Congressional Testimonies
	2003	Baseline: - 120 daily press briefings - 15,000 inquiries from the press - 1,000 print, radio, and TV interviews, Opinion Editorials (OP Eds). - Educational video on terrorism to 14,000 U.S. educators
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator demonstrates the Bureau of Public Affair's efforts to strategically facilitate and disseminate the information flow by making the Department principals accessible to the media to explain thoroughly U.S. policies and initiatives.
	Data Source	Bureau of Public Affairs

Output Indicator

Indicator #2: Increase in the Number of Outreach Activities to Targeted U.S. Audiences

TARGETS	FY 2006	Sustain FY 2005 levels in the following areas: 1. Number of grassroots activities: 2. Number of students reached in outreach to colleges/universities: 3. Number of weekly radio programs: 4. Document (Demographics, Average Ratings of shows, Radio Stations) 5. Number of educational publications: 6. Number of state and local government activities/events:
	FY 2005	1. Sustain baseline to include student events, town meetings, and intergovernmental Conference participation. 2. After action reports, correspondence from sponsoring organizations and individual attendees, the number of hometown diplomat citations, and hard counts of visitors and other delegations to the Department provides evidence that information has reached its intended audience.
RESULTS	2004	1. Grass root activities: - Reached 45,000 state and local government officials through presentations at conferences, courtesy meetings, push e-mails and distribution of Department publications. - Conducted over 1,600 outreach activities including the Secretary's Hometown Diplomat Program, monthly NGO briefings, educational digital-video conferences, and public speaking engagements. - Conducted over 800 Washington and regional events for Department's speakers program. - Conducted 20 town meetings across the U.S. 2. Outreach to colleges/universities: - Reached over 17,000 students through in-house briefings and programs. 3. Educational Curriculum Materials: - Published supplement to Weekly Reader Magazine to 1,375,000 students. - Initiated CD-ROM curriculum project to reach 20,000 American college/university libraries and community organizations. 4. State and local government activities/events: - Facilitated Embassy and Consulate assistance to overseas delegations for 140 state and local government officials. - Responded to 360 requests for information about U.S. foreign policy from governors, mayors, and other state and local officials.
	2003	1. Distributed 14,000 curriculum video packages to U.S. educators 2. Conducted over 1,500 outreach activities. 3. Reached over 12,000 students through in-house briefings and other programs. 4. Conducted 23 student town meetings at high schools and colleges 5. Conducted over 600 Washington and Regional Events for the Department's Speakers Program.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Public outreach programs provide state and local government officials, and the American public opportunities to exchange views with Department of State officials who formulate and implement policy. Conducted throughout the U.S., these programs encourage interest and involvement in foreign affairs and economic development opportunities among a broad cross-section of American society.
	Data Source	Bureau of Public Affairs

Output Indicator		
Indicator #3: Number of "hits" on the Department's Domestic Website		
TARGETS	**FY 2006**	6 million hits per month.
	FY 2005	6.5 million hits per month.
RESULTS	2004	5.9 million hits per month.
	2003	5 million hits per month.
	2002	4 million hits per month.
	2001	4.8 million hits per month.
DATA QUALITY	Indicator Validation	Information dissemination by electronic means continues to be successful, evidenced by gradually increasing "hits" counts, as well as by an above average score in the American Customer Satisfaction Index for state.gov and the greatest improvement in such scores for the student site, www.future.state.gov. While the primary audience for the www.state.gov site is the American public, we are adding information on the U.S. to broaden our audience for www.future.state.gov to students around the world. Thirty percent of the hits are international, suggesting that we are making inroads with foreign audiences as well. Average hits per month were almost 6 million, which achieved the target level for FY 2004.
	Data Source	Web Trends

V. Illustrative Examples of FY 2004 Achievements

Public Diplomacy and Public Affairs	
CultureConnect Ambassadors Reach Young People	CultureConnect Ambassador Mary Wilson made two trips that capture the spirit of this innovative program. Her March trip to Oman, Pakistan, and Bangladesh engaged young people from college age to primary school age, focusing especially on those from disadvantaged communities. Wilson's June trip to Mozambique and Botswana reached out to young people as part of ECA's efforts to combat HIV/AIDS. She directly touched over 3,500 young people in a schedule that included visits to orphanages, high schools, and elementary schools. Her meetings included a 50-minute session with the President of Botswana, resulting in the President publicly stating he had gone for an HIV test—an unprecedented achievement. Mary Wilson's message to get tested, stay healthy, and avoid HIV/AIDS was given saturating media coverage, and was supported by a concert, to which those who could demonstrate having taken an HIV test were given free admission. To enhance the effectiveness of these interactions, ECA developed a dedicated website (http://cultureconnect.state.gov) that enables the Ambassadors to exchange email directly and securely to mentor young people that they meet on their trips.
Embassy Baghdad Website	The new Embassy Baghdad website, in English and Arabic, went live on June 28, 2004. The site provides audio/video streaming, texts, and links to other websites in English and Arabic; up-to-date consular information for both Iraqis and Americans; a section for Americans to register their presence in Iraq online; and information on the reestablished Fulbright program in Iraq. As of September 1, 2004, the website has registered almost 75,000 page views. Each visitor to the site views almost four pages. English: http://baghdad.usembassy.gov/ or http://iraq.usembassy.gov/ Arabic: http://baghdad.usembassy.gov/iraq/ar/ or http://iraq.usembassy.gov/iraq/ar/
Former Exchange Participants Lead "Revolution of Roses" in Georgia	Ten years of individual and institutional exchange programming in Georgia reached a critical mass as exchange alumni led the opposition in democratic ferment. The backbone of a new Georgian era is a network of participants in U.S. visits for students and young government officials, professionals, and experts in a variety of fields, who were introduced to U.S. counterparts in carefully designed programs on themes ranging from "Human Rights Protection" to "U.S. Democratic Principles." In the new Georgian government, exchange alumni include: The President (FSA Muskie 2-year graduate program, International Visitor), the Prime Minister (International Visitor), National Security Secretary (International Visitor), Minister of Foreign Affairs (Voluntary Visitor), State Minister for European Integration (Muskie Fellowship), Minister of Infrastructure and Development (Fulbright), and members of parliament and leaders of major political parties and voluntary associations.
Educating the Public About Terrorism	In an exciting new outreach initiative, the Bureau of Public Affairs produced a high-quality historical video and curriculum package on terrorism for use in high school classrooms around the country. "A War Without Borders" was designed to give students a brief overview of the history and impact of terrorism and help them understand its relationship to their own lives. Distributed to nearly 13,000 social studies teachers, "A War Without Borders" reached more American students than any other post-9/11 curriculum package, according to an independent university study. Feedback has been overwhelmingly positive, and many teachers have decided to re-use the package annually. The video is the first in a series created especially for students to help them understand both the complexities and opportunities of the world in the 21st century.

Public Diplomacy and Public Affairs (cont'd)	
Making Human Rights Reports More Widely Available	The Department has responded to a Congressional mandate to post on all embassy websites, in English and in the primary language of the host country, human rights reports including the Country Reports on Human Rights, the Trafficking in Persons Report, the International Religious Freedom Report, and the Supporting Human Rights and Democracy Report. DRL worked closely with IIP, Regional Bureaus, the Office of Language Services, and posts around the world to make the reports readily available during 2004. Over 90 percent of the world's people can now read these reports in their own languages. Pro-democracy activists have asked for these translations, and the Department is confident that this will encourage and promote human rights and democracy in countries around the globe. The cooperation achieved in this effort in 2004 is now also being built upon to increase the timeliness of the availability of the reports in 2005.
Presidential Op-Ed on Tsunami Relief	The Bureau of International Information Programs (IIP) packaged, translated, posted on our web sites and sent to U.S. Missions for placement an op-ed, released by the White House on Saturday, January 8, 2005. The op-ed, the first signed by President Bush intentionally for international audiences, elaborated on the breadth and scope of the U.S. response to the devastating Tsunami in the Indian Ocean. As of January 19, 2005, the Department estimates that this op-ed reached a potential audience of over 200 million people. At a time when international media are generally hostile to U.S. actions, the President's op-ed was placed in 62 countries, in all six regions, appearing in 84 newspapers, on 36 Internet sites and read on one television station. The op-ed received extensive play in critical countries, including the front page of Indonesia's Kompas newspaper (circ. 500,000), with a photo of President and Mrs. Bush, and former Presidents Bush and Clinton at the Indonesian Embassy in Washington. It also appeared on the web site of the People's Republic of China Ministry of Business and Industry.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Educational and Cultural Affairs	$244,799	$283,003	$324,747
European and Eurasian Affairs	70,632	73,615	77,565
East Asian and Pacific Affairs	53,012	54,048	55,962
African Affairs	33,082	33,034	45,994
Other Bureaus	118,653	125,795	133,394
Total State Appropriations	**$520,178**	**$569,495**	**$637,662**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I - Export and Investment Assistance			
Export-Import Bank			
Overseas Private Investment Corporation			
Trade and Development Agency	1,491	1,532	1,467
Title II - Bilateral Economic Assistance			
USAID	2,000	0	0
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	16,077	18,630	24,031
Independent Agencies			
Department of State Migration and Refugee Assistance			
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	0	50	88
Foreign Military Financing			
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs			
Total Foreign Operations	**$19,568**	**$20,212**	**$25,586**
Grand Total	**$539,746**	**$589,707**	**$663,248**

Strategic Goal 12: Management and Organizational Excellence

Ensure a High Quality Workforce Supported by Modern and Secure Infrastructure and Operational Capacities

I. Public Benefit

The Department and USAID strive to provide our employees with the facilities and support necessary to fulfill our mission to the American people.

Human Resources: The 50,000 Foreign Service, Civil Service, and Foreign Service National employees posted in over 260 locations throughout the world are our most significant resource. The Department and USAID must have sufficient resources to attract, train, promote, and retain the very best employees; they are vital to maintaining the United States' role as a world leader in the twenty-first century.

The Department and USAID continue to pursue human resource initiatives aimed at building, deploying, and sustaining a knowledgeable, diverse, and high-performing workforce. The goal is to have a workforce whose composition, size and skills can adapt quickly to changes in mission, technology, and worldwide requirements of the foreign affairs environment. In support of the larger goal to be better prepared to respond to crises and to deploy quickly to provide post-conflict response, we will ensure the needed people are available to support these efforts. The Department and USAID continue to develop robust training programs with emphasis on advanced language skills and leadership and management training initiatives. These training programs ensure that the competencies of the current and future generation of leaders of both organizations are commensurate with the requirements of their joint mission. USAID has launched the first year of the three year Development Readiness Initiative (DRI) to ensure that it has the capacity to respond rapidly to emerging priorities and new program requirements. The Agency launched an automated human resources (HR) tool to simplify and quicken USAID's job recruitment procedures and has streamlined the employee performance evaluation process that promises to boost employee morale and motivation.

Information Technology: To fulfill their joint mission effectively, the Department and USAID depend heavily on the collection, analysis, communication, and presentation of information in forms useful to their stakeholders - the public, businesses, other USG agencies, foreign governments, and their employees. In turn, these capabilities depend heavily on the presence of a secure, reliable and modern information technology infrastructure whose effectiveness is assured through a standard, repeatable and measurable risk management methodology. The risk methodology emphasizes business and cost impact that fully incorporates the tenets of confidentiality, integrity and availability so overseas Department and USAID officials may access the information needed to perform their mission functions.

The Department is making a concerted effort to use commercial best practices to deploy secure, modern office automation platforms, secure global networks (unclassified, classified and the Internet), a centrally managed IT infrastructure, a modern messaging/archiving/knowledge management system, streamlined administrative systems, and a customer-focused portal. The Department has completed the effort to identify its domestic critical infrastructure and continues to rectify the vulnerabilities found. The focus now expands to identifying, categorizing, and rectifying weaknesses in the Department's critical infrastructure in its overseas missions along with identifying any interagency interdependencies that may exist. Additionally, the Department continues to implement a comprehensive risk management program for IT systems. By using state-of-the-art tools, users can now securely and effectively access information and virtually collaborate in such areas as foreign policy initiatives, passport and visa services, crisis management, grants management, acquisition data and internal administrative functions.

USAID has laid the groundwork for an Agency-wide Enterprise Architecture (EA) (an information technology (IT) blueprint) and developed a new Capital Planning and Investment Control (CPIC) process that are helping USAID get the most value from its IT investments. USAID's CPIC process has been recognized as among the best in the federal government. USAID has established a Program Management Office (PMO) to apply best practices in IT project management and risk mitigation to its IT and e-Government initiatives, and to ensure new systems work and are delivered on time and within budget. The Agency has implemented knowledge management tools to bring development professionals together "virtually" to share experiences and best practices for improved program performance. As outlined in USAID's Information Security Program Plan (ISPP), the Agency will accumulate more data on network and application usage in its security correlation engine to better assess security risks to USAID's systems.

Diplomatic Security: Secure working and living environments are essential in ensuring that the Department can effectively implement its foreign policy goals. The Bureau of Diplomatic Security (DS) provides such environments through a broad scope of global responsibilities including the protection of the Secretary of State and other senior government officials, resident and visiting foreign dignitaries; foreign missions in the U.S.; American embassies/consulates overseas; and special events.

The Office of Foreign Missions prevents abuses of diplomatic privileges and immunities and improves conditions for U.S. personnel serving abroad. DS coordinates requests from U.S. law enforcement agencies for overseas investigations, including fugitive apprehensions, child abuse, counterfeit currency, and money laundering. Separate offices conduct investigations of passport and visa fraud. DS also serves as the operational manager for the USG Rewards for Justice Program for information that prevents or resolves terrorist acts. Through the Anti-Terrorism Assistance Program, DS builds the capacity of foreign governments to engage in the war on terrorism. Finally, the Department funds the Overseas Security Advisory Council (OSAC), a public-private sector partnership that fosters the exchange of ideas on global security.

Facilities: The worldwide network of Department and USAID facilities is a critical component of U.S. diplomatic and development readiness. The provision of secure, safe, and functional domestic and overseas facilities enables USG employees to pursue the vital interests of the American public more effectively. Overseas, the Bureau of Overseas Buildings Operations (OBO) had 22 capital projects and 21 major rehabilitation projects under construction at the end of FY 2004. Another 13 capital construction overseas projects were awarded toward the end of FY 2004, which will substantially advance long-range overseas buildings plan performance targets. Domestically, under Bureau of Administration direction, the consolidation and renovation of the Department's office space in Foggy Bottom will both serve the conduct of diplomacy in Washington and provide a more secure and efficient workspace. Likewise, the completion of a modern office building for the U.S. Mission to the United Nations (USUN) at 799 UN Plaza in New York will provide a safe, secure, and functional facility for our diplomatic mission to the United Nations.

Planning, Budgeting and Financial Management: Integrated budgeting, planning and performance measurement processes, together with effective financial management and demonstrated financial accountability, are enhancing the management and performance of the Department and USAID. These measures will ensure the resources entrusted to the Department and USAID are well managed and judiciously used. The American people will be able to see how well programs perform, and the costs they incur for that performance. This improved accountability for performance, together with unquestionable fiscal integrity, will deliver meaningful results to the American people.

The Department and USAID have created a Joint Strategic Plan, Joint Policy Council, and Joint Management Council to strengthen collaboration when and where it makes sense. Both organizations are working together to review their policies, programs, and administrative services and to continuously improve coordination, eliminate redundancies, and ensure intended results.

USAID has developed a strategic budgeting model to enable it to link performance and resource allocation more efficiently. USAID is additionally making good progress in modernizing its financial and procurement systems to enable greater speed, transparency, and accountability in its business transactions. Ongoing initiatives include continued overseas implementation of its new financial system, Phoenix, along with new procurement software that will integrate with State's financial platform. These systems will standardize and Web-enable the two entities' core business processes to reduce costs, make systems easier to use, and enhance their ability to respond to emerging program needs. USAID will also begin to implement reforms in accordance with its new overseas business model, and it will continue to expand and mainstream the highly successful Global Development Alliance into the Agency's day-to-day business activities.

Administrative and Information Services: The Department's Bureau of Administration provides support to diplomatic activities by ensuring timely delivery of products and services to U.S. embassies and consulates around the world. E-logistics processes enhance services by eliminating redundancies, increasing efficiencies, and providing secure real-time query tools. Electronic commerce offers American businesses expanded opportunities to compete for Department contracts. Performance-based contracting ensures more efficient and effective use of program dollars. The 85 percent reduction in the backlog of Freedom of Information Act (FOIA) requests achieved in FY 2004 will contribute significantly to the public's timely knowledge of foreign policy issues. A new information system being implemented by the Office of Allowances will provide overseas posts with a faster, more accurate and reliable system for submitting allowances data electronically.

II. Resource Summary ($ in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request	Change from FY 2005	
				Amount	%
Staff [1]	10,157	10,280	10,576	296	2.9%
Funds [2]	$5,068,515	$4,951,334	$5,291,842	$340,508	6.9%

[1] Department of State direct-funded positions.
[2] Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the "Management and Organizational Excellence" strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/Program	Major Resources	Lead Bureau(s)[1]	Partners
Management and Organizational Excellence	Human Resources and Training	Operational Readiness	D&CP	FSI, HR, S/CRS, *M/HR*	FCS, FAS, and other foreign affairs agencies
		Recruit and Hire Talented, Diverse Employees	D&CP	HR, *M/HR*	HBCU, HACU, OPM, Partnership for Public Service
		Career Development and Training	D&CP	FSI, HR, *M/HR*	FCS, FAS, and other foreign affairs agencies
		Locally Engaged Staff	D&CP	HR, *M/HR*	FCS, FAS
		Leverage Technology	D&CP	FSI, *PPC/SPP, M*	IRM, HR, FCS, FAS, and other foreign affairs agencies
		Americans Employed by UN System Organizations	D&CP	IO	International organizations, other USG agencies
		Overseas Schools	D&CP	A	USG agencies, international schools, diplomatic community, educational associations
	Information Technology	Secure Global Network and Infrastructure	CIF, D&CP, ICASS, and expedited passport fees	IRM, *PPC/SPP, M/ISSO*	Other USG Agencies at overseas posts
		Modern, Worldwide, Integrated Messaging	CIF, D&CP	IRM	USAID and other USG Agencies at overseas posts

[1] USAID components are shown in blue italicized fonts.

