



APPENDICES

FISCAL YEAR 2003 PERFORMANCE AND ACCOUNTABILITY REPORT

DETAIL ON FY 2003 PERFORMANCE RESULTS

For each reported 2003 result, this appendix provides details on the following:

- Initial and revised targets, if applicable
- FY 2003 result description
- FY 2003 result rating
- Details on FY 2003 results that include,
 - Reason for Target revision(s).
 - Reason for Significant Performance Target Shortfall, when a “Significantly Below Target” rating has been assigned.
 - Steps being taken to improve Performance, when a “Significantly Below Target” rating has been assigned.
 - Reason for significantly exceeding performance target when a “Significantly Above Target” rating has been assigned.
 - Data availability problems — where applicable^(*)
 - Data reliability problems or comments — where applicable^(*)
 - Data validation problems or comments — where applicable^(*)
 - Partners — where applicable
 - Other Issues^(*)

^(*) Not all performance results include information on these elements. Where cited, these elements describe unique circumstances or areas of concern as they pertain to the given result.





Strategic Goal 1 Regional Stability
Performance Goal 1 Close Ties with Allies and Friends
Initiative/Program #1 Enhanced and Expanded Euro-Atlantic Relationship.

PERFORMANCE INDICATOR #1: STATUS OF TRANSATLANTIC SECURITY RELATIONSHIPS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<ol style="list-style-type: none"> 1. Resolution of questions regarding ESDP, including participation of non-EU countries. 2. Maintain NATO's Open Door policy through MAP and other engagement with aspirants. 3. Continued progress on the NRC to broaden cooperation on specific projects. 	<ol style="list-style-type: none"> 1. To enhance NATO's military capabilities in line with NATO Prague Summit agenda: "New Capabilities, New Members, New Relationships. 2. To enlarge NATO in line with NATO Prague Summit agenda: "New Capabilities, New Members, New Relationships." 3. To increase cooperation with Russia, Ukraine and outreach to Partners in the Caucasus and Central Asia in line with NATO Prague Summit agenda: "New Capabilities, New Members, New Relationships. 	<ol style="list-style-type: none"> 1. Agreement reached with Allies to reform NATO's command structure. European partners committed themselves to boosting European capabilities. NATO Response Force in process of development. 2. Seven new members invited to join Alliance. 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 Partnership for Peace 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. 	<p>■ On Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Target Revisions: The goals for the transatlantic relations are now encapsulated within the context of the follow up to NATO's Prague Summit agenda: "new capabilities, new members, new relationships." ● Data Reliability: Data is based on Mission and embassy reporting. ● Data Validation: In most instances, data validity established through clear targets established at NATO ministerial and summits. ● Partners: OSD, NSC, JCS. 			

Strategic Goal 1 Regional Stability
 Performance Goal 1 Close Ties with Allies and Friends
 Initiative/Program #1 Enhanced and Expanded Euro-Atlantic Partnership

PERFORMANCE INDICATOR #2: IMPLEMENTATION OF ADAPTED CONVENTIONAL FORCES IN EUROPE (CFE) TREATY		
Initial FY 2003 Target	Revised Target	FY 2003 Result
Russia fulfills all Istanbul commitments (troop withdrawal from Georgia and Moldova), allowing for U.S. ratification and entry into force of the Adapted CFE Treaty.	N/A	<ul style="list-style-type: none"> The situation in Moldova, which had been improving earlier in 2003, then stalled at mid-year, is now again proceeding toward resolution; however, the trains moving ammunition and equipment out of Moldova are running only on a modest schedule. Russia will not meet the December 31, 2003, deadline to withdraw forces from Moldova. Progress on Georgia has been stalled for most of 2003, though there are now indications that Georgia and Russia will meet soon to resume discussions on implementing the commitment on Georgia. Russia remains in compliance with Adapted CFE Treaty Flank Limits.
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason for Significant Performance Target Shortfall: Russia has not made the difficult political decisions necessary to fulfill its commitments regarding Georgia and Moldova. Steps Being Taken to Improve Performance: The U.S. and NATO will continue to maintain pressure on Russia to do so. The U.S. will increase the level of pressure on Russia by making this a topic for senior exchanges. Data Reliability: Information regarding Russian forces in Georgia and Moldova and the status of negotiations regarding Russian withdrawal comes directly from the countries involved and is reliable. In the final analysis, determination of whether Russia has or has not met its Istanbul commitments is a political decision. Data Validation: The U.S. and its NATO allies have made Russian fulfillment of its Istanbul commitments a precondition for ratification of the Adapted CFE Treaty. Therefore, it is directly relevant to keep track of progress regarding Russian withdrawal from Georgia and Moldova. 		<p>FY 2003 Performance Ratings</p> <p>■ Significantly Below Target</p>



