

FY 2005 FOREIGN OPERATIONS SUMMARY

(\$ in millions)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
FOREIGN OPERATIONS	21,440	19,564	21,331
Export-Import Bank of the United States (net)	564	54	156
Overseas Private Investment Corporation (net)	(239)	(199)	(187)
Trade and Development Agency (TDA)	47	50	50
Child Survival & Health Programs Fund (CSH)	1,940	1,824	1,420
Global Fund to Fight AIDS, Tuberculosis, & Malaria	[248]	[398]	[100]
Development Assistance (DA)	1,480	1,377	1,329
International Disaster and Famine Assistance	432	474	386
Transition Initiatives	62	55	63
Development Credit Authority (DCA)	8	8	8
USAID Operating Expenses (OE)	593	641	623
USAID Capital Investment Fund	43	98	65
USAID Inspector General Operating Expenses (IG)	33	35	35
Economic Support Fund (ESF)	4,802	3,263	2,520
Assistance for Eastern Europe and the Baltic States (SEED)	522	442	410
Assistance for the Independent States of the Former Soviet Union (FSA)	755	584	550
Peace Corps	295	308	401
Inter-American Foundation	16	16	15
African Development Foundation	19	19	17
Millennium Challenge Corporation	-	994	2,500
International Narcotics Control and Law Enforcement (INCLE)	245	460	359
Andean Counterdrug Initiative (ACI)	842	727	731
Migration and Refugee Assistance (MRA)	782	756	730
U.S. Emergency Refugee & Migration Assistance (ERMA)	106	30	20
Nonproliferation, Anti-Terrorism, Demining (NADR)	332	396	415
Global HIV/AIDS Initiative	-	488	1,450
Treasury Technical Assistance	13	19	18
Debt Restructuring	-	94	200
U.S. Emergency Fund for Complex Foreign Crises	-	-	100
International Military Education & Training (IMET)	79	91	90
Foreign Military Financing (FMF)	5,992	4,633	4,958
Peacekeeping Operations (PKO)	214	124	104
International Financial Institutions	1,296	1,383	1,493
Multilateral Development Banks Arrears	[65]	[97]	[59]
International Organizations & Programs (IO&P)	169	320	304
IRAQ RELIEF AND RECONSTRUCTION FUND (IRRF)	2,236	18,439	-
GRAND TOTAL, FOREIGN OPERATIONS w/IRRF	23,677	38,003	21,331

General Notes :

- Detail in this table may not add to the totals due to rounding.
- Prior to FY 2004, the International Disaster and Famine Assistance account was called the International Disaster Assistance account.
- The FY 2003 Actual level reflects a 0.65 percent rescission and includes \$5.245 billion in emergency supplemental appropriations for Iraq, Afghanistan and coalition allies, including reimbursements from the Iraq Relief and Reconstruction Fund. See table that follows.
- FY 2004 Estimate level reflects a 0.59 percent rescission and includes \$2.080 billion in emergency supplemental appropriations for Iraq and Afghanistan, including mandatory transfers from the Iraq Relief and Reconstruction Fund, as well as transfers from the Emergency Response Fund for acceleration of reconstruction in Afghanistan. See table that follows.

FY 2003 & FY 2004 Supplemental Appropriations & Transfers

(\$ in thousands)

	FY 2003 Actual	FY 2004 Actual
Foreign Operations	5,245,251	2,080,600
<u>Supplemental Appropriations</u>	5,006,400	1,580,600
Child Survival and Health	90,000	-
International Disaster Assistance	143,800	-
USAID Operating Expenses	24,500	40,000
Economic Support Fund	2,422,000	872,000
International Narcotics Control and Law Enforcement	25,000	170,000
Andean Counterdrug Initiative	34,000	-
Emergency Migration and Refugee Assistance	80,000	-
Nonproliferation, Anti-Terrorism, Demining & Related Programs	28,000	35,000
Foreign Military Financing	2,059,100	287,000
Peacekeeping Operations	100,000	50,000
International Disaster & Famine Assistance	-	110,000
USAID Capital Investment Fund	-	16,600
<u>Transfers from Iraq Relief & Reconstr. Fund to other Accounts</u>	238,851	210,000
Economic Support Fund	100,000	100,000
Development Assistance	100,000	-
Transition Initiatives	12,000	-
International Narcotics Control and Law Enforcement	24,601	-
Treasury Technical Assistance	2,250	-
International Disaster and Famine Assistance	-	110,000
<u>Transfers from Emergency Response Funds to other Accounts</u>	-	290,000
Economic Support Fund	-	153,000
Foreign Military Financing	-	77,000
International Narcotics Control and Law Enforcement	-	50,000
Nonproliferation, Anti-Terrorism, Demining & Related Programs	-	10,000