Strategic Goal	Performance Goal (Short Title)	Initiative/Program	Major Resources	Lead Bureau(s)[1]	Partners
Management and Organizational Excellence	Diplomatic Security	Diplomatic Security/ Worldwide Security Upgrades	D&CP	DS	N/A
	Overseas and Domestic Facilities	Capital Security Construction Program	ESC&M[2]	OBO	Other agencies
		Foggy Bottom Renovation/ Consolidation	ESC&M and Prior Year Unobligated Balances	A	GSA
		New Office Building for U.S. Mission to UN	D&CP	A	GSA, USUN, IO
		Compound Security Program	ESC&M	OBO	Various USG agencies
	Resource Management	Integrate Budget and Performance	D&CP	RM, *PPC/SPP, M*	OMB, Congressional committees & subcommittees, foreign affairs agencies, GAO
		Improved Financial Performance	D&CP	RM, *PPC/SPP, M*	OMB, GAO, Treasury
	Administrative Services	Worldwide Logistics	D&CP	A	Various USG agencies
		Percentage of Service Contract Dollars That Are Performance-Based	D&CP	A, *M*	GSA
		Competitive Sourcing	D&CP	A, *M*	OMB
		Allowances	D&CP	A	Various USG agencies
		Records and Publishing Services	D&CP	A	NARA[3], GAO, GPO, OMB, various foreign affairs agencies
		Customer-Orientated Management Services	D&CP	A, *PPC/SPP, M*	Various USG agencies

[1] USAID components are shown in blue italicized fonts.
[2] Embassy Construction and Maintenance
[3] National Archives and Records Administration.

IV. Performance Summary

For each Initiative/Program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

Annual Performance Goal #1
A HIGH PERFORMING, WELL-TRAINED, AND DIVERSE WORKFORCE ALIGNED WITH MISSION REQUIREMENTS

I/P #1: Operational Readiness		
Personnel and Training to Support Operational Readiness.		
Output Indicator **Indicator #1: Status of Operational Readiness - Development of Active & Reserve Response Corps**		
TARGETS	**FY 2006**	Improve upon baseline.
	FY 2005	Establish baseline and develop targets for process of identifying and training employees in active response corps; develop means for identification of skills for reserve response corps and targets thereof.
RESULTS	2004	Created a new way to identify CS and FS employees with appropriate skills through a database called Employee Profile Plus (EP+); taken steps to build the professional capacity and skills of FS employees through career development requirements and of CS employees through training and mentoring initiatives; S/CRS planning training and possible actions for readiness reserve corps.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	Development of the human element of this new program is crucial to its success. Active and Reserve Response Corps is critical to the improvement of operational readiness.
	Data Source	Department personnel records.

Output Indicator		
Indicator #2: Percentage of Agency-wide Recruitment Goals Met (PART Program: USAID Operating Expenses)		
TARGETS	**FY 2006**	95% of 210 positions
	FY 2005	95% of 210 positions
RESULTS	2004	98% of 221 positions
	2003	Baseline: 100% of 151 positions
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Success in recruitment is critical for USAID as a significant proportion of the workforce will be eligible for retirement over the next few years. This measure will show how successful USAID is in filling positions that have been vacated through attrition or created to meet staffing requirements.
	Data Source	USAID Office of Human Resources (M/HR)

Outcome Indicator		
Indicator #3: Average Number of Work Days Between Announcement Close and Offer (PART Program: USAID Operating Expenses)		
TARGETS	**FY 2006**	28
	FY 2005	32
RESULTS	2004	36
	2003	Baseline: 43
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator measures the time it takes to complete the key segment of the recruitment process. Since recruitment is critical for USAID, reducing the time it takes will improve overall staffing by reducing the duration of gaps created by attrition.
	Data Source	USAID Office of Human Resources.

I/P #2: Recruit and Hire Talented, Diverse Employees		
Maintain a talented and diverse workforce in the Department.		
Output Indicator		
Indicator #4: Diversity of New Hires in the Foreign Service and Civil Service		
TARGETS	FY 2006	Increase diversity of applicants and hires in the Foreign Service (FS); increase diversity of participants in student programs aimed at recruitment.
	FY 2005	Increase diversity of applicants and hires in the FS; increase diversity of participants in student programs aimed at recruitment.
RESULTS	2004	Increased diversity of FS applicants to the Foreign Service.
	2003	Increased diversity of FS applicants to the Foreign Service.
	2002	Increased diversity of FS applicants to the Foreign Service.
	2001	Increased diversity of FS applicants to the Foreign Service.
DATA QUALITY	Indicator Validation	Our goal is to hire, not just to recruit, diverse employees. An outcome measure based on the diversity of hiring is an important tool to measure the true outcome of various recruitment efforts.
	Data Source	This indicator is measured within the Bureau of Human Resources using various hiring and recruitment data.

I/P #3: Career Development and Training		
Prepare employees through career development and training.		
Input Indicator		
Indicator #5: Mandatory Leadership Training Participation		
TARGETS	FY 2006	Mandatory Leadership/Management training for 99% percent (6,900) of eligible target audience (7,000).
	FY 2005	Mandatory Leadership/Management training for 74% percent (5,175) of eligible target audience (7,000).
RESULTS	2004	64% of target audience has completed Mandatory Leadership/Management training, exceeding end-of-FY 49% target.
	2003	1. 36% of target audience completed Mandatory Leadership/ Management training, exceeding 25% target. 2. Senior Executive Training Seminar course initiated.
	2002	1. Mandatory Leadership/ Management requirements approved, target of 7,000 employees trained by end of CY 2006 set with training schedule to begin in FY 2003. 2. About 700 employees received mandatory Leadership/ Management training ahead of schedule.
	2001	Baseline: Mandatory Leadership/ Management courses did not exist.
DATA QUALITY	Indicator Validation	Course enrollments best validate the number of employees completing mandatory L/M training.
	Data Source	Student Training Management System (STMS).

Input Indicator

Indicator #6: Percentage of Employees Assigned to Language Designated Positions (LDPs) Who Meet the Requirement of the Position

TARGETS	FY 2006	TBD - FY 2006 targets will be determined when FY 2004 results are available at the end of second quarter FY 2005.
	FY 2005	Eighty percent or better.
RESULTS	2004	TBD – data will be available in second quarter FY 2005.
	2003	In CY 2003, 83 percent fully met and 12 percent partially met LDP requirement.
	2002	In CY 2002, 88 percent fully met LDP requirement.
	2001	Baseline: In CY 2001, 80 percent fully met and 13 percent partially met LDP requirement.
DATA QUALITY	Indicator Validation	As an indicator of how well the assignments process works to get the people with needed skills in place, this is a good indicator as it only measures filled positions (not vacancies). However, as the baseline of LDPs changes due to changed requirements and as increased availability of training (because of additional hiring) encourages more LDP designations, the percentage may not increase.
	Data Source	Foreign Service Assignments and Panel action data compiled by the Bureau of Human Resources/CDA.

Output Indicator

Indicator #7: Percent of Language Students Attaining Skill Objectives From Training

TARGETS	FY 2006	75% or better.
	FY 2005	75% or better.
RESULTS	2004	88%
	2003	78%
	2002	75%
	2001	Baseline: 74%
DATA QUALITY	Indicator Validation	The data is screened and provides the most accurate measure for tracking performance as it tracks time spent in language training and resulting end-of-training test results.
	Data Source	Student Training Management System

I/P #4: Locally Engaged Staff

Overseas employment: outreach and training.

Output Indicator

Indicator #8: Percent of Family Members Employed Overseas

TARGETS	FY 2006	39%
	FY 2005	36%
RESULTS	2004	33%
	2003	33%*
	2002	Baseline: 47%
	2001	N/A
DATA QUALITY	Indicator Validation	An annual increase in the percentage of family members employed overseas contributes to increased retention rates of the Foreign Service and Civil Service employees.
	Data Source	Post data provided via the Family Employment Report reporting tool.

* The increased level of hiring under the DRI has broadened the base number of family members, while reducing the number of positions available to family members due to direct hire placement. In addition, the high number of posts on evacuation status and the reduction in consular positions available to family members have had significant negative effects on this indicator.

I/P #5: Leverage Technology

Exploit technology-enabled distance learning to the maximum extent possible in order to make training more widely available and to enhance traditional classroom-based training.

Output Indicator

Indicator #9: Technology-Based Distance Learning (DL) Enrollments

TARGETS	FY 2006	3,200 DL course completions; 44,000 completions of online, annual Computer Security Awareness refresher training.
	FY 2005	3,000 DL course completions; 44,000 completions of online, annual Computer Security Awareness refresher training.
RESULTS	2004	3,935 successfully completed DL courses. In addition, 50,805 successfully completed on-line, annual Computer Security Awareness refresher training that was put online.
	2003	2,398 enrollments (State only); 2,410 successfully completed DL courses. Note: Starting in FY 2004, indicator will track course completions instead of enrollments.
	2002	1,697 DL enrollments.
	2001	1,810 DL enrollments.
DATA QUALITY	Indicator Validation	Completed DL training courses are the most objective data available for tracking progress towards attaining goal.
	Data Source	Student Training Management System.

I/P #6: Americans Employed by UN System Organizations

Increase the percentage of Americans working in UN System organizations, especially where they are currently not employed in equitable numbers.

Output Indicator

Indicator #10: Percentage of UN System Organizations' Workforce (Positions Subject to Geographical Distribution) Comprised Of American Citizens*

TARGETS	**FY 2006**	CY 2005 Target: 11.3%
	FY 2005	CY 2004 Target: 11.1%.
RESULTS	2004	CY 2003 Result: 11.5%.
	2003	CY 2002 Result: 11.6%.
	2002	CY 2001 Result: 11.8%.
	2001	CY 2000 Result: 12.0%.
DATA QUALITY	Indicator Validation	The annual targets and results identified above are averages among those international organizations where the U.S. is most inequitably employed or which attract a high level of interest. By tracking the averages over a number of years, the Department will know whether we are making progress in increasing the percentage of Americans working in UN System organizations, which is our goal.
	Data Source	Data is derived from annual Department requests to posts/missions to obtain information directly from individual international organizations for forwarding to the Department for analysis.

***** UN System organizations gather their information on a Calendar Year basis. Given the delay in gathering and reporting the data, each fiscal year's targets correspond to the previous calendar year. The annual targets listed herein are averages among those international organizations where the U.S. is most inequitably employed or which attract a high level of interest (i.e., for CY2000 – CY2005, the UN, ILO, ITU, ICAO, FAO, UNHCR, and WHO. IAEA for CY2003 through CY2005 only. UNESCO for CY2004 through CY2005 only).

I/P #7: Overseas Schools

Support posts abroad by ensuring to the fullest extent possible the availability of elementary and secondary educational opportunities to prepare USG dependents for reentry into the U.S. educational system.

Output Indicator

Indicator #11: Number of Advanced Placement Exams Taken by Students in Department-Assisted Schools

TARGETS	FY 2006	9,000 Advanced Placement exams taken by students in Department-assisted schools.
	FY 2005	8,600 Advanced Placement exams taken by students in Department-assisted schools.
RESULTS	2004	8,200 Advanced Placement exams taken by students in Department-assisted schools.
	2003	7,794 Advanced Placement exams taken by students in Department-assisted schools.
	2002	Baseline: 7,272 Advanced Placements taken by students in Department-assisted schools.
	2001	N/A
DATA QUALITY	Indicator Validation	Increased numbers of Advanced Placement exams provided in Department-assisted schools indicates success.
	Data Source	Office of Overseas Schools/ College Board (administers Advance Placement and SAT testing).

Annual Performance Goal #2
MODERNIZED, SECURE, AND HIGH QUALITY INFORMATION TECHNOLOGY MANAGEMENT AND INFRASTRUCTURE THAT MEET CRITICAL BUSINESS REQUIREMENTS

I/P #8: Secure Global Network and Infrastructure

Achieve the Department's IT goals by establishing a reliable and secure global telecommunications and processing infrastructure.

Outcome Indicator

Indicator #1: Progress of Global IT Modernization (GITM)

TARGETS	FY 2006	Continue with the aggressive four-year life-cycle modernization program for OpenNet Plus and ClassNet, centrally managed by the GITM Program Management Office.
	FY 2005	Continue aggressive life-cycle modernization program for OpenNetPlus and ClassNet, centrally managed by the GITM Program Management Office.
RESULTS	2004	Began aggressive consolidated life-cycle modernization program, centrally managed by the GITM Program Management Office, to refresh and maintain classified and unclassified computers.
	2003	1. OpenNetPlus project completed. 2. More than 43,000 users representing all of the Department's knowledge workers had desktop Internet access. Expanded CCP to all 224 eligible overseas posts. 3. Unclassified refresh continues. 4. No significant numbers of desktops were more than four years old.
	2002	1. OpenNetPlus pilot period completed; lessons learned documented. Substantial progress made on deployment to domestic and overseas posts. 2. CCP significantly increased for a surge in installations in 2002 and completion in 2003. CCP installed at 135 posts. 6% of overseas-classified desktop computers were slower than the 450MHz standard. 35% of unclassified desktop computers were over four years old.
	2001	1. OpenNetPlus (Internet) pilot completed. 2. CCP installed at seventy-four posts. Replacement of 1,875 desktops and 90 servers classified program for 2002 jump-started.
DATA QUALITY	Indicator Validation	The GITM PMO reports monthly to CIO and Under Secretary for Management on progress towards milestones and performance measures; project plan schedule developed and managed in Microsoft Project. The management controls currently in place for GITM consist of a work breakdown structure (WBS) that clearly defines roles, responsibilities, and requirements for the entire program.
	Data Source	1. CPIC – indicates cost, schedule and performance. 2. E-GOV Monthly Cost Workbook – indicates schedule and cost variance. 3. Monthly Priority Projects Briefing Book for U/S Management – indicates completed vs. planned GITM installations. 4. GITM Schedule – based on 4-year life cycle modernization requirement. 5. Weekly PMA Production Control Meetings –address GITM cost and schedule performance.

Outcome Indicator		
Indicator #2: Level of Global Network Availability		
TARGETS	FY 2006	Network availability to improve to 99.6 percent, and 40 additional VPNs at embassy tail circuits for a total of 300.
	FY 2005	1. Network availability to improve to 99.5 percent. 2. A cumulative total of 260 VPNs installed, thus providing 100% of posts with this capability.
RESULTS	2004	1. Network reliability exceeded 99 percent. 2. A cumulative total of 201 VPNs installed.
	2003	1. Network availability was 98 percent. 2. A cumulative total of 125 VPNs installed.
	2002	1. Network availability was 97 percent. 2. A cumulative total of fifty-four VPNs installed.
	2001	Baselines: 1. Network availability was 85 percent. 2. Twelve Virtual Private Networks (VPNs) installed
DATA QUALITY	Indicator Validation	Enterprise Network Management (ENM) uses Business Engine Software Corp's MPM to manage contract and project performance and generate comprehensive reports to senior management on status of VPN and network availability. The E-Government Program Board for IT Capital Planning also reviews ENM.
	Data Source	ENM computes reliability using its real-time, interactive Integrated Enterprise Management System (IEMS) on OpenNet and ClassNet. IEMS consists of industry standard network management tools that continually ping each bridgehead router in the Department's enterprise network to determine status and automatically compute network statistics such as global reliability.

Outcome Indicator

Indicator #3: Status of Implementation of Information Security Program With the Resources and in the Time Periods Required by the Federal Information Security Management Act (FISMA)

TARGETS	FY 2006	1. Institute a coordinated comprehensive cyber security program for the Department; optimize enterprise risk management practices. 2. CPIC – All investments will be required to demonstrate that lifecycle security requirements are being addressed in project planning and security costing and remediation of weaknesses prior to being considered for funding; alternatives analysis based on full requirements including security over the entire investment lifecycle; no operational investments score less than a "4" on security in the Exhibit 300; all new investments score "4" or better; complete integration of IT Application Baseline (ITAB), POA&Ms & IT investment portfolio. 3. Policy – Institutionalize and measure the effectiveness of the cyber security policy development process. 4. Training - Expand training opportunities and professionalizing of role-based training with respect to security-related education and certification of DOS employees. 5. Reporting – Deployment and usage of the Department's FISMA performance measures management tool. Implement cyber security dashboard with executive and IA professional views to track FISMA progress in realtime. 6. Systems Authorization - Refine system authorization process as a key component of integrating information security into the investment lifecycle. Ensure compliance with OMB criteria for documentation and testing of contingency plans. 7. CIP –Incorporate key security aspects of the DOS IT Critical Infrastructure Plan into the Cyber Security Program Management Plan.
	FY 2005	1. Establish requirements and performance measures for all cyber security program elements; formalize enterprise risk management practices. 2. CPIC – Provide strengthened Exhibit 300 guidance document; assist project managers to develop accurate security cost estimates; enforce requirement for annual information security self-assessments. 3. Policy - Develop and implement a process for clearing cyber security policy through the cyber security policy working group; development of a comprehensive tiered suite of cyber security policies based on a risk managed approached. 4. Training – Instituitionalize enterprise security training policies and practices; define target audiences; specify course content; define training refresh cycles; negotiate SLAs with DS and FSI; establish training statistics reporting methodology (for FISMA). 5. Reporting - Complete compliance with annual security self assessments across the enterprise; deploy automated tools to ensure accurate and speedy reporting; collect performance measures data for all domestic and overseas components; track remediation of all OIG, GAO, FFMIA, FMFIA, residual risk and self-assessment weaknesses via POA&Ms. 6. Systems authorization – Maintain authorization on operational systems and ensure authorization on emerging systems prior to placing into operation. Publish definition of authorization requirements for major and non-major IT systems; process for accurately estimating authorization costs in the out years. Ensure compliance with OMB criteria for documentation and testing of contingency plans. 7. Joint Security Segment Architecture development – Develop a State/USAID security architecture segment; bring security architecture and Cyber Security Program Management Plan (CSPMP) into alignment. 8. CIP – Refine IT CIP Plan; identify vulnerabilities in critical DOS systems.

RESULTS	2004	1. CPIC – Comprehensive guidance on addressing security in Exhibit 300 published; began requiring security self assessments for all investments as well as documentation of security costing. 2. Policy – Achieved collaboration between cyber security policy development stakeholder organizations to begin updating and streamlining the cyber security policy approval/publication process through the application of matrix management and balanced score card control techniques; developed the concept for cyber security policy portal pages, incorporating a policy development dashboard technique. This customer-centric application enhanced the coordination between those who develop and those who implement cyber security policy. 3. Training - Provided online general user awareness for approximately 50k OpenNet Plus users. 4. Reporting – Began deployment of SAFIRE FISMA reporting tool to overseas posts. 5. Systems Authorization – Met goal of fully authorizing 90% of operational information systems. 6. Joint Security Segment Architecture development – working groups began documenting "as-is" security architecture in both USAID and Department of State.
	2003	Reporting - Established Information Assurance Office as the official oversight office for security within the Department; received 100% bureau participation on gathering performance data.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This indicator measures the implementation of an information security program required by FISMA.
	Data Source	1. CPIC – number of systems scoring "4" on security in Exhibit 300. 2. Policy – Publication of enterprise DOS policies on cyber security policy waivers, exceptions and deviations from standards requests; Personal Digital Assistants (PDAs); Patch Management. 3. Training – number of employees trained in specific categories, e.g. users, ISSOs, SYSADMINs, etc. 4. Reporting – number of bureaus using automated FISMA reporting tool; number of bureaus, systems, programs performing security self-assessments and participating in POA&M process. 5. Systems Authorization percentage against total systems on C&A master inventory list. 6. CIP – Publication of DOS IT Critical Infrastructure Plan.