Strategic Goal 1 Regional Stability
 Performance Goal 1 Close Ties with Allies and Friends
 Initiative/Program #2 Regional Stability in East Asia and the Pacific

PERFORMANCE INDICATOR # 3: STATUS OF U.S.-SOUTH KOREAN RELATIONS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Complete Phase II of Joint Study on Future of U.S.-South Korean alliance. Complete Joint Study of Phase II Military CBMs and Arms Control Measures. Complete Joint Study of North Korea's WMD.	Begin reconfiguration of U.S. Forces in South Korea; Negotiations on the future of U.S.-South Korean alliance.	Talks between the U.S. and ROK on the Future of the Alliance (FOTA) produced a timetable and division of costs for the reconfiguration of U.S. Forces in Korea during 2004 – 2008.	On Target

- Details of 2003 Results**
- Reason for Target Revision: There was some discussion of the U.S. and ROK working on CBMs with North Korea, but these proposals were never fully developed. Reconfiguration of U.S. forces in Korea is a much better measure of the closeness of the U.S.-South Korean Relationship.
 - Data Reliability: Data is based on Embassy and FOTA reporting.
 - Data Validation: While the ROK is still hesitant with U.S. plans, the Koreans are moving forward with cooperation on reconfiguration plans.

PERFORMANCE INDICATOR # 4: STATUS OF CHINESE COOPERATION ON REGIONAL STABILITY

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
China increases diplomatic efforts to urge India and Pakistan to resolve differences peacefully. China increases dialogue with United States on North Korea and urges North Korea to reform and to remove sources of tension.	China increases coordination on security issues related to the Korean Peninsula and South Asia with the United States and the international community.	China discussed its bilateral border disputes with South Asian officials. China played a crucial role in facilitating multilateral talks with North Korea on maintaining a nuclear weapons-free Korean Peninsula.	On Target

- Details of 2003 Results**
- Reason for Target Revision: This revision expands China's coordination on security issues to the international community rather than limiting it to specific geographic regions.
 - Data Reliability: Data is based on Embassy reporting.
 - Data Validation: Demonstrates that Chinese are moving forward with cooperation of regional security issues.
 - Partners: OSD, NSC.



Strategic Goal 1 Regional Stability
 Performance Goal 2 Resolution of Regional Conflicts
 Initiative/Program #3 Conflict Management and Resolution

PERFORMANCE INDICATOR #1: NUMBER OF AFRICAN ARMED CONFLICTS RESOLVED AND PEACE SUPPORT MISSIONS CONCLUDED

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. One conflict resolved (Burundi).	1. N/A	<p>1. Conflicts Resolved:</p> <ul style="list-style-type: none"> ● Democratic Republic of Congo: Large-scale conflict resolved with inauguration of a transitional Government of National Unity in July 2003. ● Burundi: Conflict partially resolved, fighting continues. Ceasefire reached with the largest rebel group, the Forces for the Defense of Democracy (FDD); implementation negotiations ongoing at year-end; prospects fair for agreement in FY 2004. ● Liberia: The Liberian civil war deteriorated starting in May 2003. Peace talks began in Ghana in June 2003 and a comprehensive peace agreement was signed in August. The U.S. provided nearly \$26 million in logistics support to enable the deployment of ECOWAS peacekeeping forces. 	<p>■ On Target</p>
2. One peace support mission withdrawn (Angola).	2. N/A	<p>2. Peace Support Missions Concluded: Angola: One peace support mission withdrawn.</p>	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Validation: In most instances, data are quantifiable and clearly illustrate progress to date. ● Partners: UN and specialized agencies, USAID, The African Union, regional states, NGOs, and interested European allies. 			





Strategic Goal 1 Regional Stability
 Performance Goal 2 Resolution of Regional Conflicts
 Initiative/Program #4 Indo-Pakistani Relations / Kashmir