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FY 2005 FOREIGN OPERATIONS SUMMARY - DETAIL

(\$ in thousands)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
FOREIGN OPERATIONS	21,440,363	19,564,170	21,331,330
Title I - Export and Investment Assistance	371,747	(94,827)	18,925
Export-Import Bank of the United States (Ex-Im)	564,422	54,467	156,040
Loan Subsidy	509,566	-	125,700
Administrative Expenses	67,856	72,467	73,200
Inspector General	-	-	1,140
Direct Loans, Negative Subsidies	(13,000)	(18,000)	(44,000)
Overseas Private Investment Corporation (OPIC)	(239,381)	(199,001)	(187,115)
Administrative Expenses for Credit & Insurance Programs	39,626	41,141	42,885
Net Offsetting Collections	(302,851)	(264,000)	(254,000)
Credit Funding - Direct & Guaranteed Loan Subsidies	23,844	23,858	24,000
Trade and Development Agency (TDA)	46,706	49,707	50,000
Title II - Bilateral Economic Assistance	13,318,590	13,107,921	14,363,994
U.S. Agency for International Development	4,589,254	4,511,270	3,928,500
Child Survival & Health Programs Fund (CSH)	1,939,563	1,824,174	1,420,000
Global Fund to Fight AIDS, Tuberculosis, & Malaria	[248,375]	[397,640]	[100,000]
Development Assistance (DA)	1,479,972	1,376,829	1,329,000
International Disaster and Famine Assistance	431,915	473,993	385,500
Transition Initiatives	61,675	54,676	62,800
Development Credit Authority - Subsidy (by Transfer)	[24,500]	[21,000]	[21,000]
Development Credit Authority - Administrative Expenses	7,542	7,953	8,000
USAID Operating Expenses	592,782	640,536	623,400
USAID Capital Investment Fund	42,721	98,315	64,800
USAID Inspector General Operating Expenses	33,084	34,794	35,000
Other Bilateral Economic Assistance	6,078,729	4,289,221	3,480,000
Economic Support Fund (ESF) - w/ Fund for Ireland	4,802,082	3,263,309	2,520,000
Assistance for Eastern Europe and the Baltic States (SEED)	521,587	442,375	410,000
Assistance for the Independent States of the Former Soviet Union (FSA)	755,060	583,537	550,000
Independent Agencies	329,733	1,337,088	2,933,185
Peace Corps	295,070	308,171	401,000
Inter-American Foundation	16,095	16,238	15,185
African Development Foundation	18,568	18,579	17,000
Millennium Challenge Corporation	-	994,100	2,500,000

(\$ in thousands)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
State Department	2,307,894	2,857,014	3,704,809
International Narcotics Control and Law Enforcement (INCLE)	245,321	460,274	358,820
Andean Counterdrug Initiative (ACI)	842,450	726,687	731,000
Migration and Refugee Assistance (MRA)	781,884	755,712	729,789
U.S. Emergency Refugee & Migration Assistance (ERMA)	105,831	29,823	20,000
Nonproliferation, Anti-Terrorism, Demining (NADR)	332,408	396,415	415,200
Global HIV/AIDS Initiative	-	488,103	1,450,000
Department of the Treasury	12,980	113,328	217,500
Treasury Technical Assistance (TTA)	12,980	18,888	17,500
Debt Restructuring	-	94,440	200,000
U.S. Emergency Fund for Complex Foreign Crises	-	-	100,000
Title III - Military Assistance	6,285,364	4,848,282	5,151,230
International Military Education & Training (IMET)	79,480	91,159	89,730
Foreign Military Financing (FMF)	5,991,632	4,632,665	4,957,500
Peacekeeping Operations (PKO)	214,252	124,458	104,000
Title IV - Multilateral Economic Assistance	1,464,662	1,702,794	1,797,181
International Financial Institutions	1,295,781	1,383,042	1,492,731
Global Environment Facility	146,852	138,418	120,678
International Development Association	844,475	907,812	1,061,310
Multilateral Investment Guarantee Agency	1,620	1,117	-
Asian Development Fund	97,250	143,569	112,212
African Development Fund	107,371	112,060	118,000
African Development Bank	5,071	5,075	5,100
European Bank for Reconstruction & Development	35,572	35,222	35,431
Inter-American Development Bank - Multilateral Investment Fund	24,431	24,853	25,000
Inter-American Investment Corporation	18,233	-	-
International Fund for Agricultural Development	14,906	14,916	15,000
Arrears	[65,403]	[97,457]	[58,700]
International Organizations & Programs (IO&P)	168,881	319,752	304,450
IRAQ RELIEF AND RECONSTRUCTION FUND (IRRF)	2,236,149	18,439,000	-
GRAND TOTAL, FOREIGN OPERATIONS w/IRRF	23,676,512	38,003,170	21,331,330

Department of State Overview

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 policy and management practices, regardless of personal views.
Accountability:	Responsibility for meeting the highest performance standards.
Community:	Dedication to teamwork, professionalism, diversity, and the customer perspective.