Outcome Indicator

Indicator #4: Percentage of IT Systems Certified & Accredited (PART Program: USAID Operating Expenses)

TARGETS	FY 2006	80%
	FY 2005	80%
RESULTS	2004	100%
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This indicator reflects the degree to which USAID systems meet generally accepted standards for security in support of our goal of keeping information safe from compromise.
	Data Source	USAID Information Systems Security Officer (ISSO)

Output Indicator		
Indicator #5: Number of Information Security Vulnerabilities Per Information Technology Hardware Item (PART Program: USAID Operating Expenses)		
TARGETS	**FY 2006**	.25
	FY 2005	.50
RESULTS	2004	.09
	2003-2001	N/A
DATA QUALITY	Indicator Validation	This measure indicates how well USAID information stored on and processed through its IT systems is protected. USAID's goal is to continually reduce vulnerabilities through FY 2009.
	Data Source	USAID Information Systems Security Officer (ISSO).

I/P #9: Modern, Worldwide, Integrated Messaging

Provide the Department with a simple, secure, and user-driven system to support the conduct of diplomacy through modern messaging, dynamic archiving, and information sharing.

Outcome Indicator

Indicator #6: Level of Access to International Affairs Information and IT Support for Public Diplomacy

TARGETS	FY 2006	Content Management System (CMS) will: Integrate print publication capability for 100% of CMS-hosted content; convert an additional 100 post sites ; maintain service levels for elimination of 99% of security threats; maintain 99% availability for all sites, maintain 2005 Quality of Service levels for all audiences; increase customer satisfaction index 1 to 2 points; continue to provide 100% of content available in XML format; continue to provide the CMS as a set of integrated packaged services; continue to develop and implement best practices for all CMS customers; continue to maximize productivity of CMS customers; reevaluate technology and architecture to take advantage of new advances.
	FY 2005	CMS will: syndicate content for an additional 8 channels in RSS; provide automatic content syndication capability for any CMS-hosted website; host 80 additional Embassy sites; maintain service levels for elimination of 99% of security threats; maintain 100% availability for all sites, maintain 2004 quality of service level for all audiences; increase productivity of website development and maintenance another 25%; provide an improved interface to create web content; make 100% of all information and content available in XML format; increase customer satisfaction index 1 to 2 points; integrate a public Diplomacy taxonomy into search capabilities.
RESULTS	2004	Established CMS as a comprehensive platform for posts to use to develop and host their websites; Included content management, hosting, search, security, monitoring, weblog reporting, graphics, branding, security, quality of service, technical support, training, and professional services in CMS package. Increased targets for post implementations 100% due to demand. Produced 100% of all WashingtonFile content in XML; 100% of system operational with over 100 websites. Implemented 45 additional posts. Implemented public affairs future.state.gov, and spanish.state.gov in CMS. Identified 100% of usinfo.state.gov and language sites. Converted 45 Embassy sites into CMS. Increased the on-line availability of all websites to 100%. Provided search capability for state.gov. Eliminated 99% of security and denial of service threats. Increased quality of service to foreign audiences by 800%. Increased responsiveness to foreign audiences through ability to create new information products in less than half the time of prior methods. Created and made available syndicated content in RSS format for 13 information channels to include usinfo.state.gov syndicated content on any websites.
	2003	CMS development completed, 95% of the publishing platform was operational. Products currently hosted include: usinfo.state.gov (20% implemented from within CMS), future.state.gov (100% implemented through CMS), usvisas.gov, globaltechcorps.org, and 76 post websites. 95% operational on CMS at 5 out of the 100 posts targeted for full CMS capability in FY 2005.
	2002	First phase of CMS implemented; over 70 writers/editors using content development and submission interface.
	2001	CMS is a web-based web and print publishing system that allows delivery of timely policy information and informational products to foreign citizens, opinion leaders and key foreign audiences at posts worldwide. CMS allows for creation and delivery of content in multiple languages and formats through an automated publishing process that has eliminated manual procedures that were formerly used. Pilot developed and implemented successfully.
DATA QUALITY	Indicator Validation	The CMS project is managed by experienced project managers using proven project management methodologies and tools as sanctioned by the Department of State. Requirements are mapped to clearly defined deliverables in a work breakdown structure, all of which include a measurable component. Project evaluation and reporting is done formally on a month-by-month basis in accordance with the Department's Capital Planning and Investment Control Process (CPIC) reporting to the office of the CIO and quarterly to OMB.
	Data Source	The CMS PMO reports monthly and quarterly progress on milestones and performance measures in accordance with the Department's Capital Planning and Investment Control (CPIC) process and OMB A-11 300 Process.

Output Indicator		
Indicator #7: Progress Toward the Elimination of the Current Cable System and Processes, and Completion of a SMART Pilot That Meets the Business Needs of Users		
TARGETS	**FY 2006**	1. Complete Phase 2 Pilot Deployment 2. Initiate Phase 3 Worldwide Deployment 3. Bring Online Second Secure Processing Facility 4. National Archives and Records Administration (NARA) compliant records management and transfer capabilities established.
	FY 2005	1. Complete Beta Solution Phase. 2. Initiate Phase 2 Pilot Deployment.
RESULTS	2004	Completed Design Demonstration, developed and tested an operational Beta Solution and installed a secure processing facility.
	2003	1. Prototype evaluated. 2. Request For Quote for SMART design demonstration, deployment, operations drafted and released.
	2002	Comprehensive requirements analysis completed, steering committee formed, users consulted to determine requirements, BPR completed, and prototype developed.
	2001	Significant progress made in preparing groundwork for upgrade. No actual work completed.
DATA QUALITY	Indicator Validation	This indicator is appropriate for assessing the Department's overall performance on the SMART project and will be actively and closely tracked as it develops. This project reflects the long-term vision described in the 2001 – 2005 IT Strategic Plan. In addition, this project represents one of the Department's top IT priorities and as a consequence receives frequent senior management scrutiny. When completed, SMART will help implement a fully modernized, simple and secure, IT infrastructure. IT will rely largely on commercial services to meet the messaging and archiving needs of the Department and international affairs community, eliminating the need for the legacy messaging systems.
	Data Source	1. CPIC - indicates cost, schedule and performance. 2. E-GOV Monthly Cost Workbook - indicates schedule and cost variance. 3. Monthly Priority Projects Briefing Book for U/S Management - indicates completed versus planned Deployment schedule. 4. SMART Schedule – based on performance milestones and control gates associated with each phase of the Department's firm-fixed price contract with the system integrator.

Annual Performance Goal #3
PERSONNEL ARE SAFE FROM PHYSICAL HARM AND NATIONAL SECURITY INFORMATION IS SAFE FROM COMPROMISE

I/P #10: Diplomatic Security / Worldwide Security Upgrades (PART Program)

Ensure global security provided to the Department of State and foreign affairs agencies is adequate and appropriate for protection of personnel under Chief of Mission authority.

Efficiency Indicator

Indicator #1: Number of Staff and Time Needed to Complete Background Investigation Cases

TARGETS	FY 2006	141 staff completed 75% of cases in prescribed timeframes.
	FY 2005	141 staff completes 75% of cases in prescribed timeframes.
RESULTS	2004	In FY 2004 the metrics were extended to track all background investigations (not just DRI applicants), the Department's target was 75% of cases completed within prescribed timelines (90 days for all cases except presidential – 30 days). To date, the Department has completed 52% of all cases within the prescribed timeframes using 141 staff.
	2003	Baseline: 159 staff completed 63% of applicant cases in 77 days.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	The performance indicator ensures that, through timely turn around of background investigative cases, the Department's hiring plan will be met, while reducing the risk that sensitive information will be comprised.
	Data Source	Data is verified and compiled on with both our program managers and through the Department's Bureau of Human Resources.

Output Indicator

Indicator #2: Installation of Technical Security Upgrade (TSU) Equipment

TARGETS	FY 2006	Deploy and install the lifecycle/upgrades of TSU equipment at an aggregate 70 of 247 missions as part of a cyclical replacement program of 35 missions each year.
	FY 2005	TSUs completed for 47% of facilities that house foreign affairs personnel (i.e., facilities other than embassies or consulates).
RESULTS	2004	Above Target – TSUs were completed at 142 posts, exceeding the initial target of 133. TSUs increased to 159, due to projects formerly designated for the Integrated Contractor or OBO now being with DS.
	2003	TSUs completed at 111 out of 133 posts, i.e. embassies or consulates.
	2002	TSUs completed at 77 posts.
	2001	Baseline: TSUs completed at 23 posts.
DATA QUALITY	Indicator Validation	Public outreach programs provide state and local government officials, and the American public opportunities to exchange views with Department of State officials who formulate and implement policy. Conducted throughout the U.S., these programs encourage interest and involvement in foreign affairs and economic development opportunities among a broad cross-section of American society.
	Data Source	Data is verified and compiled on a quarterly basis from both our program managers and through telegrams with posts to ensure deliverables and installation.

Output Indicator

Indicator #3: Deployment of CW/BW Countermeasure Masks to Posts Abroad

TARGETS	FY 2006	Deploy countermeasures masks to 60 of 240 posts during the first year of a 4-year phased equipment replacement cycle.
	FY 2005	240 of 240 posts with employee countermeasure masks.
RESULTS	2004	The Department has completed an aggregate total of 207 posts out of 240. Overseas training covered approximately 33,155 employees.
	2003	Seventy-seven of 240 posts provided with and trained in the use of countermeasure equipment; this includes 25,528 overseas personnel trained and ninety-five courses provided for security professionals being trained overseas.
	2002	Two of 240 posts with employee countermeasure masks.
	2001	First Responder masks and equipment deployed to all posts.
DATA QUALITY	Indicator Validation	CW/BW training and equipment serve to minimize casualties resulting from a Chem/Bio attack among our overseas personnel. By equipping and training all personnel, employees will be better protected against these types of attacks.
	Data Source	Data is verified and complied with both our program managers and through telegrams to ensure deliverables and training.

Output Indicator

Indicator #4: Replacement of Armored Vehicles

TARGETS	FY 2006	579 of 1,265 armored vehicles replaced.
	FY 2005	402 of 1,265 armored vehicles replaced.
RESULTS	2004	197 vehicles deployed: 28 Chief of Mission replacement vehicles and 95 vehicles have been shipped to Iraq. Other armored vehicle replacements include: Office of Procurement-8, ICASS-24, and Marine Security Guards-11.
	2003	Baseline: 48 of 1,265 armored vehicles replaced.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Armored vehicles provide protection of personnel from terrorist attack thereby improving the safety of employees while they carry out the Department's mission.
	Data Source	Data collected and compiled by program managers as well as verification from Posts that armored vehicles have been received.

Output Indicator

Indicator #5: Installation of DOS Access Control Systems (ACS)

TARGETS	FY 2006	ACS installed in remaining 30% of Department's 31 annexes in the Washington, D.C. area (i.e., 9 annex installations).
	FY 2005	ACS installed in 70% of the Department's annexes in the Washington DC area.
RESULTS	2004	The Perimeter of Harry S Truman (HST) building completed and 10% of facilities in the Washington, DC area have ACS.
	2003	Completed: 1. 100% of HST Perimeter ACS. 2. 100% of HST Visitor ACS. 3. 95% of HST Network required to support ACS. 4. 25% of HST Infrastructure required to support ACS. 5. 20% of HST ACS readers installation.
	2002	Phase 2 was 85% complete; 75% of personnel data has been gathered and entered into the computer database. Phase 2 completed for HST; half of personnel in the Washington National Capital area received new badges.
	2001	Baseline: Phase 1 completed for HST and 150 new Smart Card badges issued.
DATA QUALITY	Indicator Validation	The Department's ACS program is a replacement of a 15-year old system with a "Smart ID Card" system fully compliant with GSA standards for interoperability, physical access, and logical access. The system will also support Public Key Infrastructure and Biometrics.
	Data Source	Data is verified and completed through program managers and interaction with National Capital Area facilities to ensure deliverables and installation.

Annual Performance Goal #4
SECURE, SAFE, AND FUNCTIONAL FACILITIES SERVING DOMESTIC AND OVERSEAS STAFF

I/P #11: Capital Security Construction Program
(PART Program)

Award capital security construction projects as scheduled in the Long-Range Overseas Buildings Plan (LROBP).

Efficiency Indicator

Indicator #1: Ratio of Construction Management Costs to Total LROBP Construction Project Costs for Projects in Excess of $25 Million

TARGETS	**FY 2006**	6.5%
	FY 2005	6.5%
RESULTS	2004	5.3%
	2003	Baseline: 7.5%
	2002	8.0%
	2001	8.5%
DATA QUALITY	Indicator Validation	This indicator is an appropriate measure in determining whether on-site construction management costs are low in relation to overall construction project costs.
	Data Source	Monthly reports from the Project Director and financial records maintained in the Department.

Output Indicator

Indicator #2: Number of New Sites Acquired for Capital Security Construction Projects in Accordance With the LROBP Schedule

TARGETS	FY 2006	Acquire seven new sites for capital security construction projects.
	FY 2005	Acquire nine new sites for capital security construction projects.
RESULTS	2004	Eight New Embassy Compound (NEC) sites were acquired (closed) during the fiscal year
	2003	Six new sites were acquired for capital security construction projects.
	2002	Ten new sites acquired for capital security construction projects.
	2001	Six new sites acquired for capital security construction projects.
DATA QUALITY	Indicator Validation	The indicator was chosen as the most comprehensive in determining the actual acquisition of a building site that is essential before constructing a new embassy compound.
	Data Source	Awarded contracts file maintained by the Department.

Output Indicator

Indicator #3: Number of Capital Security Construction Projects Awarded In Accordance With LROBP

TARGETS	FY 2006	Award 13 new capital security construction projects.
	FY 2005	Award 12 new capital security construction projects.
RESULTS	2004	Awarded 13 new capital construction projects (above target).
	2003	Awarded 9 new capital security construction projects.
	2002	Award 13 new capital security construction projects.
	2001	N/A
DATA QUALITY	Indicator Validation	The indicator was chosen because it represents an essential step in getting new capital security construction projects into construction. Once the projects are funded and the contracts awarded, other performance measures (indicators) are used to track completion.
	Data Source	Awarded contracts file maintained in the Department.

Output Indicator		
Indicator #4: Percent of Capital Security Construction Projects Completed Within the Schedule Authorized in the Construction Contracts		
TARGETS	FY 2006	Complete 100% of projects within the schedule authorized in construction contract.
	FY 2005	Complete 100% of projects within the schedule authorized in construction contract.
RESULTS	2004	100% of capital construction projects were completed within schedule authorized.
	2003	100% of capital construction projects were completed within schedule authorized.
	2002	100% of capital construction projects were completed within schedule authorized.
	2001	N/A
DATA QUALITY	Indicator Validation	The indicator accurately measures progress towards keeping the project on schedule.
	Data Source	Monthly Project Director's report (cable) on progress and actual completion of capital project.

Output Indicator		
Indicator #5: Percent of Capital Security Construction Projects Completed Within the Authorized Budget		
TARGETS	FY 2006	Complete 100% of projects within the approved budget.
	FY 2005	Complete 100% of projects within the approved budget.
RESULTS	2004	100% of capital projects were completed with approved construction budget.
	2003	100% of capital projects were completed with approved construction budget.
	2002	100% of capital projects were completed with approved construction budget.
	2001	N/A
DATA QUALITY	Indicator Validation	The indicator is an effective means of determining that capital projects are being completed in accordance with the construction contract and that projects are being brought in on budget
	Data Source	Financial Records maintained within the Bureau of Overseas Buildings Operations.

I/P #12: Foggy Bottom Renovation/Consolidation

Consolidate essential staff in Foggy Bottom.

Output Indicator

Indicator #6: Renovation of the Harry S Truman Building (HST)

TARGETS	FY 2006	Phase 1B construction started; Phase 1B blast window replacement started; complete U.S. Diplomacy Center final design and start construction.
	FY 2005	Old State Phase 1A renovation complete and occupied; complete "New State" Phase 1B space planning; [U.S. Diplomacy Center construction is pending private fund donations].
RESULTS	2004	HST Renovation – Key Achievements 1. Old State Infrastructure construction 99% complete. 2. Old State Interiors construction 50% complete. 3. Old State Blast Resistant windows replacement 95% complete. 4. Old State Furnishing, furniture and equipment Design complete. 5. Perimeter Security Interim Guard Booths and Barriers construction 25% complete. 6. HST Building Progressive Collapse Study complete. 7. U.S. Diplomacy Center Concept design and marketing brochure complete. 8. Cafeteria North Servery Upgrade complete. 9. 6th Floor Corridor Improvements 95% complete. 10. Corridor Improvement Murals complete. 11. Jefferson Information Center 80% design complete. 12. Phase 1B Space Planning started. 13. Program Development Study 95% complete.
	2003	HST Renovation – Key Achievements: 1. Old State 8th floor vacated and demolition 100% complete. 2. Infrastructure construction 95% complete. 3. Space planning complete; office and special space design complete. 4. Interiors construction contract bids received. 5. Blast-resistant windows replacement started in Old State. 6. Perimeter Security Improvements Concept Design approved by the Secretary. 7. Network Control Center Construction complete. 8. U. S. Diplomacy Center Pre-concept design 50% complete 9. Phase 2 New State Cafeteria dining area upgrades complete, with North server upgrades 90% complete. 10. 6th Floor corridor improvements 75% complete. 11. Delegates Lounge upgrades complete. 12. Jefferson Information Center concept design complete.
	2002	Phase 1A of Old State demolition completed; infrastructure construction started.
	2001	Phase 1A of Old State demolition begun.
DATA QUALITY	Indicator Validation	Renovation of the HST headquarters building is the primary component of the Foggy Bottom Renovation/Consolidation.
	Data Source	General Services Administration progress reports, construction and occupancy schedules, progress meetings, management plans, completed activities and weekly activity reports.