PERFORMANCE INDICATOR#2: STATUS OF RELATIONS BETWEEN PAKISTAN AND INDIA ON KASHMIR			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Infiltration is substantially reduced; number of terrorist attacks declines significantly from 2000-2002 average.	1. N/A	1. Infiltration continued throughout the year.	Slightly Below Target
2. Militant training camps and related infrastructures in Pakistan are substantially dismantled.	2. N/A	2. Militant training camps and related infrastructures in Pakistan were not substantially disbanded although some were deactivated for periods over the summer. Militant groups in Pakistan have been and remain proscribed.	
3. Military forces on both sides return to pre-crisis locations and readiness levels.	3. N/A	3. Military forces on both sides returned to pre-crisis locations and readiness levels.	
4. India resumes dialogue with Pakistan.	4. India and Pakistan resume diplomatic contact.	4. India and Pakistan renewed diplomatic contact. Indian PM Vajpayee launched a major new peace initiative in April, which Pakistani PM Jamali welcomed. India and Pakistan returned High Commissioners, restored some transportation links, and engaged in numerous people to people – including legislative – exchange. However, official talks have not yet started.	
Details of 2003 Results <ul style="list-style-type: none"> ● Reason for Target #4 Revision: India and Pakistan have embarked on a gradual normalization of relations, beginning with renewed diplomatic contact. ● Data Reliability: Infiltration of militants across the Line of Control is difficult to detect and extremely difficult to quantify, although trends are detectable. Figures for violent deaths in Kashmir are easier to obtain, but can be misleading because they do not account for which side initiated combat, which side prevailed, or whether the deaths were militant, army or civilian. ● Data Validation: Cross-border infiltration is a serious source of tension between India and Pakistan; tracking its variations is essential to reducing tension between the two countries. 			

Strategic Goal 1 Regional Stability
 Performance Goal 2 Resolution of Regional Conflicts
 Initiative/Program #5 Peacekeeping Participation

PERFORMANCE INDICATOR #3: NUMBER OF U.S. PKO-TRAINED COUNTRIES THAT PARTICIPATE IN INTERNATIONAL PKO

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Twenty	N/A	Twenty-eight	Significantly Above Target
<p>Reason for Exceeding Performance Target: From 2001 to the present there has been a significant global increase in the demand for peacekeepers, not only for new and existing UN-sponsored missions, but for non-UN international peace support operations sponsored by coalitions and lead-nations. In 2002 and 2003, the U.S. provided PKO training to more new countries than had been anticipated when this performance target was first established, and countries provided with assistance were more actively sought out to participate in the range of operations on-going.</p> <p>Data Reliability: Fiscal documents and files maintained by State and OSD/DSCA are accountable, accurate and subject to audit. UN documents and files reflecting countries' participation in peacekeeping operations are a matter of public record.</p> <p>Data Validation: 28 of the 29 countries that have received EIPC funding have participated in international peacekeeping operations since receiving funding. In addition to being a reflection of the global impact that a small amount of resources carefully targeted can achieve, this is a means by which the pool of quality force contributions is increased, offering greater latitude to the UN and U.S., when seeking participants in global peacekeeping operations.</p> <p>Partners: State coordinates closely with OSD/DSCA as well as with the UN. OSD is able to provide critical information with regard to a country's capability to absorb EIPC-funded training as well as its military readiness to participate in peacekeeping operations. Many countries that have benefited from EIPC training provide troops to UN-mandated peacekeeping operations.</p>			
<p>Details of 2003 Results</p>			

Strategic Goal 1 Regional Stability
 Performance Goal 2 Resolution of Regional Conflicts
 Initiative/Program #6 Restrict Advanced Conventional Weapons Transfers

PERFORMANCE INDICATOR #4: EFFECTIVENESS OF WASSENAAR ARRANGEMENT (WA) CONTROL LISTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Prompt reporting of arms transfers on the WAIS. Reporting of denials of arms transfers, and notification before undercutting a previous dual-use denial. Have 122 states participate in the UN Register of Conventional Arms Transfers. Sharing of "best practices" papers on effective export control practices within the WA.	N/A	Within WA control lists, certain categories of weapons are being expanded, some widely available (and thus uncontrollable); dual-use items were dropped, and MANPADS has made considerable progress with energetic cooperation from Russia, the UK, and other countries. Over the past ten years, the value of shipments of conventional weapons to state sponsors of terrorism has fallen by nine-tenths, and illicit shipments to other destinations have fallen also. Tools include bilateral demarches and intelligence liaison, strengthening of norms in the Wassenaar Arrangement and other international fora, sanctions, law enforcement, and (potentially) direct interdiction. Results have been better than expected, especially since Iraq is no longer importing conventional weapons.	On Target
<p>Details of 2003 Results</p> <p>Data Reliability: Data reported by member states through Wassenaar is reliable, but often late and highly aggregated, limiting usefulness. Intelligence information by its nature is fragmentary and varies widely in credibility. Only occasionally can data be validated, such as by capturing weapons or finding documents, as happened in Iraq.</p> <p>Partners: Intelligence Community, DoD, Commerce, Customs, FBI.</p>			