Performance Management Methodology

The Department is committed to and focused on utilizing the funds it receives from Congress - the tax dollars of American citizens - to produce successful results. To do so, the Department utilizes a six-tiered performance management methodology, as depicted in the pyramid which follows. Each of the components of the pyramid is explained below:

<i>Strategic Objectives</i>	An organizing layer between the mission statement and the strategic goals, with related strategic goals grouped under a specific strategic objective.
<i>Strategic Goals</i>	The Department's long-term goals as detailed in its Strategic Plan.
<i>Performance Goals</i>	Desired outcomes the Department is planning to achieve that are necessary for attaining the strategic goals. The Department has thirty-eight performance goals.
<i>Initiatives/Programs</i>	Specific functional and/or policy areas, including OMB PART programs, to which the Department of State devotes significant resources.

Performance Indicators

Values or characteristics that the Department utilizes 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.

Performance Management Model

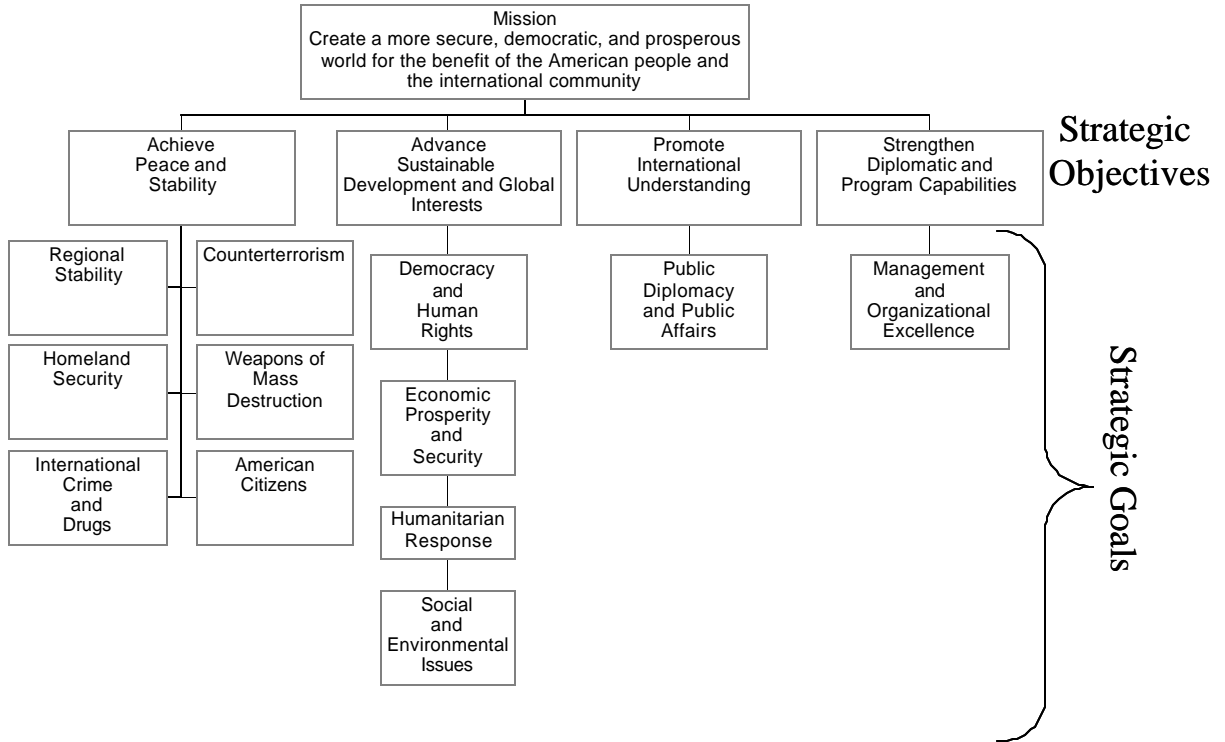


Strategic Planning Framework

Consistent with its performance management methodology shown on the previous page, the Department focuses its work around twelve strategic goals that capture both the breadth of its mission and its specific responsibilities. The Department's 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



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