Output Indicator		
Indicator #7: ECA/IIP Relocation to Foggy Bottom		
TARGETS	**FY 2006**	Perform built-out construction, installation of security, telecommunications, and furniture systems (estimated 18 month duration). Office built-out construction is scheduled to start in FY 2006, with completion/move-in estimated for FY 2007. As a further effort in the Foggy Bottom consolidation initiative, begin program planning (including possible architectural design), for approximately 200,000 sq. ft. to be leased at 1800 F Street, N.W., Washington, DC.
	FY 2005	Begin Programming/Planning of the American Pharmaceutical Building (APhA) addition in Fall 2004. Base building construction, which will be performed by the owner, is scheduled to be started late in FY 2005.
RESULTS	2004	General Services Administration (GSA) awarded the Program of Requirements for ECA/IIP; with original estimated completion date of October 2004. However, due to delays in obtaining the services of the Architect and additional program planning due to the limitation of available space (125,000 usable available compared to 133,000 sq. ft. needed by IIP/ECA), completion has been delayed until January 2005.
	2003	Owner/developer secured approval of most of the reviewing agencies for APhA building addition.
	2002	1. 100% of Foggy Bottom office renovations completed; concept approval from Commission on Fine Arts presented to Historic Preservation Review Board, Advisory Neighborhood Council and Zoning Commission hearing. 2. Consolidation 85 percent complete.
	2001	1. Initial ACDA and USIA office moves to Foggy Bottom completed. 2. General requirements provided to architect for APhA building addition.
DATA QUALITY	Indicator Validation	The indicators represent sequential critical milestones in the accomplishment of the project.
	Data Source	GSA

I/P #13: New Office Building for U.S. Mission to United Nations

A new office building for the U.S. Mission to the United Nations will provide secure, safe, and functional workspace for the USUN staff as well as other Department of State activities located in New York City.

Output Indicator

Indicator #8: USUN New Construction

TARGETS	FY 2006	New Office Building (NOB) construction 56% complete.
	FY 2005	Complete Existing Office Building (EOB) demolition; award NOB construction; NOB construction 16% complete.
RESULTS	2004	1. The U.S. Mission relocated to the Interim Office Building (IOB) and opened for business June 14, 2004. 2. The demolition contract for the Existing Office Building (EOB) was awarded and notice to proceed was issued July 17, 2004. 3. Of the $14.0 million provided in FY 2004 to support efforts associated with the IOB and NOB, $10.8 million was obligated for NOB construction effort, specialty contractors, and construction support activities. 4. With the exception of back check corrections, the NOB design was completed in September 2004.
	2003	1. $14.0 million IOB funding obtained. 2. GSA unable to finalize IOB lease in FY 2003. Lease signing and IOB build-out delayed to FY 2004.
	2002	NOB 98% design level completed; IOB space sought.
	2001	NOB 90% design level completed; IOB space sought.
DATA QUALITY	Indicator Validation	Award of the construction contract, initiation of the construction effort and completion of that construction effort makes the NOB available for occupancy. This represents a fundamental portion of the effort to provide a secure, safe and functional workspace for the USUN staff as well as other Department of State activities located in New York City.
	Data Source	General Services Administration and Department of State's USUN Building Project Manager.

I/P #14: Compound Security Program

Compound security provides technical security (e.g., alarms, cameras, lighting, CCTV's) and physical security (e.g., perimeter security, vaults, safe havens, escape hatches) installations and upgrades to Department overseas facilities to protect employees from terrorist and other security threats.

Output Indicator

Indicator #9: Number of Technical Security Projects Completed Each Fiscal Year In Accordance With the Schedule

TARGETS	FY 2006	Complete next group of 71 technical security installations and upgrade projects per schedule, out of a total of 275 projects scheduled between FY 2004-2007.
	FY 2005	70 technical security installation and upgrade projects are scheduled for completion.
RESULTS	2004	81
	2003	71
	2002	Baseline: 75
	2001	N/A
DATA QUALITY	Indicator Validation	The output measure (number of projects completed) is the best indicator at this time in determining that the technical security installation and upgrade projects are being performed on schedule.
	Data Source	Project closeout records maintained in the Department of State.

Output Indicator

Indicator #10: Percent of USAID Missions Not Co-Located With Department of State Receiving Targeted Physical Security Enhancements Within a Given Year (PART Program: USAID Operating Expenses)

TARGETS	FY 2006	31%
	FY 2005	31%
RESULTS	2004	31%
	2003-2001	2003 – 33% 2002 – 20%
DATA QUALITY	Indicator Validation	USAID is committed to protection of its workforce and will harden the defenses of the missions for which it is responsible for physical security. This measure will capture USAID's success in completing ongoing physical security enhancements. In particular, it will indicate success for two key phases -- perimeter security (2005-2006) and building exterior and interior equipment upgrades (2007-2009).
	Data Source	USAID Office of Security (SEC).

Annual Performance Goal #5

INTEGRATED BUDGETING, PLANNING, AND PERFORMANCE MANAGEMENT; EFFECTIVE FINANCIAL MANAGEMENT; AND DEMONSTRATED FINANCIAL ACCOUNTABILITY

I/P #15: Integrate Budget and Performance

Use sound planning to integrate the Department's policy formulation, execution, and resource management functions.

Outcome Indicator

Indicator #1: State Department Budget and Performance Integration

(President's Management Agenda, OMB Scoring)

TARGETS	FY 2006	Status: Green Progress: Green Note: The final 20% of State's programs will be evaluated by PART (for FY 2008 budget).
	FY 2005	Status: Green Progress: Green
RESULTS	2004	Status: Green Progress: Green
	2003	Status: Red Progress: Green
	2002	Status: Red Progress: Green
	2001	Status: Red Progress: Red
DATA QUALITY	Indicator Validation	The indicator is an unbiased measure of success toward achieving the goal of Integrating Budget and Performance, as OMB's "Proud to Be" criteria track agencies' progress on integrating budget and performance information. The OMB scoring outlines specific criteria to track the Department's progress on OMB's scorecard.
	Data Source	Published State Department Budgets. Published Planning Documents.

Outcome Indicator

Indicator #2: Implementation of Central Financial Planning System (CFPS) Modules

TARGETS	FY 2006	Project development will be completed in FY 2005. Future targets will be based on improvements and maintenance.
	FY 2005	Complete development and deployment of the following modules: 1. Financial Performance and Reporting, Version 1 and 2. 2. Bureau Resource Management System, Version 2.
RESULTS	2004	Version 1 of the Bureau Resource Management System will be completed early in FY 2005, and the prototype of the Planning and Performance Reporting Module has been completed.
	2003	Mission Performance Plan, Bureau Performance Plan, and Statement of Net Cost modules completed and implemented.
	2002-2001	Baseline: The initial design, funding, and preparations with pilot bureau completed.
DATA QUALITY	Indicator Validation	Implementation of the CFPS modules is a valid indicator of increased functionality of the Department's financial management systems.
	Data Source	Published State Department Budgets. Published Planning Documents.

I/P #16: Improved Financial Performance

Provide world-class financial services that support strategic decision-making, mission performance, the President's Management Agenda, and improved accountability to the American people.

Output Indicator

Indicator #3: Status of Implementation of New Global Financial Management System (GFMS)

TARGETS	FY 2006	Increase percentage of the total Overseas Budget processed by Direct Connect posts to at least 66%. This represents an increase of total posts using Direct Connect from 29 to 50 posts.
	FY 2005	Increase percentage of the total Overseas Budget processed by Direct Connect posts from 28% to at least 56%. This represents an increase of total posts using Direct Connect from 22 to 29 posts.
RESULTS	2004	The Department exceeded its target with 22 posts on Direct Connect representing 41% of the overseas budget.
	2003	As a preliminary step to GFMS, all overseas posts converted to the Regional Financial Management System.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	PMA score is a broad indicator of financial performance Department-wide.
	Data Source	Feedback from customers; Periodic Office of Inspector General independent auditor reviews.

Output Indicator

Indicator #4: State Department - Improved Financial Performance
(President's Management Agenda, OMB Scoring)

TARGETS	FY 2006	Status: Green Progress: Green
	FY 2005	Status: Green Progress: Green
RESULTS	2004	Status: Yellow Progress: Green
	2003	Status: Red Progress: Green
	2002	Status: Red Progress: Green (i.e., Successful Results)
	2001	Baseline: Status: Red (i.e., Unsatisfactory Results) Progress: Red
DATA QUALITY	Indicator Validation	OMB Scorecard based upon established criteria, which is applied across all major Departments. Results against criteria are reviewed quarterly.
	Data Source	OMB Quarterly Scorecard Report.

Output Indicator		
Indicator #5: Number of Federal Managers' Financial Integrity Act (FMFIA) and Auditor-Identified Material Weaknesses		
TARGETS	**FY 2006**	3
	FY 2005	3
RESULTS	2004	3
	2003	6
	2002	10
DATA QUALITY	Indicator Validation	Given government-wide audit requirements, this measure reflects the degree to which USAID has effective financial management and demonstrated financial accountability for the program resources we manage.
	Data Source	USAID Office of Financial Management (M/FM).

Efficiency Indicator		
Indicator #6: Procurement Cost-Effectiveness Ratio (Millions of Contract and Grant Dollars Awarded per Procurement Employee) (PART Program: USAID Operating Expenses)		
TARGETS	**FY 2006**	27
	FY 2005	27
RESULTS	2004	29.6
	2003	N/A
	2002-2001	N/A
DATA QUALITY	Indicator Validation	This measure helps the Agency track efficiency in procurement, an area of significant management concern for the provision of development/humanitarian assistance. Although the FY 2005 target reflects a decrease in the dollars managed by each employee, it reflects ambitious cost control given the improved contract quality targeted above.
	Data Source	USAID Office of Acquisition and Assistance (M/OAA).

Output Indicator

Indicator #7: Status of Implementation of Joint Financial Management System (JFMS)

TARGETS	FY 2006	Implement JFMS to support FY 2006 financial processing for USAID and State.
	FY 2005	Migrate USAID and State to common platform, joint testing of latest version of Momentum, test move of Phoenix database to Charleston, design and implement data warehouse.
RESULTS	2004	Initiated JFMS planning. 2004 investments have identified hardware and service requirements for the joint operating platform and some hardware has been procured.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	A joint State/USAID financial system will eliminate duplication of effort and consolidate financial processing, leading to improved financial management in this area.
	Data Source	Joint Executive Steering Committee review.

Annual Performance Goal #6
CUSTOMER-ORIENTED, INNOVATIVE DELIVERY OF ADMINISTRATIVE AND INFORMATION SERVICES, AND ASSISTANCE

I/P #17: Worldwide Logistics

Improve customer support and increase the efficiency of the Department's worldwide logistics support system.

Input Indicator

Indicator #1: Integrated Logistics Management System (ILMS) Development and Implementation

TARGETS	FY 2006	1. Complete ILMS integration with Global Financial Management System (GFMS). 2. Deploy Enterprise Performance Management (EPM) domestically. 3. Pursuant to management decisions on manner and extent to which ILMS is to be deployed overseas, develop and commence execution of deployment strategy. 4. Implement Joint Acquisition and Assistance Management System (JAAMS) in conjunction with USAID.
	FY 2005	ILMS fully integrated with the Department's financial system and fully operational domestically. Conduct overseas pilot at up to 5 posts.
RESULTS	2004	1. ILMS requisitioning/procurement module deployed to all bureaus domestically with two overseas pilots. 2. ILMS distribution module deployed to A/LM domestic warehouses. 3. ILMS asset management deployed for motor vehicle and Worldwide Property Accountability System (WPAS) inventory and piloted in two domestic bureaus. 4. ILMS fully certified and accredited. 5. ILMS Diplomatic Pouch and Mail module piloted at one overseas post.
	2003	1. ILMS procurement module operational in four domestic bureaus (fully integrated with the Department's Central Financial Management System) and one overseas regional procurement facility. 2. ILMS Asset Management module piloted at one overseas post. 3. ILMS Diplomatic Pouch and Mail module fully deployed and operational at both the unclassified and classified pouch facilities.
	2002	Design/ development 50% complete; deployment strategy complete; initial implementation of diplomatic pouch and mail bar-code tracking system.
	2001	Detailed implementation plan and requirements analysis 100%; design 25% complete.
DATA QUALITY	Indicator Validation	The selected performance indicators track the most critical success factors in the overall logistics management program of the Department. Data is available from internal sources.
	Data Source	ILMS Program Management Plan and Earned Value Management System.

I/P #18: Percentage of Service Contract Dollars That Are Performance-Based (Department-wide)

Promote Quality Sourcing throughout the Department of State in order to move to a performance-based era.

Efficiency Indicator

Indicator #2: Percentage of Service Contract Dollars That Are Performance-Based (Department-wide)

TARGETS	FY 2006	OMB mandated goal that 40% of service contract dollars are performance-based.
	FY 2005	OMB mandated goal that 40% of service contract dollars are performance-based.
RESULTS	2004	16%* [The 2004 FPDS data has not yet been finalized and certified. Therefore, final results on Performance Based Service Acquisition (PBSA) for FY 2004 cannot be provided at this time.]
	2003	8% of the Department's service contract dollars are performance-based, against a goal of 30%.
	2002	Baseline: 16% of service contract dollars are performance-based, against a goal of 20%.
	2001	N/A
DATA QUALITY	Indicator Validation	In Memorandum M-01-11 and M-01-15, the Office of Management and Budget (OMB) established annual goals for all agencies to award performance based service contracts. OMB goals are expressed as a percent of eligible services contract dollars awarded.
	Data Source	Statebuy Interactive Platform; Procurement Executive records; State/Federal Procurement Data System (S/FPDS); General Services Administration's Federal Procurement Data System (FPDS-NG); Grants and Data Management System (GDMS).

* The statistical information provided in this report is based upon manual evaluation and manipulation of raw data from GSA's Federal Procurement Data System-Next Generation (FPDS-NG), which is the Government-wide automated repository for procurement, related information. Final data will not be available until early 2005.

I/P #19: Competitive Sourcing

Use competition between the public and private sectors to enhance the Department's capability to conduct its vital foreign policy mission while being effective and accountable stewards of the taxpayer's money.

Efficiency Indicator

Indicator #3: Competitive Sourcing

TARGETS	FY 2006	Complete agreed-upon competitions; complete 85% of standard (large) A-76 cost comparisons within 18 months of official announcement; complete 85% of streamlined (small) A-76 cost comparisons within 90 days of official announcement.
	FY 2005	Complete agreed-upon competitions; complete 85% of full A-76 cost comparisons within 12 months of official announcement; all commercial activities exempt from competition have OMB-approved justifications.
RESULTS	2004	100% (four) streamlined competitions completed within required 90 days. No standard competitions announced.
	2003	Streamlined competition was held for warehousing. Preliminary planning was initiated for first standard competition. Competitive Sourcing infrastructure created to include: an office of competitive sourcing; training; business case process.
	2002	Baseline: No competitions were held. OMB approved competition plan.
	2001	N/A
DATA QUALITY	Indicator Validation	Both U.S. government and the Department records provide adequate validation that targets are or are not being met, and all of the performance measures tie directly to program accomplishments.
	Data Source	Competitive Sourcing Office competition statistics.

Outcome Indicator

Indicator #4: Cost Savings or Cost Avoidance Generated through Competitive Sourcing

TARGETS	FY 2006	15% cost savings.
	FY 2005	15% cost savings.
RESULTS	2004	Baseline: Cost avoidance of $6M achieved to date.
	2003-2001	N/A
DATA QUALITY	Indicator Validation	OMB Circular A-76 provides guidance on how to calculate the cost of government performance versus the cost of contractor performance.
	Data Source	Office of the Procurement Executive; Results of actual streamlined or standard competitions will provide cost differential information.

I/P #20: Allowances

Maintain timely review and processing of overseas submissions for allowance and differential rates for civilian USG employees abroad, in order to compensate employees properly for current costs and conditions, and to ensure that the U.S. Government is paying appropriate rates.

Output Indicator

Indicator #5: Status of E-Allowances System

TARGETS	FY 2006	Delivery of four additional modules for Living Quarters Allowance (LQA), education, post allowance and post differential.
	FY 2005	1. Development/deployment of Phase One (per diem). Development and partial deployment of Phase Two (remaining modules – LQA, education, post allowance and post differential). Final deployment of all modules in FY 2006. 2. Significant portion of design and construction work for Cost of Living Allowance (COLA), Hardship Differential, Living Quarters Allowance and Education. Phase Two to last 22 months with FY 2006 completion.
RESULTS	2004	On September 30, 2004, the project successfully completed the milestone to provide the Critical Design Review for the per diem module (Phase I) of the eAllowances Project. The system is being coded, with Phase I on schedule for May 2005 completion and deployment.
	2003	Customer Focus Team Meeting held and Alternative Analysis, Systems Requirements Specs, and Per Diem BPR completed. User requirements completed. OMB Exhibit 300 developed; Statement Of Work in draft.
	2002	Baseline: User requirement identification underway.
	2001	N/A
DATA QUALITY	Indicator Validation	This indicator is intended to track the progress of replacing paper submissions to Washington with an automated process, workload, and timeliness benefits. The current Allowances system requires that Posts abroad provide data manually (paper copies) to the Office of Allowances in Washington for processing. The information is entered into the Department's computer system and calculations of the appropriate allowance are made for use by USG civilian agencies with employees posted or on temporary duty abroad. This is a very time consuming, labor-intensive process that can add several days to the processing of a complicated allowances questionnaire.
	Data Source	Office of Allowances. Performance metrics identified in OMB 300.

I/P #21: Records and Publishing Services

Leverage information resources and institutional knowledge in support of goals for information availability and objectives regarding protection of and access to critical information.

Output Indicator

Indicator #6: Record Declassification Backlog Reduction

TARGETS	FY 2006	Reduce to zero declassification review backlog of all classified records more than 25 years old.
	FY 2005	Reduce to zero declassification review backlog of all classified records more than 27 years old.
RESULTS	2004	Reduced to zero declassification review backlog of all classified records more than 29 years old.
	2003	Baseline: National Security Advisor directed that all agencies reduce their permanent 25-year-old record declassification backlog to zero by December 31, 2006 in accordance with E.O. 12958.
	2002-2001	N/A
DATA QUALITY	Indicator Validation	Performance indicators are based on internal tracking and external reporting and relate directly to information access by customers, including the general public.
	Data Source	Office of Records and Publishing Services.

I/P #22: Customer-Oriented Management Services

Ensuring that USAID Management Services are directed at and generated by the staff that use them.

Output Indicator

Indicator #7: Average "Margin of Victory" on Customer Service Survey for Management Offices (PART Program: USAID Operating Expenses)

TARGETS	FY 2006	61.7
	FY 2005	58.5
RESULTS	2004	54.6
	2003	Baseline: 51.6
DATA QUALITY	Indicator Validation	This indicator measures USAID's success in meeting the goal of customer oriented management services by asking customers whether management services meet their needs. The metric is the percentage of positive survey responses minus the percent of negative responses.
	Data Source	USAID Office of Management Policy, Performance and Administration (M/MPPA).