Strategic Goal 2 Counterterrorism
 Performance Goal 1 Active Anti-Terrorist Coalitions
 Initiative/Program #1 Diplomatic Engagement

PERFORMANCE INDICATOR # 1: NUMBER OF BILATERAL AND MULTILATERAL CT CONSULTATIONS WITH KEY PARTNERS		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
Twenty-five	N/A	<p>On Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Data Reliability: Data is reliable because the nature of the multilateral and bilateral conferences/workshops are recorded and retained in numerous U.S. government agency locations. Data Validation: A direct measurement of the target. Data Availability: Data derived from both large and small scale conference/workshops are as close to real time experience as can be recorded or achieved in a conference/training setting. 		

Strategic Goal 2 Counterterrorism
 Performance Goal 1 Active Anti-Terrorist Coalitions
 Initiative/Program #2 Anti-Terrorism Assistance

PERFORMANCE INDICATOR # 2: NUMBER OF ATA COURSES PROVIDED TO PRIORITY STATES AND THE NUMBER OF PROGRAM REVIEWS THAT ARE CONDUCTED NO LATER THAN 18 MONTHS AFTER THE TRAINING		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
<ol style="list-style-type: none"> 190 ATA courses provided to fifty states. 16 program reviews conducted. 	<ol style="list-style-type: none"> N/A N/A 	<p>1. Significantly Above Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason for Significantly Exceeding Performance Target: ATA employed lower cost consultations of one-week duration to address country specific issues and introduced the delivery of some classroom based courses overseas resulting in cost savings on student travel and per diem. These low cost methods allowed ATA to conduct more events. Data Reliability: Data is extremely reliable. It is extrapolated from the course and event scheduling database, which is updated as necessary and reviewed and verified for accuracy on a bi-weekly basis. Data Validation: Attendance in training courses is the primary means by which the knowledge and skills necessary to increase the capability of law enforcement to participate in the Global War on Terrorism is passed. Program Reviews record the achievements and progress of the participant country in sustaining the necessary knowledge and skills and building their capability. Partners: The Department works closely on this program with representatives from the Department of Homeland Security, the Department of Justice, the Bureau of Alcohol, Tobacco and Firearms, and the U.S. Coast Guard. Members from these agencies bring their expertise to specialized training programs for our participant countries. 		

Strategic Goal 2 Counterterrorism
 Performance Goal 1 Active Anti-Terrorist Coalitions
 Initiative/Program #3 Meeting International Standards

PERFORMANCE INDICATOR #3: NUMBER OF STATES THAT HAVE PERIODICALLY SUBMITTED REQUIRED REPORTS TO THE UN SECURITY COUNCIL

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
145	N/A	191 (all member states of the United Nations)	Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data determined to be reliable predicate upon program performance as judged by the program manager in S/CT and USUN. ● Data Validation: Due to confirmation and acceptance by states to act on implementation of UN Security Council Resolution 1373, which imposes binding obligations on all states to suppress and prevent terrorist financing, improve border controls, enhance information sharing and law enforcement cooperation, suppress terrorist recruitment, and to deny terrorist safe harbor. ● Partners: UN Security Council ● Other Issues: UNSCR 1455 (January 2003) imposed a new requirement on UN Member States to report by April 2003 on measures taken to implement sanctions against Al Qaida/Taliban names listed on the 1267 Sanctions Committee. According to a report issued by the Committee in December, 108 countries had not complied with this requirement. 			

Strategic Goal 2 Counterterrorism
 Performance Goal 2 Frozen Terrorist Financing
 Initiative/Program #4 Designations of Terrorist Organizations

PERFORMANCE INDICATOR #1: YEARLY NUMBER OF NAMES DESIGNATED UNDER E.O. 13224 FOR TERRORIST ASSET FREEZING

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
A total of eleven names were designated under E.O. 13224 between Jan. 1 and March 28.	N/A	80 additional terrorist-related individuals and entities were named	Significantly Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Significantly Exceeding Performance Target: Prerequisite legal frameworks were established and, coupled with enhanced cooperation among federal agencies, contributed to the successful delivery of a greater number of terrorist-related individuals and entities to the UN 1267 Committee than originally thought possible. ● Data Reliability: Data determined to be reliable predicated upon program performance as judged by the program managers in S/CT and USUN. ● Data Validation: A direct measurement of the target accomplishments. ● Partners: As required by law, designations are done in consultation with Department of Justice and Treasury. Intelligence community, and in certain cases law enforcement, input is essential. 			