V. Illustrative Examples of FY 2004 Achievements

Management and Organizational Excellence	
Network Availability	The Enterprise Network Management (ENM) office provides the services and infrastructure to manage the Department's global network. In FY 2004, ENM continued to focus on improved network availability through Virtual Private Networks (VPNs), consolidation of unclassified and classified network operations, Windows 2000 transition, Remote Systems Management, application management, Universal Trouble Ticket, and IT Asset Management. By the end of FY 2004, network availability exceeded 99%, and in FY 2005 is projected to be 99.5%.
Global Information Technology Infrastructure Management (GITM)	In FY 2004, OpenNet Plus and ClassNet became part of State's new Global Information Technology Modernization (GITM) project, an aggressive life-cycle modernization program for both classified (ClassNet) and unclassified (OpenNetPlus) infrastructure. The Global Information Technology Modernization (GITM) initiative provides four-year life-cycle computer upgrades and ensures that unclassified and classified systems remain state-of-the-art for all participating overseas posts and domestic offices. In FY 2005 this modernization program, managed by the GITM Program Management Office, will be firmly established.
Systems Authorization	Despite an increase of approximately 30% in the number of systems to be authorized over the course of the project, State's Office of Information Assurance met the OMB mandate and requirements for achieving its President's Management Agenda contribution to "green" status, fully authorizing 90% of its systems, two and a half months early. The IA Office has demonstrated security leadership and effectiveness in establishing a repeatable, measurable federal process for securing and authorizing operational and emerging systems.
Improved Administrative Services	The Department's OMB-approved competitive sourcing plan is under way. The project to reduce the Department's FOIA backlog was met ahead of schedule. Key modules of the Department's e-logistics system (Integrated Logistics Management System) were deployed in domestic offices. Once fully deployed, the Department will have an enterprise-wide supply chain management system fully integrated with the Department's financial management system. Projects are under way to enhance quality of life services to employees via the web and through program improvements.
Strengthening Embassy Compounds	The Department of State's Bureau of Overseas Buildings Operations (OBO) completed three capital construction projects in FY 2004. These include new embassy compounds (NECs) in Sao Paulo, Abu Dhabi, and Dili. These facilities were accomplished on time and within budgets based on their construction contracts. In addition, OBO had 22 capital projects under construction at the end of the fiscal year, and awarded another 13 capital security projects. These, plus 81 new embassy compound (NEC) capital projects currently in planning, will significantly strengthen embassy and consulate compounds to provide secure, safe, and functional facilities for U.S. Government employees serving the nation's interests overseas. The Department's overseas buildings plan is in high gear as evidenced by the number of fine new facilities being completed and those on the way.

Management and Organizational Excellence *(Cont'd)*	
Strengthening Counterterrorism Partnerships	Terrorism and crime are fights that cannot be won by any one entity, and Department's Bureau of Diplomatic Security is committed to working with its partners in the national and international law enforcement community. The relationship established with the Department of Homeland Security was further solidified through a series of initiatives, such as Global Pursuit, involvement in terrorist and criminal task forces, and the new airport dignitary escort program. Diplomatic Security is an active partner in the Terrorist Threat Integration Center (TTIC) and continues to monitor and analyze information obtained through their reporting channels. However, this partnership is also maintained at the field level with 19 agents assigned to field and resident agent offices participating in the FBI's Joint Terrorism Task Force (JTTF) throughout the country. Other liaison positions with the CIA, FBI, DHS, and regional military commands act as a force multiplier for Diplomatic Security and the Department.
Performance and Accountability Reporting	The Department's Fiscal Year 2003 Performance and Accountability Report (PAR) received the most prestigious award in Federal government financial reporting, the Association of Government Accountants' (AGA) *Certificate of Excellence in Accountability Reporting (CEAR)*. This makes the third consecutive year that the Department has received the *CEAR* Award. In bestowing this award, AGA praised the Department for "preparing a well-designed, well-written report that provides an excellent portrayal of DOS' performance structure and reporting process, clearly defines its goals, and links these goals to specific performance measures. The financial section presents a snapshot of DOS' financial position with accompanying notes that guide a reader through the statements."
Global Financial Management System – RFMS Charleston and Bangkok Database Merge	The Department's Regional Financial Management System (RFMS) was implemented with the overseas accounting data recorded into two databases - one located at FSC Charleston and one located at FSC Bangkok. This was a dramatic improvement over the previous situation - six databases in three locations - but it still was difficult and time-consuming to reconcile data, report on worldwide activities that crossed FSC service regions and provide managers within State as well as our serviced agencies with consolidated financial information. The Bureau of Resource Management (RM) successfully merged the two databases into one overseas accounting database residing at FSC Charleston. The work was the culmination of twelve months of tremendous effort by Washington, Charleston and Bangkok staff. Now all overseas accounting transactions for both the Department of State and serviced agencies are recorded in a single database, and many operational/system activities (e.g. software upgrades, annual closeouts, etc.) will only need to be performed in one location. Completion of this effort is also another key step in RM's efforts to integrate and consolidate worldwide financial operations.

Management and Organizational Excellence *(Cont'd)*	
Protecting the American Public	Diplomatic Security was on the front lines supporting the Department in the Global War on Terrorism, particularly in the overseas environment, and protecting the American public. Agent deployment to highly non-permissive environments continued at an increased rate. The Regional Security Office in Baghdad remains fully engaged in security operations throughout Iraq while transition planning proceeds full force. Dignitary protection was provided for Afghan President Karzai and the interim President and Prime Minister of Haiti. Diplomatic Security was also a part of a massive USG-wide effort to assist the Greek security authorities in preparation for the 2004 Summer Olympics.
Mandatory Leadership Training	The Department met approximately 65% of its multi-year goal to implement mandatory leadership training requirements by training a target population of about 7,000 Foreign Service and Civil Service mid-level employees – 15% ahead of schedule, and well on track to complete this initial rollout of training by the end of CY 2006. The graduation of the 46th and final class of the Senior Seminar in June 2004 marked the end of the Senior Seminar division and the birth of the new Senior Policy Seminars (SPS) that offer advanced professional development, policy discussions, and networking opportunities to senior leaders in the Civil and Foreign Services. The Department also conducted a web-based survey of Crisis Management – which was characterized as "leadership in action" – to help determine the extent to which Department of State employees have faced crises while serving overseas. Surveying over 3,000 randomly selected personnel worldwide, the results offer hard data as to the effect of crisis experience on Foreign Service personnel, their attitudes toward the value of training, and the types and frequency of crises experienced. Nearly 2/3 of Foreign Service Generalists have experienced a crisis.
Foreign Language Training	In FY 2004, FSI's School of Language Studies conducted, for Department personnel, 325,398 hours of training for 503 enrollments in Critical Needs Languages, including Arabic, Chinese, Japanese, Korean, Russian, Ukrainian, Turkic Languages (Turkish, Azerbaijani, Kazakh, Kyrgyz, Turkmen, Uzbek), Indic Languages (Urdu, Hindi, Nepali, Bengali, Punjabi, Sinhala etc.), and Iranian Languages (Persian--Farsi, Dari, Tajiki; Pashto; Kurdish). FSI is seeking to provide cost-effective leveraging of the Critical Needs Languages recruitment initiative by developing conversion programs among Turkic languages and Slavic languages, in both classroom and distance learning modalities and providing targeted specialized training in Foreign Service relevant language usage for CNL-bonus hires with good, but general proficiency. Our first pilot Beyond-3 program at FSI Tunis is scheduled to start in August 2004, ending June 2005. The Department plans to explore more media training in Arabic at FSI Tunis and in the region.
Phoenix Accounting System Deployment	Over the past several years, USAID has made significant progress in modernizing its business systems by: implementing a new core accounting system, Phoenix, in Washington, D.C.; planning for the integration of Phoenix with the State Department's accounting system through the Joint Financial Management System (JFMS) project; and planning to deploy Phoenix overseas along with a new State-USAID Joint Acquisition and Assistance Management System (JAAMS). Phoenix has been successfully implemented in USAID's Headquarters in Washington, DC and now supports Washington-based accounting transactions. The Agency ran pilot programs of the system in five overseas missions during the summer of 2004, resulting in full implementation at these sites in August. Phoenix will fully replace the Mission Accounting and Control System (MACS) with Phoenix in up to 50 overseas missions by June 2006. USAID is coordinating the implementation of Phoenix overseas with the State Department through the JFMS project. This project began in 2002 when it was recognized that State and USAID were independently implementing the same financial software package, and they could achieve savings by working together to produce a single system to serve both agencies. Deployment of Phoenix overseas will extend the headquarters core accounting system to USAID's worldwide missions and when fully implemented will be the central component of the Agency's global business platform. The overseas deployment of a Web-based, financial management system will provide an affordable and standardized agency-wide system for budget execution, accounting, and financial management.

Management and Organizational Excellence *(Cont'd)*	
CPIC Process Implementation	USAID established new Capital Planning and Investment Control (CPIC) procedures that are streamlined and compliant with federal regulations. The new procedures were designed to implement best investment practices required by the Clinger-Cohen Act of 1996. This legislation requires that major IT investments be supported by comprehensive business cases, evaluation and control mechanisms, and be approved by a high level executive body representing agencywide business interests. The Business Transformation Executive Committee (BTEC) serves as the CPIC authority for USAID. To ensure that approved projects are meeting the objectives described in business cases, quarterly progress reports are required.
Increased HR Capacity to Support USAID's Mission	Based on comments from the Administrator's annual Employee Survey, the Agency is developing a strategy to improve personnel services and streamline HR processes. To enhance services, an automated recruitment tool was introduced to accelerate processing of HR transactions. This HR software reduces the amount of time required to fill vacancies, streamlines the job application process, and provides timely information to applicants. As a result, the recruitment cycle is less than 45 days from job announcement to employee selection in conformance with Office of Personnel Management (OPM) standards. An internal study revealed that automating HR processes has saved the Agency the equivalent of seven full-time positions. The Web-based features enable filling out and submitting applications online, notifying applicants of the status of their application by e-mail, and simplifying the rating and ranking process. These increased efficiencies enable the Agency's HR professionals to devote more time to serving as consultants to their customers.

VI. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Overseas Buildings Operations	$1,440,659	$1,503,644	$1,526,000
Diplomatic Security	718,997	741,890	781,441
Administration	400,117	374,355	401,654
European and Eurasian Affairs	260,320	271,464	296,827
Other Bureaus	1,446,213	1,338,413	1,460,255
Total State Appropriations	**$4,266,306**	**$4,229,766**	**$4,466,177**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Title I - Export and Investment Assistance			
Export-Import Bank	0	0	1,000
Overseas Private Investment Corporation			
Trade and Development Agency			
Title II - Bilateral Economic Assistance			
USAID	761,887	681,207	779,723
Global HIV/AIDS Initiative			
Other Bilateral Economic Assistance	2,800	1,000	0
Independent Agencies	3,715	3,769	3,769
Department of State	33,698	35,200	41,080
Department of Treasury			
Conflict Response Fund			
Millennium Challenge Account			
Title III – Military Assistance			
International Military Education and Training	109	392	93
Foreign Military Financing			
Peacekeeping Operations			
Title IV – Multilateral Economic Assistance			
International Development Association			
International Financial Institutions			
International Organizations and Programs			
Total Foreign Operations	**$802,209**	**$721,568**	**$825,665**

Grand Total	**$5,068,515**	**$4,951,334**	**$5,291,842**

PART Programs – Status of Active OMB Recommendations

FY 2004 PART Programs - State (List Shows Only those FY 2004 PART Programs With Active Recommendations)

1. Anti-Terrorism Assistance

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Seek to improve long-term outcome measure to capture qualitative improvements to host country capabilities.	09/30/03	Y	Working with OMB, S/CT has improved long-term outcome measures to better capture improvements in host country capabilities.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Establish formal field reporting progress.	07/01/04	Office of the Coordinator for Counterterrorism	William Pope, Acting

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Demonstrate progress on newly developed efficiency measure and incorporate refined measure into the FY 2006 budget.	08/01/04	Y	A revised efficiency measure has been developed and submitted with the PART input for this year's reassessment. The measure has been approved by OMB.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Office of the Coordinator for Counterterrorism	William Pope, Acting

2. Visa and Consular Services/Border Security

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
The managers of this program and the program itself have made great progress over the past two years. The reassessment found that the program is not effectively tracking its own progress due to overly broad performance goals and measures, and DHS and law enforcement agencies are not always including State in early stages of deliberation over new policies which would enhance coordination and collaboration over long-term goals.	07/31/04	Y	CA has revised its long-term and annual goals and more clearly defined the linkages between the two. CA is working closely with DHS and the FBI, in particular, on mutual goals. This has resulted in a significantly improved score for the recent reassessment in calendar year 2004.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Bureau of Consular Affairs	Derwood Staeben

3. Refugee Admissions to the U.S.

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Review the relationship between the Refugee Admissions program at the Department and the Office of Refugee Resettlement at HHS.	09/30/04	Y	Because of Homeland Security Act, attention has been focused on other aspects of the HHS program in FY 2003 and FY 2004. OMB action to complete.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
OMB will convene HHS and State to review.	06/30/04	Office of Management and Budget	James Kulikowski

4. Educational and Cultural Exchange Programs in NEA and SA

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Clearly define targets and timeframes.	07/05/03	Y	Department provided proposed measures and goals and process to OMB for review. Measures have been approved by OMB and resulted in a dramatic increase for the recent reassessment in CY 2004.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Bureau of Education and Cultural Affairs	Ted Kniker

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Create regional long-term goals.	07/05/03	Y	Regional goals established through coordination with regional bureaus and approved by OMB.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Bureau of Education and Cultural Affairs	Ted Kniker

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Set long-term goals relative to baseline.	07/05/03	Y	Long-term and annual goals are set to established baselines, targets and timeframes now included in performance indicators.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Bureau of Education and Cultural Affairs	Ted Kniker

4. Educational and Cultural Exchange Programs in NEA and SA, *Cont'd*

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
ECA is taking on additional management and administrative responsibility in 2005. Expansion of ECA coordination and management of policy, planning and development of standardized performance and evaluation tools and methods for all Public Diplomacy programs.	12/31/07	Y	ECA has consulted with IIP, PA and R on PART, Evaluation and Strategic Planning. ECA has conducted public briefings on PART and Evaluation, and is coordinating evaluation of several programs.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Completion of PD-wide survey of Embassies.	08/31/04	Bureau of Education and Cultural Affairs	Ted Kniker

5. Security Assistance Programs to Sub-Saharan Africa

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Program and program partners not achieving all annual performance goals.	09/30/04	Y	Provided proposed measures to OMB for review. Provided performance data for use in Department's Performance and Accountability Report.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Bureau of African Affairs	Michael Bittrick

FY 2005 PART Programs – State (List Shows Only those FY 2005 PART Programs With Active Recommendations)

1. Terrorist Interdiction Program (TIP)

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Complete program management staff improvements.	08/01/04	Y	Program position has been approved and advertised. Initial screening of candidates has occurred. S/CT is continuing to review potential candidates.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Posting of positions and review of potential candidates.	Ongoing	Office of the Coordinator for Counterterrorism	William Pope, Acting

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Develop targets for long-term goal of system installations.	08/01/04	Y	Targets have been initially established for long-term goal of providing the TIP watchlisting system to every country on the joint-agency developed “tier list”.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Establish targets for TIP Watchlist system	01/01/04	Office of the Coordinator for Counterterrorism	William Pope, Acting

1. Terrorist Interdiction Program (TIP), *Cont'd*

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Seek to improve long-term outcome measure to capture qualitative improvements in host country capabilities.	09/30/04	Y	Improved long-term outcome measures to capture improvements in host country capabilities that have been approved by OMB.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Establish formal field reporting process.	07/01/04	Office of the Coordinator for Counterterrorism	William Pope, Acting

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Demonstrate progress on newly developed efficiency measures and incorporate refined measures into the PART for FY 2006 budget.	08/01/04	Y	A revised efficiency measure has been submitted with this PART input. The measures have been approved by OMB.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Office of the Coordinator for Counterterrorism	William Pope, Acting

2. Support for East European Democracy (SEED)/Freedom Support Act (FSA)

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
2003 Recommendation: Unclear linkage between BPP/MPP process and Coordinator's Office budget allocation process.	12/31/03	Y	RECENTLY COMPLETED The MPP/BPP, Annual Reports and Country phase out process have been synchronized to guide budget allocation decisions.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Bureau of European and Eurasian Affairs	Cynthia Clapp-Wincek

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
2003 Recommendation: SEED and FSA annual reports do not contain sectoral performance measures.	01/30/04	Y	RECENTLY COMPLETED Posts included sectoral performance measures in their 2003 Annual Report submissions.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
N/A	N/A	Bureau of European and Eurasian Affairs	Cynthia Clapp-Wincek

3. UNHCR

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Department should use «Framework of Cooperation» to set policy priorities and common objectives.	Ongoing	Y	Framework was signed on February 12, 2004. Consultations between Department and UNHCR occur regularly to review progress; last consultation occurred in November 2004.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Co-sign Framework for 2004.	02/28/04	Bureau of Population, Refugees, and Migration	Arthur E. Dewey

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Department should work with UNHCR in establishment of an integrated financial system. Establish efficiency measure.	12/31/06	Y	System will be launched in phases, beginning with Finance and Supply Chain (FSC) in 2004, followed by Human Resources and Payroll in 2005. FSC was launched on January 30, 2004. Efficiency measure established and approved by OMB.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Finance and Supply Chain to be launched January 2004 with completion of roll-out by December 2005.	01/05/04	Bureau of Population, Refugees, and Migration	Arthur E. Dewey

4. Diplomatic Security/Worldwide Security Upgrades

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Work closely with the Bureau of Diplomatic Security (DS) to develop effective annual goals and targets.	05/31/04	Y	Work closely with DS to develop effective annual goals and targets.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Inclusion in Bureau Performance Plan	06/30/04	Bureau of Diplomatic Security	Francis X. Taylor

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Work to develop performance measures for major programs to support annual performance goals and ensure long-term effectiveness.	01/30/04	Y	Baseline performance measures now developed for major programs to support annual performance goals and ensure long-term effectiveness.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Assistant Director's approval and inclusion in Bureau Performance Plan.	06/30/04	Bureau of Diplomatic Security	Francis X. Taylor

FY 2006 PART Programs – State

FY 2006 PART recommendations were not yet final at the time of this publication and thus are not shown.