Strategic Goal 2 Counterterrorism
 Performance Goal 2 Frozen Terrorist Financing
 Initiative/Program #4 Designations of Terrorist Organizations

PERFORMANCE INDICATOR #2: YEARLY NUMBER OF NAMES ADDED TO THE UN 1267 SANCTIONS COMMITTEE'S CONSOLIDATED LIST			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
A total of twelve al Qaeda names were added to the 1267 Sanctions Committee's list between Jan. 1 and March 28, 2003. More names are expected to be added to the 1267 Committee's list later in the year.	65	64 names (114 entities and 50 individuals) were added to the UN 1267 Sanctions Committee list between October 2002 and September 2003	On Target
Details of 2003 Results <ul style="list-style-type: none"> Reason for Target Revision: Reflects information for entire fiscal year. Data Reliability: The UN records and publishes consolidated list. 			
PERFORMANCE INDICATOR #3: NUMBER OF COUNTRIES SUBMITTING NAMES TO THE UN 1267 SANCTIONS COMMITTEE'S CONSOLIDATED LIST			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
A total of ten foreign countries submitted al Qaeda names to 1267 Sanctions Committee between Jan. 1 and March 28, 2003.	40	A total of 43 foreign countries submitted al-Qaeda names to the 1267 Sanctions Committee between October 2002 and September 2003	Above Target
Details of 2003 Results <ul style="list-style-type: none"> Reason for Target Revision: Reflects information for entire fiscal year. Data Reliability: The UN records and publishes consolidated list. 			
PERFORMANCE INDICATOR #4: TIMELINESS OF THE REVIEW OF GROUPS DESIGNATED AS FOREIGN TERRORIST ORGANIZATIONS (FTOS) PURSUANT TO U.S. LAW			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Complete all FTO reviews. 2. No new addition pending for more than four months.	1. N/A 2. N/A	1. Three new FTO were designated, bringing the total to 36. One FTO designation was amended to reflect its name change. 2. All 27 FTO designations due to expire during FY 2003 were reviewed and redesignated on time.	On Target
Details of 2003 Results <ul style="list-style-type: none"> Data Reliability: Data is 100 per cent reliable because these designation decisions are recorded and retained in numerous US government agency locations. Data Validation: A direct measurement of the target. Partners: As required by law, designations are done in consultation with Department of Justice and Treasury. Intelligence community, and in certain cases law enforcement, input is essential. 			


Strategic Goal 2 Counterterrorism
 Performance Goal 2 Frozen Terrorist Financing
 Initiative/Program #5 Counterterrorism Financing Training and Technical Assistance

PERFORMANCE INDICATOR #5: NUMBER OF U.S. TRAINING AND ASSISTANCE PROGRAMS AND ASSESSMENTS DELIVERED TO PRIORITY STATES TO HELP COMBAT THE FINANCING OF TERRORISTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Assessment of these nineteen priority states takes place; the nineteen priority states accept recommendations and offers of training and assistance.	Complete assessments of seventeen of nineteen priority states.	Fifteen assessments completed. Fifteen states of the target nineteen are now receiving training and technical assistance.	 Slightly Below Target
<p>Reason for Target Revision: Of the nineteen designated in the original performance target group, one state remains a state sponsor of terrorism and one is currently engaged in civil war, thus the target was reduced by two. Of the two states pending assessments, one state is currently being assessed and the other state will be assessed within the first quarter of FY 2004.</p> <p>Data Reliability: Data is 100 per cent reliable because these designation decisions are recorded and retained in numerous U.S. government agency locations.</p> <p>Data Validation: A direct measurement of the target.</p> <p>Partners: Department of Treasury and Justice.</p> <p>Indicator changed to better reflect the Department's focus, which is to deliver effective assistance to priority states. Previous indicator focused on the number of countries instituting undefined measures to help combat terrorist financing.</p>			
<p>Details of 2003 Results</p>			

Strategic Goal 2 Counterterrorism
 Performance Goal 3 Prevention and Response to Terrorism
 Initiative/Program #6 Foreign Emergency Support Team (FEST)

PERFORMANCE INDICATOR #1: DEGREE OF SUPPORT FOR COMBATANT COMMANDER'S CT EXERCISE PROGRAMS AND THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF (CJCS) SPONSORED, NO-NOTICE CT EXERCISE