FY 2004 PART Programs - USAID (List Shows Only those FY 2004 PART Programs With Active Recommendations)

1. Global Climate Change (GCC) (USAID)

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Update goals and performance measures to improve measurability where possible and to better reflect Administration's priorities.	09/30/03 and ongoing	Y	1) The GCC program is in the process of developing a new strategy to update its goals. 2) The GCC program is improving measurability by developing methodologies to measure carbon sequestration (awarded cooperative agreement 9/03 to NGO with expertise in carbon measurement). 3) The GCC program reflects Administration's priorities by actively participating in bilateral climate change discussions with State Dept., and is a member of the negotiating team in international climate change negotiations.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Announcement of new strategy.	Winter 2004	ESP Office/GCC Team	Ko Barrett

2. Development Assistance - Population (USAID)

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
The program should continue to provide resources at the FY 2003 level, and take steps to better align resource allocations with country needs through new performance budgeting efforts.	09/31/03 and ongoing	Y	Improved performance budgeting efforts.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Made efforts to better align resource allocations.	7/30/2003	Global Health	Carol Dabbs

3. USAID Public Law 480 Title II Food Aid (USAID)

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Develop preliminary revised annual performance measures for Title II food aid (short and long-term).	12/31/03	Y	Developed measures in coordination with new FFP Strategic Plan Development.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Performance Monitoring Plan results framework to be developed within 12 months in accordance with Agency policy (ADS).	12/31/04	FFP Vision and Strategy Team	P. E. Balakrishnan

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Improve integration of Title II food aid with other USAID resources in Washington and overseas Missions.	06/30/03	Y	Guidance on food aid integration developed and disseminated by PPC with FY 2005 BPBS guidance.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Integration of food aid and respective reporting will be increasingly implemented by Missions in conjunction with the implementation of the new Food for Peace Strategic Plan.	12/31/04	FFP & Bureau for Program Policy and Coordination (PPC)	Dale Skoric

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Implement changes to improve efficiency and continue to incorporate other changes (such as monetization).	10/3/2003	Y	Streamlining report was submitted to Congress. Monetization Analysis Report is being finalized.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
Begin implementation of changes and recommendations identified in Streamlining Report to Congress.	09/30/2004	FFP	Lauren Landis

FY 2005 PART Programs - USAID (List Shows Only those FY 2005 PART Programs With Active Recommendations)

1. Office of Transition Initiatives (USAID)

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Continue to monitor OTI's coordination/cooperation with related offices and programs, to ensure that there is no duplication of effort or overlap.	09/30/03 and ongoing	Y	Efforts are underway to improve how OTI's coordination with related offices and programs are monitored to prevent duplication of work.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
TBD	TBD	DHCA/OTI	TBD

2. Child Survival and Health - Latin America and the Caribbean Region (USAID)

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Develop LAC Bureau-level long-term performance measures, baselines and targets.	04/30/04	Y	Developed long-term goals, baselines, and targets that resulted in an improved score during the recent reassessment conducted in CY 2004.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
LAC has implement a system of common performance indicators that facilitated the setting of ambitious annual and long-term performance targets, the measurement of results, and an annual budgeting process that is directly integrated with performance. This was completed in conjunction with the PART process for FY 2006, resulting in an upgrade of the PART assessment in FY 2005 of "Results Not Demonstrated" to "Moderately Effective" in FY 2006.	N/A	LAC/SPO	Don Soules

3. Development Assistance – Latin America and the Caribbean Region (USAID)

Recommendation	Completion Date	On Track? (Y/N)	Comments on Status
Develop LAC Bureau-level long-term performance measures, baselines and targets.	04/30/04	Y	Developed long-term goals, baselines, and targets.
Milestone	**Milestone Date**	**Lead Organization**	**Lead Official**
LAC has implement a system of common performance indicators that facilitated the setting of ambitious annual and long-term performance targets, the measurement of results, and an annual budgeting process that is directly integrated with performance. This was completed in conjunction with the PART process for FY 2006, resulting in an upgrade of the PART assessment in FY 2005 of "Results Not Demonstrated" to "Moderately Effective" in FY 2006.	03/30/04	LAC/SPO	Don Soules

FY 2006 PART Programs – USAID

FY 2006 PART recommendations were not yet final at the time of this publication and thus are not shown.

PART Inventory by Type of Funding

PART Reviews: CJS Programs

Agency	Fiscal Year	PART Program Name	FY 04Program Reconfigured	Funding Composition	Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
Department of State	2004	Capital Security Construction	Yes	Budgetary Resources	605	Management and Organizational Excellence	19-0535 STATE Embassy security, Construction & Maintenance			No	*Redefined in 2006, adding Regular Capital Construction and Asset Management
Department of State	2004	Visa and Consular Services	Yes	Budgetary Resources	736	Homeland Security	19-0113 STATE Diplomatic and Consular Program			No	*Redefined in 2006, adding D&CP Funding
Department of State	2004	Exchanges in Near East and South Asia	Yes	Budgetary Resources	49	Public Diplomacy and Public Affairs	19-0209 STATE Educational and cultural exchange			No	*Redefined in 2006, as Global Program
Department of State	2005	Worldwide Security Upgrades	Yes	Budgetary Resources	549	Management and Organizational Excellence	19-0113 STATE Diplomatic and Consular Program			No	*Redefined in 2006, adding DS bureau
Department of State	2006	Capital Construction (Security and Regular)	No	Budgetary Resources	685	Management and Organizational Excellence	19-0535 STATE Embassy security, Construction, & Maintenance			No	
Department of State	2006	Border Security	No	Budgetary Resources	739	Homeland Security	19-0113 STATE Diplomatic and Consular Program			No	

Agency	Fiscal Year	PART Program Name	FY 04 Program Reconfigured	Funding Composition	Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
Department of State	2006	Educational and Cultural Exchanges (Global)	No	Budgetary Resources	344	Public Diplomacy and Public Affairs	19-0209 STATE Educational and Cultural Exchange			No	
Department of State	2006	Worldwide Security	No	Budgetary Resources	694	Management and Organizational Excellence	19-0113 STATE Diplomatic and Consular Program			No	74M to ICASS FY07
Department of State	2006	Contributions for International Peacekeeping Activities	No	Budgetary Resources	669	Regional Stability	19-1124 STATE Contributions for International Peacekeeping Activities			No	
Department of State	2006	International Fisheries Commissions	No	Budgetary Resources	17	Social and Environmental Issues	19-1087 STATE International Fisheries Commissions			No	FY changed from FY07 to FY06
Department of State	2007	Public Diplomacy	No	Budgetary Resources	275	Public Diplomacy and Public Affairs	19-0113 STATE Diplomatic and Consular Program			No	2M Rep to Regionals FY08
Department of State	2007	Protection of Foreign Missions and Officials	No	Budgetary Resources	11	Management and Organizational Excellence	19-0520 STATE Protection of Foreign Missions			No	Previously a part of Direction and Support FY08
Department of State	2007	International Cooperative Administrative Support	No	Budgetary Resources	667	Management and Organizational Excellence	19-0113 STATE Diplomatic and Consular Program	19-0535 STATE Embassy security, Construction, & Maintenance		No	From existing PART Programs
Department of State	2008	International Organizations	No	Budgetary Resources	914	Regional Stability	19-0113 STATE Diplomatic and	19-1126 STATE Contributions to		No	FY changed from FY07 to

Agency	Fiscal Year	PART Program Name	FY 04 Program Reconfigured	Funding Composition	Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
		(including CIO)					Consular Program	International Organizations			FY08 and 3M to ICASS FY07
Department of State	2008	Embassy Security Ongoing Operations and Compound Security	No	Budgetary Resources	527	Management and Organizational Excellence	19-0535 STATE Embassy security, Construction, & Maintenance			No	FY changed from FY07 to FY08 and 43M to ICASS FY07
Department of State	2008	International Boundary and Water Commission	No	Budgetary Resources	31	Social and Environmental Issues	19-1078 STATE Construction, IBWC	19-1069 STATE Salaries and Expenses, IBWC		No	
Department of State	2008	Regional Bureaus	No	Budgetary Resources	852	Regional Stability	19-0113 STATE Diplomatic and Consular Program	19-0545 STATE Representation Allowances		No	Consolidates Regional Bureaus and Rep, less ICASS FY07
Department of State	2008	Global Affairs	No	Budgetary Resources	41	Social and Environmental Issues	19-0113 STATE Diplomatic and Consular Program			No	FY changed from FY07 to FY08
Department of State	2008	Economic and Business Affairs	No	Budgetary Resources	28	Economic Prosperity and Security	19-0113 STATE Diplomatic and Consular Program			No	FY Changed from FY07 to FY08
Department of State	2008	Arms Control and International Security	No	Budgetary Resources	87	Achieve Peace and Security	19-0113 STATE Diplomatic and Consular Program			No	1M to ICASS FY07

Agency	Fiscal Year	PART Program Name	FY 04 Program Reconfigured	Funding Composition	Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
Department of State	2008	Information Technology	No	Budgetary Resources	357	Management and Organizational Excellence	19-0113 STATE Diplomatic and Consular Program	19-0120 STATE Capital Investment Fund		No	10M to ICASS FY07
Department of State	2008	Office of Inspector General	No	Budgetary Resources	29	ALL	19-0529 STATE Office of Inspector General			No	
Department of State	2008	Direction & Support	No	Budgetary Resources	1,092	ALL	19-0113 STATE Diplomatic and Consular Program	19-0523 STATE Payment to the American Institute	19-0522 STATE Emergincies in the Diplomatic and Consular Service	Yes	11M to PFMO FY07 and 122M to ICASS FY07

PART Totals	9,998
FS Retirement (Mandatory)	138
*Redefined (Overlaps)	-1,939
Fees	-736
FSA, SEED (Transfer)	-100
Adjusted PART Total	7,361
Appropriations Total	7,362[1]

[1] Represents the FY 2003 Funding Level

PART Programs With Foreign Operations Funding

Agency	Fiscal Year	PART Program Name	FY 05 Program Reconfigured	Funding Composition	FY 2004 Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
		184-05 International Assistance Program, International Security Assistance									
Dept. of State	2004	State, Anti-Terrorism Assistance, 2004	No	BA	151	Counterterrorism	11-1075 IAP Nonproliferation, Antiterrorism			No	
Dept. of State	2004	State, Military Assistance to New NATO and NATO Aspirant Nations, 2004	No	BA	149	Regional Stability	11-1082 IAP Foreign Military Financing Program			No	
Dept. of State	2004	State, PKO - including East Timor and OSCE, 2004	No	BA	29	Regional Stability	72-1032 IAP Peacekeeping Operations			No	
Dept. of State	2004	State, Security Assistance to Sub-Saharan Africa, 2004	No	BA	62	Regional Stability	72-1032 IAP Peacekeeping Operations	11-1082 IAP Foreign Military Financing Program	11-1081 IAP International Military Education	No	
Dept. of State	2005	State, Demining, 2005	No	BA	59	Humanitarian Response	11-1075 IAP Nonproliferation, Antiterrorism			No	
Dept. of State	2005	State, Foreign Military Financing; International Military Education & Training, WHA, 2005	No	BA	133	Regional Stability	11-1082 IAP Foreign Military Financing Program	11-1081 IAP International Military Education		No	
Dept. of State	2005	State, Nonproliferation and Disarmament Fund, 2005	No	BA	30	Weapons of Mass Destruction	11-1071 IAP Nonproliferation and			No	

Agency	Fiscal Year	PART Program Name	FY 05 Program Reconfigured	Funding Composition	FY 2004 Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
							Disarmament				
Dept. of State	2005	State, Terrorist Interdiction Program, 2005	No	BA	5	Counterterrorism	11-1075 IAP Nonproliferation, Antiterrorism			No	
Dept. of State	2005	State, United Nations Development Program (UNDP), 2005	No	BA	101	Economic Prosperity and Security	72-1005 IAP International Organizations			No	
Dept. of State	2006	State, Economic Support Fund (ESF) - WHA, 2006	No	BA	149	Economic Prosperity and Security	72-1037 IAP Economic Support Fund			No	
Dept. of State	2006	State, Economic Support Fund (ESF) - Human Rights & Democracy Fund, Partnership to Eliminate Sweatshops, 2005	No	BA	34	Economic Prosperity and Security	72-1037 IAP Economic Support Fund			No	
Dept. of State	2006	State, EXBS, 2006	No	BA	36	Economic Prosperity and Security	11-1075 IAP Nonproliferation, Antiterrorism			No	
Dept. of State	2006	State, Science Centers, Bio-Chemical Redirection, 2006	No	BA	50	Economic Prosperity and Security	11-1075 IAP Nonproliferation, Antiterrorism			No	
Dept. of State	2008	State, Economic Support Fund (ESF) - SA, 2006	No	BA	1,138	Economic Prosperity and Security	72-1037 IAP Economic Support Fund			No	
Dept. of State	2008	State, Economic Support Fund (ESF) - EAP, 2006	No	BA	159	Economic Prosperity and Security	72-1037 IAP Economic Support Fund			No	
Dept. of State	2008	State, Peacekeeping Operations - remaining	No	BA	65	Regional Stability	72-1032 IAP Peacekeeping			No	

Agency	Fiscal Year	PART Program Name	FY 05 Program Reconfigured	Funding Composition	FY 2004 Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
		programs.					Operations				
Dept. of State	2007	State, Economic Support Fund (ESF) - AF, 2007	No	BA	74	Economic Prosperity and Security	72-1037 IAP Economic Support Fund			No	
Dept. of State	2007	State, Foreign Military Financing; International Military Education & Training, SA, 2007	No	BA	500	Regional Stability	11-1082 IAP Foreign Military Financing Program	11-1081 IAP International Military Education		No	
Dept. of State	2008	State, Foreign Military Financing; International Military Education & Training, EAP, 2007	No	BA	33	Regional Stability	11-1082 IAP Foreign Military Financing Program	11-1081 IAP International Military Education		No	
Dept. of State	2008	State, NADR - remaining programs, 2007	No	BA	76	Regional Stability, Counterterrorism, and Humanitarian Response	11-1075 IAP Nonproliferation and antiterrorism			No	
Dept. of State	2008	State, Foreign Military Financing; International Military Education & Training, NEA, 2008	No	BA	3,741	Regional Stability	11-1082 IAP Foreign Military Financing Program	11-1081 IAP International Military Education		No	
Dept. of State	2008	State, Economic Support Fund (ESF) - NEA, 2008	No	BA	1,617	Economic Prosperity and Security	72-1037 IAP Economic Support Fund			No	
Dept. of State	2008	State, Economic Support Fund (ESF) - OESI, 2008			4	Economic Prosperity and Security				No	
Dept. of State	2008	State, Economic Support Fund (ESF) - E&E, 2008			70	Economic Prosperity and Security				No	

Agency	Fiscal Year	PART Program Name	FY 05 Program Reconfigured	Funding Composition	FY 2004 Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
		184-10 International Assistance Program, Multilateral Assistance									
Dept. of State	2007	Global Fund to Fight AIDS, TB, and Malaria	No	BA	488	Social and Environmental Issues	72-1028 IAP Global Fund to Fight HIV/AIDS,			No	
Dept. of State	2008	State, United Nations Children's Fund (UNICEF), 2007	No	BA	119	Economic Prosperity	No IO&P Account; Only Occasionally is it in Child Survival			No	
Dept. of State	2008	State, IO&P-WFP & Remaining Ios, 2008	No	BA	74		72-1005 IAP International Organizations and Programs			No	
		014-25 Department of State, Other									
Dept. of State	2004	State, Refugee Admissions to the U.S., 2004	No	BA	132	Humanitarian Response	19-1143 STATE Migration and Refugee Assistance			No	
Dept. of State	2004	State, Refugees to Israel, 2004	No	BA	50	Humanitarian Response	19-1143 STATE Migration and Refugee Assistance			No	
Dept. of State	2005	State, United Nations High Commission for Refugees (UNHCR), 2005	No	BA	296	Humanitarian Response	19-1143 STATE Migration and Refugee Assistance			No	
Dept. of State	2006	State, INCLE – WHA, 2006	No	BA	47	International Crime and Drugs	19-1154 STATE			No	

Agency	Fiscal Year	PART Program Name	FY 05 Program Reconfigured Funding Composition	FY 2004 Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
Dept. of State	2006	State, Andean Counter drug Initiative, 2006	No	BA	738	International Crime and Drugs	19-1154 STATE Andean Counter Drug Initiative		No	
Dept. of State	2007	State, Protection & Other PRM Programs, 2007	Yes	BA		Humanitarian Response	19-1143 STATE Migration and Refugee Assistance		No	
Dept. of State	2007	State, INCLE- Anti-crime Programs, 2007	No	BA	58	International Crime and Drugs	19-1022 STATE International Narcotics Control		No	
Dept. of State	2008	State, INCLE- Counter-drug Programs, 2008	No	BA	135	International Crime and Drugs	19-1022 STATE International Narcotics Control		No	
Dept. of State	2008	State, PRM-Humanitarian Assistance	Yes	BA		Humanitarian Response	19-1143 STATE Migration and Refugee Assistance		No	
		184-15 International Assistance Program, Agency for International Development							No	
Dept of State	2005	State, Freedom Support Act - Assistance for the Independent States of the Former Soviet Union, 2005	No	BA	585	Democracy and Human Rights	72-1093 IAP Assistance for the Newly Independent States		No	
Dept. of State	2005	State, SEED - Assistance for Eastern Europe & the Baltic States, 2005	No	BA	442	Economic Prosperity and Security	72-1010 IAP Assistance for Eastern Europe		No	

Agency	Fiscal Year	PART Program Name	FY 05 Program Reconfigured	Funding Composition	FY 2004 Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
USAID	2004	USAID, Public Law 480 Title II Food Aid, 2004	No	BA		Humanitarian Response				No	
USAID	2004	USAID, USAID Climate Change, 2004	No	BA		Social and Environmental Issues				No	
USAID	2004	USAID, USAID Development Assistance - Population, 2004	No	BA		Social and Environmental Issues	72-1095 IAP Child Survival and Disease Program	72-1037 IAP Economic Support Fund	72-1093 IAP Assistance for Newly Independent States	Yes	
USAID	2005	USAID, Development Assistance and Child Survival & Health - LAC, 2005	No	BA		Social and Environmental Issues	72-1021 IAP Sustainable Development Assistance	72-1095 IAP Child Survival and Disease Program		No	
USAID	2005	USAID, Office of Transition Initiatives, 2005	No	BA			72-1027 IAP Transition Initiatives			No	
USAID	2006	USAID, CSH - HIV/AIDS, 2006	No	BA		Social and Environmental Issues	72-1095 IAP Child Survival and Disease Program			No	
USAID	2006	USAID, Operating Expenses for LAC, ANE, 2006	No	BA			72-1000 IAP Operating expenses of the Agency			No	
USAID	2006	USAID, Development Assistance and Child Survival & Health - ANE, 2006	No	BA		Social and Environmental Issues	72-1021 IAP Sustainable Development Assistance	72-1095 IAP Child Survival and Disease Program		No	
USAID	2006	USAID, Development Credit Programs, 2006	No	BA		Social and Environmental Issues	72-1264 IAP Development Credit Authority Program			Yes	