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
FEST Participates in two of the Combatant Commander's national and international-level counterterrorist exercises, the CJCS no-notice exercise, and the National Level Top Officials (TOPOFF) Exercise.	N/A	FEST participated in Chairman of Joint Chiefs of Staff no-notice counterterrorist exercise. The Department participated in TOPOFF II. FEST participated in US Pacific Command's counterterrorist exercise.	 Above Target
<p>Data Reliability: Data is reliable because these designation decisions are recorded and retained in numerous U.S. government agency locations.</p> <p>Data derived from full-scale exercises are as close to real life experience as can be achieved in a training environment.</p> <p>Data Validation: A direct measurement of the target.</p> <p>Partners: DOD, DOE, FBI, CIA and DHS.</p> <p>Other Issues: FEST only participated in one Combatant Commander's exercise due to the cancellation of U.S. Southern Command's exercise scheduled for March 2003 due to proximity of Operation Iraqi Freedom.</p>			
<p>Details of 2003 Results</p>			



Strategic Goal 2 Counterterrorism
Performance Goal 3 Prevention and Response to Terrorism
Initiative/Program #7 Technical Support Working Group

PERFORMANCE INDICATOR #2: DEGREE TO WHICH CURRENTLY-FUNDED TECHNICAL SUPPORT WORKING GROUP (TSWG) RESEARCH PROJECTS ARE COMPLETED ON-TIME AND WITHIN BUDGET AND DEGREE TO WHICH THE NUMBER OF PROJECTS ACCEPTED IS INCREASED

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Seventy-five percent of currently funded research projects completed on time and within budget.	1. N/A	1. Seventy-five per cent of FY 2003 projects completed on time and within budget.	1. On Target
2. Five percent increase in the number of research projects accepted.	2. N/A	2. Five percent increase in number of projects over FY 2002.	2. On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data is reliable because these designation decisions are recorded and retained in numerous U.S. government agency locations. ● Data Validation: A direct measurement of the target. ● Partners: TSWG includes representatives from 10 federal departments representing over 80 federal entities. Members help in requirements definition, proposal evaluation, and funding. Key members include: DOD, CIA, FBI, DOE, DOJ, TSA, DHS, US Secret Service. TSWG runs the National Combating Terrorist R&D program. To be an effective program, interagency collaboration is required and necessary. 			

Strategic Goal 2 Counterterrorism
Performance Goal 3 Prevention and Response to Terrorism
Initiative/Program #8 Money Laundering and Terrorist Financing Initiative

PERFORMANCE INDICATOR #3: STATUS OF FINANCIAL ACTION TASK FORCE ON MONEY LAUNDERING (FATF) LIST OF NON-COOPERATIVE COUNTRIES AND TERRITORIES (NCCT)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
FATF removes four additional countries from list.	Two countries removed from the FATF list.	Two countries are in the initial stages of being removed from the FATF list.	Slightly Below Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Target Revision: Timing of FATF plenary meetings is twice a year, thus two countries amended laws in time to be considered. The FATF plenary cannot review and delist the other two countries designated until its next plenary session in January/February 2004. ● Data Reliability: Data is 100 per cent reliable because these designation decisions are recorded and retained in numerous U.S. government agency locations. ● Data Validation: A direct measurement of the target. ● Partners: Department of Treasury (Leads US FATF delegation) and Justice. 			



Strategic Goal 3 Homeland Security
 Performance Goal 1 Proper Visa Adjudication
 Initiative/Program #1 Visa and Consular Services

PERFORMANCE INDICATOR #1: NUMBER OF OTHER AGENCIES WITH ACCESS TO THE CONSULAR CONSOLIDATED DATABASE (CCD)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Four	Two	Two	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Target Revision: The creation of DHS merged a number of border security agencies with which there were agreements into a single entity. ● Data Reliability: Based on MOU's signed, data connections and user access programs established. 100% reliable. ● Data Validation: Data used to measure performance results is appropriate as it is directly related to the number of external agencies that have acquired access to the CCD. Access to the CCD allows other Homeland/Border security agencies to have access to visa data that is relevant to border security initiatives. ● Partners: Extensive coordination with DHS and other agencies required to negotiate, implement and manage ongoing data relationships. 			


PERFORMANCE INDICATOR #2: PERCENTAGE OF FILES STORED ELECTRONICALLY IN ACCORDANCE WITH THE REQUIREMENTS OF ENHANCED BORDER SECURITY AND VISA ENTRY REFORM ACT (PL 107-173)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Begin to phase in electronic storage. Begin to scan files on ineligible applicants and begin scanning of select applications.	N/A	Software is being developed to support Kentucky Consular Center scanning of archival material.	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: 100%. Imaging activities reflect program initiatives. Scanned documents can be counted in the CCD. ● Data Validation: Data used to measure performance results is appropriate as it represents all of the data used to process and adjudicate non-immigrant visa applications. ● Partners: National Archives for record storage. Other agencies as users of scanned information. ● Other Issues: Due to the forensic value of paper records, CA has made arrangements to archive paper records. Scanning and electronic storage activities are therefore restricted to records for which electronic sharing and rapid retrieval provides significant value. 			




Strategic Goal 3 Homeland Security
 Performance Goal 1 Proper Visa Adjudication
 Initiative/Program #1 Visa and Consular Services

PERFORMANCE INDICATOR #3: DEVELOPMENT OF A BIOMETRICS COLLECTION PROGRAM FOR U.S. VISAS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Continue Biometric BCC program and practical application of FR technology.	1. N/A	1. Used FR technology to disqualify over 20,000 from the annual Diversity Visa 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.	 Significantly Above Target
2. Work with DHS and National Institute of Standards and Technology (NIST) to set a biometrics-based standard for the documentation of the visa process.	2. N/A	2. Developed recommendations on biometric standards for visas.	
3. Begin development work on worldwide biometrics collection.	3. N/A	3. Began worldwide deployment of biometric NIV software, with four posts going live with fingerprint collection in September 2003.	
<p>Reason for Significantly Exceeding Performance Target: Section 303 of the Enhanced Border Security and Visa Entry Reform Act of 2002 requires that "not later than October 26, 2004, the Attorney General and the Secretary of State shall issue to aliens only machine-readable, tamper-resistant visas and travel and entry documents that use biometric identifiers." The results achieved during FY 2003 were necessary to lay the groundwork for a global biometric enrollment program meeting the requirement of the law.</p> <p>Data Reliability: The data is reliable and confirmed by publication of DOS and DHS plans.</p> <p>Data Validation: This data confirms the accomplishment of necessary steps in the process that will result in the U.S. issuing biometric-enhanced visas meeting the requirements of U.S. law and international standards, thereby enhancing U.S. security.</p> <p>Partners: DHS, DOJ, NIST. DOS coordinated efforts with other agencies to set the standards for visa biometrics, initiate the process of modifying the U.S. visa to include the specified technological enhancements, and ensure interagency interoperability.</p>			
<p>Details of 2003 Results</p>			

Strategic Goal 3 Homeland Security
 Performance Goal 1 Proper Visa Adjudication
 Initiative/Program #2 U.S.-EU Cooperation on Border Security

PERFORMANCE INDICATOR#4: PASSENGER NAME RECORD (PNR) AND ADVANCED PASSENGER INFORMATION (APIS) REQUIREMENTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
DHS upgrades software acceptance capability to include required passenger information. The Department works with foreigners and foreign governments to harmonize legal requirements for electronic data.	<ul style="list-style-type: none"> DHS develops software filters to comply with privacy-related undertakings of the European Union. The Department works with foreign governments to gain acceptance/support for data access requirements. 	Reached a provisional agreement with EU, allowing European carriers to provide PNR data beginning in March 2003. The Department of Homeland Security offered a number of proposals to meet EU privacy requirements; negotiations have yielded some concessions from the Europeans, but differences remain.	 Slightly Below Target
<ul style="list-style-type: none"> Reason for Target Revisions: Initial text was incorrect. Revised target represents the Department's correct policies and targets. Data Validation: Existence of an EU-US agreement on PNR will pave the way for PNR agreements with other countries and reduce risk to airlines of privacy-related litigation. Partners: Worked very closely with Department of Homeland Security (Including BTS, TSA, and CBP), as well as DOJ. DHS has lead in negotiations and its cooperation and willingness to compromise is crucial to reaching an agreement. Other Issues: The U.S. is significantly closer to reaching an agreement with the EU Commission that would allow access to PNR data to DHS without being in violation of EU data privacy laws. 			
<p>Details of 2003 Results</p>			



**Strategic Goal 3 Homeland Security
Performance Goal 2 Border Agreements
Initiative/Program #3 U.S.-Canada Smart Border Action Plan and the U.S.-Mexico Border Partnership**

PERFORMANCE INDICATOR # 1: STATUS OF BORDER SECURITY INITIATIVES			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Delivery begins on U.S. support to Mexican law enforcement in non-intrusive inspection systems, safety and search and rescue training and equipment, border port management tools, Advanced Passenger Information, and facilitating Mexican access to the U.S. SENTRI system and related programs.	1. N/A	1. All programs proceeding largely on schedule.	1. On Target
2. Under the 30-point Canadian program, the API/PNR program is underway and is fully in place by early 2003.	2. N/A	2. Slight delay in Advanced Passenger Information/Passenger Name Record (API/PRN).	2. On Target
Details of 2003 Results <ul style="list-style-type: none"> Partners: Department of Homeland Security. 			