Agency	Fiscal Year	PART Program Name	FY 05 Program Reconfigured	Funding Composition	FY 2004 Funding Level ($M)	Strategic Goal \ Objective	Account Id (1)	Account Id (2)	Account Id (3)	> 3 Accounts	Comments
USAID	2007	USAID, Operating Expenses for AFR, 2007	No	BA	tbd		72-1000 IAP Operating Expenses of the Agency			No	
USAID	2007	USAID, Development Assistance and Child Survival & Health - AFR, 2007	No	BA	1,062	Social and Environmental Issues	72-1021 IAP Sustainable Development Assistance	72-1095 IAP Child Survival and Disease Program		No	
USAID	2007	USAID, International Disaster Assistance, 2007	No	BA	288	Humanitarian Response	72-1035 IAP International Disaster Assistance			No	
USAID	2007	USAID, Famine Fund, 2007	No	BA	0	Humanitarian Response	72-1029 IAP Famine Fund			No	
USAID	2008	USAID, Operating Expenses for non-regional, 2008	No	BA	tbd		72-1000 IAP Operating Expenses of the Agency				
USAID	2008	USAID, Capital Investment Fund, 2008	No	BA	43		72-0300 IAP Capital Investment fund				
USAID	2008	USAID, DA and CSH - remaining programs, 2008	No	BA	1,049	Social and Environmental Issues, and Humanitarian Response	72-1021 IAP Sustainable Development Assistance	72-1095 IAP Child Survival and Disease Program		No	
USAID	2008	USAID, Operating Expenses of the OIG, 2008			33		72-1007 IAP Operating Expenses, Office of the Agency				
Dept. of State	2008	State, Emergency Plan for AIDS Relief, 2008	No	BA	0	Social and Environmental Issues	72-1030 IAP Global AIDS Initiative			No	

Resource Tables by Strategic Goal

U.S. DEPARTMENT OF STATE

Department of State Appropriations Act Resources

($ in thousands)

STRATEGIC OBJECTIVE		FY 2004 Actual		FY 2005 Estimate		FY 2006 Request	
Strategic Goal		**Positions[1]**	**Funds**	**Positions[1]**	**Funds**	**Positions[1]**	**Funds**
ACHIEVE PEACE AND SECURITY							
RS	Regional Stability	1,267	$1,350,008	1,240	$1,206,966	1,238	$1,879,602
CT	Counterterrorism	898	176,547	903	181,118	903	191,388
HS	Homeland Security	560	950,604	566	184,596	566	188,040
WD	Weapons of Mass Destruction	514	180,102	514	198,958	514	211,946
IC	International Crime and Drugs	696	101,592	701	105,997	704	115,554
AC	American Citizens	276	55,212	275	56,566	275	58,736
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS							
DE	Democracy & Human Rights	825	330,530	824	357,243	825	390,123
EP	Economic Prosperity and Security	1,525	444,481	1,556	550,158	1,561	591,962
SE	Social & Environmental Issues	286	305,426	295	230,472	292	239,240
HR	Humanitarian Response	547	75,857	543	77,500	543	80,644
PROMOTE INTERNATIONAL UNDERSTANDING							
PD	Public Diplomacy and Public Affairs	1,947	520,178	1,947	569,495	1,949	637,662
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES							
MG	Management and Organizational Excellence	10,157	4,266,306	10,280	4,229,766	10,576	4,466,177
Total Resources Supporting Strategic Goals		**19,498**	**$8,756,843**	**19,644**	**$7,948,835**	**19,946**	**$9,051,074**
Office of the Inspector General		314	31,369	314	30,028	318	29,983
Broadcasting Board of Governors			591,567		591,552		651,943
Other Programs[2]			58,875		183,972		88,398
Grand Total		**19,812**	**$9,438,654**	**19,958**	**$8,754,387**	**20,264**	**$9,821,398**

Note (1): The "Positions" column denotes the number of direct-funded positions.
Note (2): This total represents the following three programs - the "International Trade Commission", the "Foreign Claims Settlement Commission" and the "United States Institute of Peace".

FOREIGN OPERATIONS AND OTHER AGENCIES

($ in thousands)

STRATEGIC OBJECTIVE		FY 2004 Actual	FY 2005 Estimate	FY 2006 Request
Strategic Goal		**Funds**	**Funds**	**Funds**
ACHIEVE PEACE AND SECURITY				
RS	Regional Stability	$5,017,258	$4,624,989	$4,222,654
CT	Counterterrorism	962,055	1,227,179	1,333,295
HS	Homeland Security	5,900	5,090	9,796
WD	Weapons of Mass Destruction	208,750	214,240	212,140
IC	International Crime and Drugs	1,372,110	1,180,127	1,551,186
AC	American Citizens	-	-	-
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS				
DE	Democracy & Human Rights	838,502	1,109,612	1,301,473
EP	Economic Prosperity and Security	5,380,563	5,122,029	7,321,106
SE	Social & Environmental Issues	3,337,771	3,933,250	4,235,036
HR	Humanitarian Response	1,629,834	1,520,226	1,754,308
PROMOTE INTERNATIONAL UNDERSTANDING				
PD	Public Diplomacy and Public Affairs	19,568	20,212	25,586
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES				
MG	Management and Organizational Excellence	802,209	721,568	825,665
	Total Resources Supporting Strategic Goals	**$19,574,520**	**$19,678,522**	**$22,792,245**
Office of the Inspector General (USAID)		36,694	34,720	36,000
Agriculture Programs		1,234,967	1,259,841	985,000
United States Institute of Peace		17,099	0	0
	Grand Total	**$20,863,280**	**$20,973,083**	**$23,813,245**

Glossary of Terms

Acronym	Definition	Acronym	Definition
A	Bureau of Administration (DOS)	AR	Annual Reports
A/LM	Office of Logistics Management (DOS)	ARS	Alternative Remittance Systems
A/S	Assistant Secretary	ASEAN	Association of Southeast Asian Nations
AACR	African Armed Conflicts Resolved	ATA	Afghan Transitional Authority
AAMVA	American Association of Motor Vehicle Administrators	ATA	Anti-Terrorism Assistance
ABA	American Bar Association	AU	African Union
ABM	Anti-Ballistic Missile	AV	Armored Vehicle
AC	Bureau of Arms Control	BBG	Broadcasting Board of Governors
ACC	Afghan Conservation Corps	BCBP	Bureau of Customs and Border Protection
ACDA	Arms Control and Disarmament Agency	BCC	Border Crossing Card
ACE	Office of the Coordinator of U.S. Assistance to Europe and Eurasia (DOS/EUR)	BCH	Biosafety Clearing House
ACI	Andean Counterdrug Initiative	BIC	Bilateral Implementation Commission
ACIA	Arctic Climate Impact Assessment	BII	Bio-Industry Initiative
ACOTA	African Contingency Operations Training and Assistance Program	BIMC	Beltsville Information Management Center
ACRI	African Crisis Response Initiative	BIT	Bilateral Investment Treaty
ACS	Access Control System	BMR	Business Model Review
ADB	Asian Development Bank	BPBS	Bureau Program and Budget Submission
AE	Accrediting Entity	BPI	Business Process Improvement
AEF	Annual Evaluation Form	BPP	Bureau Performance Plan
AEPI	Army Environmental Policy Institute	BPR	Business Process Reengineering
AF	Bureau of African Affairs (DOS)	BSC	Balance Score Card
AFB	Air Force Base	BTEC	Business Transformation Executive Committee (USAID)
AFIS	Automated Fingerprint Identification System	BW	Biological Weapon
AFR	USAID's Africa Bureau	BWC	Biological Weapons Convention
AFSA	American Foreign Service Association	C&A	Certification and Accreditation
AGA	Association of Government Accountants	CAFTA	U.S.-Central American Free Trade Agreement
AGOA	Africa Growth and Opportunity Act	CARPE	Central African Regional Program for the Environment
AIA	Afghan Interim Authority	CBD	Convention on Biological Diversity
AIDS	Acquired Immune Deficiency Syndrome	CBFP	Congo Basin Forest Partnership
AIOG	Afghanistan Inter-Agency Operations Group	CBM	Confidence Building Measures
AMORE	Alliance for Mindanao Off-Grid Renewable Energy	CBN	Chemical/Biological/Nuclear
ANA	Afghan National Army	CBO	Community-Based Organization
ANE	Asia and the Near East (USAID bureau)	CBP	Customs and Border Protection
ANP	Annual National Plan	CBRM	Chemical, Biological, Radiological, or Nuclear Attacks
APEC	Asia-Pacific Economic Cooperation Forum	CBW	Chemical and Biological Weapons
APhA	American Pharmaceutical Association	CCAMLR	Convention on Conservation of Antarctic Marine Living Resources
APHC	All Parties Hurriyat Conference	CCD	Consular Consolidated Database
APHIS	Animal and Plant Health Inspection Service (USDA)	CCMR	Center for Civil Military Relations
API	Advance Passenger Information	CCP	Classified Connectivity Program

Acronym	Definition	Acronym	Definition
CD	Community of Democracies	CPA	Certified Public Accountants
CDC	U.S. Center for Disease Control	CPATT	Coalition Police Advisory Training Team
CEA	Council of Economic Advisors (White House)	CPDF	Central Personnel Data File
CEAR	Certificate of Excellence in Accountability Reporting	CPIC	Capital Planning and Investment Control
CE-DAT	Complex Emergencies Database	CPPNM	Convention on Physical Protection of Nuclear Material
CEELI	Central European and Eurasian Law Initiative (American Bar Association)	CRDF	U.S. Civilian Research & Development Foundation
CEQ	Council on Environmental Quality (White House)	CRED	Centre for Research on the Epidemiology of Disasters
CFE	Conventional Forces in Europe	CRMS	Central Resource Management System
CFMS	Central Financial Management System	CRS	Catholic Relief Service
CFO	Chief Financial Officer	CS	Civil Service
CFP	Common Fisheries Policy	CS	Competitive Sourcing
CFPS	Central Financial Planning System	CS	Combat Support
CFT	Customer Focus Team	CS&H	Child Survival & Health Programs Fund
CGSS	Consultative Group for Strategic Stability	CSBMs	Confidence and Security Building Measures
CHR	Commission on Human Rights	CSCS	Capital Security Cost Sharing
CIA	Central Intelligence Agency	CSD	United Nations Commission on Sustainable Development
CIDA	Canadian International Development Agency	CSG	Counterterrorism Security Group
CIF	Community Infrastructure Fund	CSH	Child Survival & Health Programs Fund
CIO	Contributions to International Organizations Account	CSI	Container Security Initiative
CIO	Chief Information Officer	CSIP	Contract Specialist Intern Program
CIP	Critical Infrastructure Protection	CSPMP	Cyber Security Program Management Plan
CIPA	Contributions for International Peacekeeping Activities	CSR	Department of Communicable Disease Surveillance and Response (WHO)
CIS	Commonwealth of Independent States	CSS	Combat Service Support
CIS	Consular Information Sheets	CT	Counterterrorism
CITEL	Inter-American Telecommunications Commission	CTC	Counterterrorism Committee
CITES	Convention on International Trade in Endangered Species	CVID	Complete, Verifiable, Irreversible Dismantlement
CITS	Center for International Trade and Security (University of Georgia)	CW	Chemical Weapon
CJCS	Chairman of the Joint Chiefs of Staff	CW/BW	Chemical Warfare/Biological Warfare
CLJ	Constitutional Loya Jirga	CWC	Chemical Weapons Convention
CM	Case Management	CWDF	Chemical Weapons Destruction Facility
CMM	Office of Conflict Management and Mitigation	CY	Calendar Year
CMR	Crude Mortality Rates	D&CP	Diplomatic and Consular Programs
CMS	Conservation of Migratory Species of Wild Animals	DA	Development Assistance
CNC	Center for Narcotics and Crime	DA	Disaster Assistance
CO2	Carbon Dioxide	DAC	Development Assistance Committee
COE	Council of Europe	DCHA	Bureau of Democracy, Conflict and Humanitarian Assistance (USAID)
COLA	Cost of Living Allowance	DCHA/DG	Office of Democracy and Governance (USAID)
COP7	CBD 7th Conference of the Parties	DCHA/FFP	Office of Food for Peace (USAID)
COP8	CBD 8th Conference of the Parties	DCHA/OFDA	Office of Foreign Disaster Assistance (USAID)
CPA	Coalition Provisional Authority	DCO	Office of Donor Coordination and Outreach (USAID)

Acronym	Definition	Acronym	Definition
DEA	Defense Exchange Agreement (DoD)	ECOSOC	United Nations Economic and Social Council
DEA	Drug Enforcement Agency	ECOWAS	Economic Community of West African States
DFI	Development Fund for Iraq	EGAT	Bureau of Economic Growth, Agriculture, and Trade (USAID)
DHHS	Department of Health and Human Services	EGAT/ESP	Office of Environment and Science Policy (USAID)
DHS	U.S. Department of Homeland Security	EIPC	Enhanced International Peacekeeping Capabilities
DHS	Demographic and Health Survey	EIS	Executive Information systems
DIA	Defense Intelligence Agency	ELJ	Emergency Loya Jirga
DL	Distance Learning	ENM	Enterprise Network Management
DOC	U.S. Department of Commerce	ENR	Enrichment and Reprocessing
DoD	U.S. Department of Defense	EOB	Existing Office Building
DOE	U.S. Department of Energy	EOD	Entrance on Duty
DOI	U.S. Department of the Interior	EOD	Explosive Ordinance Detection
DOJ	U.S. Department of Justice	EP+	Employee Profile Plus
DOL	U.S. Department of Labor	EPA	U.S. Environmental Protection Agency
DoPs	Declaration of Principles	EPM	Enterprise Performance Management
DOS	U.S. Department of State	ERMA	Emergency Refugee & Migration Assistance
DOT	U.S. Department of Transportation	ESC&M	Embassy Security, Construction, and Maintenance
DPKO	UN Department of Peacekeeping Operations	ESDI	European Security and Defense Initiative
DPRK	Democratic Peoples Republic of Korea (North Korea)	ESDP	European Security and Defense Program
DPT3	3 Doses of Diphtheria/Pertussis/Tetanus Vaccine	ESF	Economic Support Fund
DRC	Democratic Republic of the Congo	et. al.	and others
DRI	Diplomatic Readiness Initiative	EU	European Union
DRL	Bureau of Democracy, Human Rights, and Labor (DOS)	EUCOM	U.S. European Command
DS	Bureau of Diplomatic Security (DOS)	EUR	Bureau of European and Eurasian Affairs (DOS)
DSCA	Defense Security Cooperation Agency	EX	Executive Office
DSM	Domestic Staffing Model	EXBS	Export Control and Border Security Program
DTRA	Defense Threat Reduction Agency	EXIM	Export-Import Bank
DTV	Digital Television	FAA	Federal Aviation Administration
DV	Diversity Visa	FAIR Act	Federal Activities Inventory Reform Act
E.O.	Executive Order	FAM/FAH	Foreign Affairs Manual/Foreign Affairs Handbooks
EA	Enterprise Architecture	FAO	United Nations Food and Agriculture Organization
EAP	Bureau of East Asian and Pacific Affairs (DOS)	FAS	Foreign Agricultural Service
EB	Bureau of Economic and Business Affairs (DOS)	FAST	Free And Secure Trade Program
EBRD	European Bank for Reconstruction and Development	FATA	Federally Administered Tribal Areas
EC	European Community	FATF	Financial Action Task Force
ECA	Bureau of Educational and Cultural Affairs (DOS)	FBCI	Faith-Based and Community Initiatives
ECC	NP's Office of Export Control Cooperation	FBCO	Faith-Based and Community Organizations
ECE	Economic Commission for Europe (UN)	FBI	Federal Bureau of Investigation
ECHO	U.K. ECHO International Health Services, Ltd.	FCC	Federal Communications Commission
ECOMIL	ECOWAS' Monitoring Group in Liberia	FCS	Foreign Commercial Service

Acronym	Definition	Acronym	Definition
FDA	Food and Drug Administration	G77	Group of 77 developing countries
FDD	Forces for the Defense of Democracy	G-8	Group of Eight (major industrialized nations)
FEMA	Federal Emergency Management Agency	GAI	Global AIDS Initiative
FEST	Foreign Emergency Support Team	GAO	Government Accountability Office
FETP	Field Epidemiology Training Program	GCA	Global Coalition for Africa
FFMIA	Federal Financial Management Improvement Act	GCC	Global Climate Change
FH	Freedom House	GCI	Growth Competitiveness Index
FHA	Federal Health Architecture	GCOS	Global Climate Observing System
FHI	Freedom House Index	GDIN	Global Disaster Information Network
FIA's	Federal Investigative Agencies	GDMS	Grants and Data Management System
FISMA	Federal Information Security Management Act	GDP	Gross Domestic Product
FLEG	Forest Law Enforcement and Governance	GEF	Global Environmental Facility
FM	Financial Management	GEO	Group on Earth Observations (Intergovernmental)
FMF	Foreign Military Financing	GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
FMFIA	Federal Managers' Financial Integrity Act	GFMS	Global Financial Management System
FMIS	Financial Management Information System	GGCL	Government -to-Government Communications Links
FMSF	Fissile Material Storage Facility	GH	Bureau of Global Health (USAID)
FOIA	Freedom of Information Act	GHSAG	Global Health Security Action Group
FOTA	Future of the Alliance	GIF	Generation IV International Forum
FP/RH	Family Planning/Reproductive Health	GITM	Global Information Technology Modernization
FPC	Foreign Press Center	GLFC	Great Lakes Fishery Commission
FPDS-NG	Federal Procurement Data System (GSA)	GM	Grants Management
FR	Facial Recognition	GMA	Global Marine Assessments
FROG	Free Rocket Over Ground	GMRA	Government Management Reform Act
FRPC	Federal Real Property Council	GOI	Government of India
FRUS	Foreign Relations of the United States	GOOS	Global Ocean Observing System
FS	Foreign Service	GOP	Government of Pakistan
FSA	Freedom Support Act	GOS	Government of Sudan
FSAT	Financial Systems Assessment Teams	GP	Global Partnership
FSC	Financial Service Center	GP	Global Partnership
FSC	Finance and Supply Chain	GPA	Global Program of Action
FSI	Foreign Service Institute	GPO	Government Printing Office
FSN	Foreign Service National	GPRA	Government Performance and Results Act
FSRA	Foreign Service Retirement Actuarial	GS	General Staff
FSRDF	Foreign Service Retirement and Disability Fund	GSA	General Services Administration
FSWE	Foreign Service Written Exam	GTOS	Global Terrestrial Observing System
FTA	Free Trade Agreement	GWOT	Global War on Terrorism
FTAA	Free Trade Area of the Americas	HACU	Hispanic Association of Colleges and Universities
FTE	Full Time Equivalent	HBCU	Historically Black Colleges and Universities
FTO	Foreign Terrorist Organizations	HCI/Base	Pure Cocaine
FY	Fiscal Year	HHS	U.S. Department of Health and Human Services
G/IWI	International Women's Issues (DOS)	HIV	Human Immunodeficiency Virus
G/TIP	Office to Monitor and Combat Trafficking in Persons (DOS)	HMA	Humanitarian Mine Action

Acronym	Definition	Acronym	Definition
HR	Bureau of Human Resources	IGC	Intergovernmental Consultations on Asylum, Refugees, and Migration
HR	Human Rights	IHR	International Health Regulations (WHO)
HRDF	Human Rights and Democracy Fund	IIP	Bureau of International Information Programs (DOS)
HRR	Human Rights Report	ILEA	International Law Enforcement Academy
HSC	Homeland Security Council	ILMS	Integrated Logistics Management System
HST	Harry S Truman Building	ILO	International Labor Organization
HSTC	Human Smuggling and Trafficking Center	IMET	International Military Education & Training
i.e.	id est (Latin), meaning "that is; in other words"	IMF	International Monetary Fund
I/P	Initiatives/Program	IMO	International Maritime Organization
IA	Information Assurance	INA	Integrated Notification application
IAA	Inter-Country Adoption Act	INCLE	International Narcotics Control and Law Enforcement
IAC	Information Analysis Center	INCSR	International Narcotics Control Strategy Report
IACAC	Continued Implementation of the Inter-American Anticorruption Convention	INECE	International Network on Environmental Compliance and Enforcement
IAE	Integrated Acquisition Environment	INL	Bureau of International Narcotics and Law Enforcement Affairs (DOS)
IAEA	International Atomic Energy Agency	INR	Bureau of Intelligence and Research (DOS)
IAP	International Action Program (on Water and Sustainable Agricultural Development)	INS	Immigration and Naturalization Service
IATA	International Air Transport Association	IO	Bureau of International Organizations Affairs (DOS)
IATTC	Inter-American Tropical Tuna Commission	IO&P	International Organizations & Programs account
IBB	International Board of Broadcasting	IOB	Interim Office Building
IBWC	International Boundary and Water Commission	IOC	Initial Operating Capability
IC	Intelligence Community	IOM	International Organization for Migration
ICAO	International Civil Aviation Organization (UN)	IPCC	Intergovernmental Panel on Climate Change
ICASS	International Cooperative Administrative Support Services (DOS)	IPOA	International Plan of Action
ICCAT	International Commission for the Conservation of Atlantic Tunas	IPR	Intellectual Property Rights
ICES	International Council on the Exploration of the Seas	IRF	International Religious Freedom
ICFTU	International Confederation of Free Trade Unions	IRFA	International Religious Freedom Act
ICOC	International Code of Conduct	IRI	International Republican Institute
ICRC	International Committee of the Red Cross	IRM	Bureau of Information Resource Management (DOS)
ICRI	International Coral Reef Initiative	IRRF	Iraq Relief Fund
IDENT	Automated Biometric Identification System	ISAAA	International Service for the Acquisition of Ag-Biotech Applications
IDFA	International Disaster and Famine Assistance account	ISAF	International Security Assistance Force
IDI	International Development Intern	ISSC	International Support Service Contract
IDP	Internally Displaced Person	ISSO	Information Systems Security Officer
IEA	International Energy Agency	ISTC	International Science and Technology Center
IEIP	International Emerging Infections Program	IT	Information Technology
IEMS	Integrated Enterprise Management System	ITAB	Information Technology Application Baseline
IFI	International Financial Institutions	ITER	International Technological Engineering and Research
IG	Inspector General	ITER	International Thermonuclear Experimental Reactor
IGAD	Intergovernmental Authority for Development	ITG	Iraqi Transitional Government

Acronym	Definition	Acronym	Definition
ITGA	Islamic Transitional Government of Afghanistan (formerly ATA)	MARPOL	International Convention on the Prevention of Pollution from Ships
ITN	Insecticide Treated Net	MCA	Millennium Challenge Account
IT-PGRFA	International Treaty - Plant Genetic Resources for Food and Agriculture	MCC	Millennium Challenge Corporation
ITU	International Telecommunications Union	MCGK	The Department's Chinese-language Internet Service Meiguo Cankao
IUCN	International Union for Conservation of Nature and Natural Resources	MCSC	Management Control Steering Committee
IUU	Illegal, Unregulated, and Unreported	MD&A	Management's Discussion and Analysis
IWC	International Whaling Commission	MENA	Middle East / North Africa initiative
JAAMS	Joint Acquisition and Assistance Management System	MEPI	Middle East Partnership Initiative
JCG	Joint Consultative Group	MFA	Ministry of Foreign Affairs
JCIC	Joint Compliance and Inspection Commission	MIDSA	Migration Dialogue for Southern Africa
JCS	Joint Chiefs of Staff (DoD)	MOD	Minister of Defense
JDEC	Joint Data Exchange Center	MOMS	Model for Overseas Management Support
JEMB	Joint Election Management Board	MOP-2	Meeting of Parties (CBD)
JFMIP	Joint Financial Management Improvement Program	MOU	Memorandum of Understanding
JFMS	Joint Financial Management System	MOX	Mixed Oxide
JMC	Joint Military Commission	MPA	Marine Protected Area
JTTF	Joint Terrorism Task Force	MPP	Mission Performance Plan
KCC	Kentucky Consular Center	MRA	Migration and Refugee Assistance
KFOR	Kosovo Force	MRC	Marine Resources Committee (APEC)
KM	Knowledge Management	MRTD	Machine Readable Travel Document
L	Office of the Legal Adviser (DOS)	MRV	Machine Readable Visa
LAC	Latin America and the Caribbean (USAID bureau)	MSP	Managing State Projects
LACP	League of American Communications Professionals	MTCR	Missile Technology Control Regime
LDP	Language Designated Position	N/A	Not applicable
LMO	Living Modified Organisms	NADR	Nonproliferation, Anti-Terrorism, Demining and Related Programs
LOC	Lines of Control	NAFO	Northwest Atlantic Fisheries Organization
LOS	Law of the Sea	NAFTA	North American Free Trade Agreement
LOSC	Law of the Sea Convention	NAPHSIS	National Association for Public Health Statistics and Information Systems
LQA	Living Quarters Allowance	NARA	National Archives and Records Administration
LROBP	Long-Range Overseas Buildings Plan	NAS	National Academy of Sciences
LTTE	Liberation Tigers of Tamil Eelam	NAS	Narcotics Affairs Section
M	Bureau of Management (USAID)	NASA	National Aeronautics and Space Administration
M	Office of the Under Secretary for Management (DOS)	NATO	North Atlantic Treaty Organization
M&I	Municipal and Industrial	NAVAIR	Naval Air Systems Team
M&I	Monitoring and Inspecting	NCCT	Non-Cooperative Countries and Territories (compiled by FATF)
M/MPI	Office of Management Planning and Innovation (USAID)	NCHS	National Center for Health Statistics
MACS	Mission Accounting and Control System	NCMEC	National Center for Missing and Exploited Children
MANPADS	Man-Portable Air Defense System	NDF	Nonproliferation and Disarmament Fund
MAP	Membership Action Plan	NDI	National Democratic Institute

Acronym	Definition	Acronym	Definition
NEA	Bureau of Near Eastern Affairs (DOS)	NWMDE	Nonproliferation of WMD Expertise
NEC	New Embassy Compound	OAS	Organization of American States
NED	National Endowment for Democracy	OBO	Bureau of Overseas Buildings Operations (DOS)
NEPAD	The New Partnership for Africa's Development	OCHA	Office for the Coordination of Humanitarian Affairs (UN)
NEXUS	Joint U.S./Canada Customs and Immigration Program	OECD	Organization for Economic Cooperation and Development
NGO	Non-Governmental Organization	OEF	Operation Enduring Freedom
NIACAP	National Information Assurance Certification and Accreditation Program	OES	Bureau of Oceans and International Environmental and Scientific Affairs (DOS)
NICS	Nutrition Information in Crisis Situations	OES/ETC	Office of Ecology and Terrestrial Conservation (DOS)
NIH	National Institutes of Health (HHS)	OES/STC	Office of Science and Technology Cooperation (DOS)
NIS	New Independent States (formerly part of the Soviet Union)	OFDA	Office of Foreign Disaster Assistance
NIST	National Institute of Standards and Technology (DOC)	OGE	Office of Government Ethics
NISTCAP	NIST Certification and Accreditation Program	OIG	Office of the Inspector General
NIV	Non-Immigrant Visa	OMB	Office of Management and Budget
NK	North Korea	ON+	OpenNet Plus
NMM	National Means and Methods	ONAP	Office of National AIDS Policy
NOAA	National Oceanic and Atmospheric Administration (DOC)	ONDCP	Office of National Drug Control Policy
NOB	New Office Building	OP Eds	Opinion Editorials
NORAD	North American Aerospace Defense Command	OPCW	Organization for the Prohibition of Chemical Weapons
NORINCO	China North Industries Corporation	OPIC	Overseas Private Investment Corporation
NP	Bureau of Nonproliferation	OPM	Office of Personnel Management
NPAC TWG	Nonproliferation and Arms Control Technology Working Group	ORS	Oral Rehydration Solution
NPT	Nonproliferation Treaty	OSAC	Overseas Security Advisory Council
NRC	National Research Council	OSCE	Organization for Security and Cooperation in Europe
NRC	U.S. Nuclear Regulatory Commission	OSD	Office of Secretary of Defense (DoD)
NRF	NATO Response Force	OSIS	Open Sources Information System
NRRC	Nuclear Risk Reduction Center	OSTP	Office of Science and Technology Policy
NSA	National Security Agency	OTI	Office of Transition Initiatives
NSC	National Security Council	OVP	Office of the Vice President
NSF	National Science Foundation	P4L	Partnerships for Learning
NSG	Nuclear Suppliers Group	PA	Bureau of Public Affairs (DOS)
NSNW	Non-Strategic Nuclear Weapons	PACT	Private Agencies Working Together
NSSG	Nuclear Survivability Steering Group	PAR	Performance and Accountability Report
NSSP	Next Steps in Strategic Partnership initiative	PART	Program Assessment Rating Tool
NSTISSI	National Security Telecommunications and Information Systems Security Instruction	PCO	Provisional Constitutional Order
NTA	New Transatlantic Agenda	PD	Public Diplomacy
NTIA	National Telecommunications and Information Administration	PE	Program Evaluation
NTM	U.S. National Technical Means	PEPFAR	President's Emergency Plan for AIDS Relief
NVG	Night Vision Goggles	PES	Partnership to Eliminate Sweatshops
NVIS	Nuclear Verification Information System	PESP	Pesticide Environmental Stewardship Program
NWFP	Northwest Frontier Province	PfP	Partnership for Peace

Acronym	Definition	Acronym	Definition
PHEIC	Public Health Emergency of International Concern	S/CRS	Office of the Coordinator for Reconstruction and Stabilization (DOS)
PICES	North Pacific Marine Science Organization	S/CT	Office of the Coordinator for Counterterrorism (DOS)
PIERS	Implemented Passport Information Electronic Retrieval System	S/FPDS	State/Federal Procurement Data System
PISCES	Personal Identification Secure Comparison and Evaluations System	S/GAC	Office of the U.S. Global AIDS Coordinator (DOS)
PKI	Public Key Infrastructure	SA	Bureau of South Asian Affairs (DOS)
PKO	Peacekeeping Operations	SAARC	South Asian Cooperation for Regional Cooperation
PLSC	Pakistan Legislative Strengthening Consortium	SACM	South American Conference on Migration
PM	Bureau of Political-Military Affairs (DOS)	SACU	South African Customs Union
PM	Prime Minister	SADC	South African Development Community
PM/WRA	Office of Weapons Removal and Abatement (DOS)	SALT	Strategic Arms Limitation Talks
PMA	Presidential Management Agenda	SAP	Systems Authorization Plan
PMF	Presidential Management Fellows	SARS	Severe Acute Respiratory Syndrome
PMO	Program Management Office	SBSTTA	Subsidiary Body on Science, Technical, and Technological Advice (CBD)
PNR	Passenger Name Record	SCI	Secure Compartmentalized Information
POA&M	Plan of Action & Milestones	SCUD	Short Range Liquid Propellant Surface to Surface Ballistic Missile
PPC	Bureau for Policy and Program Coordination (USAID)	SDLC	System Development Life Cycle
PPC	Project Performance Corporation	SECI	Southeast European Cooperative Initiative
PPRA	Plutonium Production Reactor Agreement	SEED	Support for East European Democracy
PR	Periodic Reinvestigations	SENTRI	Secure Electronic Network for Travelers' Rapid Inspection
PrepCom II	Preparation Communications	SES	Senior Executive Service
PRISM	Passport Records Imaging System Management	SFOR	Stabilization Force
PRM	Bureau of Population, Refugees, and Migration (DOS)	SIG	Special Investigative Group
PRTR	Pollutant Release and Transfer Register	SIPRNET	Secret Internet Protocol Router Network
PSI	Proliferation Security Initiative	SLA	Service Level Agreement
PSMC	Peace Support Missions Concluded	SMART	State Messaging and Archive Retrieval Toolset
PSO	Peace Support Operations	SNAP	Spouse Networking Assistance Program
PSSA	Particularly Sensitive Sea Area	SOA	Summit of the Americas
PTR	NP's Office of Proliferation Threat Reduction	SOLIC	Special Operations and Low-Intensity Conflict
PuD	Plutonium Disposition	SOP	Standard Operating Procedures
R&D	Research and Development	SPAW	Specially Protected Areas and Wildlife in the Wider Caribbean Marine Environment
RAMOS	Russian American Observation Satellite	SPLM	Sudan People's Liberation Movement
RFMS	Regional Financial Management System	SPREP	South Pacific Regional Environmental Program
RFMS	Regional Financial Management System	SPS	Senior Policy Seminar
RFP	Request for Proposal	SSA	Social Security Administration
RHS	Reproductive Health Survey	SSPP	Systems Security Program Plan
RM	Bureau of Resource Management (DOS)	START	Strategic Arms Reduction Treaty
RMS	Revised Management Scheme (International Whaling Commission)	STAS	Science and Technology Adviser to the Secretary (DOS)
ROK	Republic of Korea (South Korea)	STCU	Science and Technology Center in Ukraine
S&T	Science and Technology	STMS	Student Training Management System

Acronym	Definition	Acronym	Definition
TAI	The Access Initiative	UNECE	United Nations Economic Commission for Europe
TAL	Transitional Administrative Law	UNEP	United Nations Environment Program
TAP	Technical Advisory Programme	UNESCO	United Nations Educational, Scientific and Cultural Organization
TASO	The AIDS Support Organization	UNFCCC	United Nations Framework Convention on Climate Change
TBD	To Be Determined	UNFPA	United Nations Population Fund
TC	IAEA Technical Cooperation Programs	UNFSA	United Nations Fish Stocks Agreement
TDA	U.S. Trade and Development Agency	UNGA	United Nations General Assembly
TED	Sea Turtle Excluder Device	UNHCR	United Nations High Commissioner for Refugees
TF	Task Force	UNICEF	United Nations International Children's Emergency Fund
TFCA	Tropical Forest Conservation Agreement	UNITA	National Union for the Total Independence of Angola
TFR	Total Fertility Rate	UNMIL	United Nations Mission in Liberia
TI	Transparency International	UNMOVIC	United Nations Monitoring, Verification and Inspection Commission
TIFA	Trade and Investment Facilitation Agreements	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
TIP	Trafficking in Persons	UNSC	United Nations Security Council
TIP	Terrorist Interdiction Program	UNSCR	United Nations Security Council Resolution
TMD	Theater Missile Defense	USA	United States of America
TOC	UN Convention Against Transnational Organized Crime	USAID	United States Agency for International Development
TOPOFF	National Level Top Officials	USAWC	U.S.-Afghan Women's Council
TRIP	Trade-Related Aspects of Intellectual Property Rights	USCG	U.S. Coast Guard
TSA	Transportation Security Administration	USCIRF	U.S. Commission on International Religious Freedom
TSU	Technical Security Upgrade	USCS	U.S. Customs Service
TSWG	Technical Support Working Group	USDA	U.S. Department of Agriculture
TTIC	Terrorist Threat Integration Center	USED	U.S. Executive Director
TWG	Technical Working Group	USFK	U.S. Forces in Korea
U.S.	United States	USFS	U.S. Forest Service (USDA)
UGA	University of Georgia	USFWS	U.S. Fish and Wildlife Service
UIA	United Israel Appeal	USG	U.S. Government
UK	United Kingdom	USGS	U.S. Geological Survey (DOI)
UN	United Nations	USIA	U.S. Information Agency (known abroad as USIS)
UNAIDS	United Nations Program on HIV/AIDS	USINFO	U.S. Information
UNAMI	United Nations Mission for Iraq	USMS	U.S. Marshal Service
UNAMSIL	UN Mission in Sierra Leone	USOSCE	U.S. Organization for Security and Cooperation in Europe
UNCHR	United Nations Commission on Human Rights	USPS	U.S. Postal Service
UNCTAD	United Nations Conference on Trade and Development	USPTO	U.S. Patent and Trademark Office
UNDG	United Nations Development Group	USTR	U.S. Trade Representative
UNDP	United Nations Development Program	USUN	U.S. Mission to the United Nations
UNDPKO	United Nations Department for Peacekeeping Operations	VACIS	Vehicle and Cargo Inspection System

Acronym	Definition
VC	Bureau of Verification and Compliance (DOS)
VIG	Vaccinia Immune Globulin
VIP	Very Important Persons
VP	Voluntary Principles (for Security and Human Rights)
VPN	Virtual Private Network
WA	Wassenaar Arrangement
WAIS	Wassenaar Arrangement Information System
WARCP	West Africa Regional Consultative Process
WASDA	Wajir South Development Association
WB	World Bank
WBI	World Bank Institute
WBS	Work Breakdown Structure
WCO	World Customs Organization
WCPFC	Western and Central Pacific Fisheries Commission
WFP	World Food Program
WHA	Bureau of Western Hemisphere Affairs (DOS)
WHO	World Health Organization
WHO/SCN	Standing Committee on Nutrition (WHO)
WIPO	World Intellectual Property Organization
WMD	Weapon of Mass Destruction
WMEAT	World Military Expenditures and Arms Transfers
WPAS	Worldwide Property Accountability System
WRAPS	Worldwide Refugee Admissions Processing System
WRC	World Radiocommunication Conference
WSSD	World Summit on Sustainable Development
WTO	World Trade Organization
WW2BW	White Water to Blue Water Initiative