**Strategic Goal 3 Homeland Security
Performance Goal 2 Border Agreements
Initiative/Program #4 Container Security Initiative**

PERFORMANCE INDICATOR # 2: PARTICIPATION IN THE CONTAINER SECURITY INITIATIVE			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Expand program to six remaining top twenty ports and to cover 98 percent of EU shipments. Expand program worldwide.	Nineteen of the largest 20 ports that ship to the United States sign Declarations of Principles (DoPs) to participate in the CSI program. Additional "pilot phase" deployments begin. CSI expanded to include ports beyond the top 20 and negotiations begin on EU-wide agreement. Discussions continue with the EC and member states on expansion to additional EU ports.	Nineteen of the largest 20 ports agreed to participate in the CSI program. CSI was expanded to include additional ports worldwide. CSI "pilot phase" deployments underway at sixteen ports.	On Target
Details of 2003 Results <ul style="list-style-type: none"> Partners: The Bureau of Customs and Border Protection in the Department of Homeland Security is the lead agency for this effort. Reason for Target Revision: Program had expanded beyond initial target. 			





Strategic Goal 3 Homeland Security
 Performance Goal 2 Border Agreements
 Initiative/Program #4 Container Security Initiative

PERFORMANCE INDICATOR #3: CARGO MANIFEST REQUIREMENTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. CBP (formerly USCS) requires air, sea, land, and rail freight to be manifested electronically and sent to BCBP before departure.	1. CBP requires 24-hour advance notice prior to lading for all vessel cargo unless exempted.	1. All vessel cargo manifest information is being provided to the Department of Homeland Security's Bureau of Customs and Border Protection (CBP) either in electronic or paper format at least 24 hours prior to loading unless exempted.	1. On Target
2. The Department works with foreign carriers and industries to produce viable final regulations.	2. Regulations are promulgated for electronic transmission for all modes. Paper is currently being accepted for vessel cargo.	2. Regulations are being finalized for electronic submission of data for all modes of transport.	2. On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason for Target Revisions: CPB was unable to publish the newly mandated regulations until after the new fiscal year due to the necessity for extensive revision and rewriting of the regulations. Data Reliability: Due to the lack of an existing system to accept electronic manifests from trucks, advanced electronic submission of entry data will be accepted. Data Validation: Advanced electronic data receipt will enhance the targeting and screening of high risk cargo while facilitating the flow of legitimate goods. Partners: The Bureau of Customs and Border Protection in the Department of Homeland Security is the lead agency for this effort. 			

Strategic Goal 3 Homeland Security
 Performance Goal 3 Infrastructure Network Protection
 Initiative/Program #5 Cyber Security

PERFORMANCE INDICATOR #1: NUMBER OF COUNTRIES WITH CRITICAL INFRASTRUCTURE PROTECTION ACTION PLANS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Member states of OECD, APEC, and CITEI with significant telecom infrastructures.	22	Baseline: 69	Significantly Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason for Significantly Exceeding Performance Target: This result includes countries with which the U.S. has had a bilateral or multilateral cyber and physical security exchange. Reason for Target Revision: Indicator revised from "Number of Multilaterals with Critical Infrastructure Action Plans." Countries are a more relevant measure. Partners: FCC, DOJ, Commerce, DHS. 			

Strategic Goal 4 Weapons of Mass Destruction
Performance Goal 1 Bilateral Measures
Initiative/Program #1 Curb Access

PERFORMANCE INDICATOR #1: ACCESS TO WEAPONS OF MASS DESTRUCTION IMPEDED

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>1. Russia: Stops nuclear cooperation with Iran; fully adheres to NSG guidelines.</p> <p>2. China: Fully implements and adheres to 1997 nuclear commitment and November 2000 missile commitment, including effective enforcement of comprehensive missile-related export controls.</p> <p>3. North Korea: Eliminates or freezes its MTCR class missile programs exports; agrees to all commitments in the Agreed Framework.</p> <p>4. NIS Countries: Significant progress by NIS and other countries towards enforcement of export control standards.</p>	<p>1. Russia: Stops nuclear cooperation with Iran; no nuclear contracts with India.</p> <p>2. N/A</p> <p>3. N/A</p> <p>4. Export Control Cooperation: Significant progress by targeted countries towards establishment and enforcement of export control standards (reflects globalization of export control; we are moving into East Asia, Middle East, Africa, and Latin America and key transshipment states in eastern and central Europe).</p>	<p>1. Russia: While maintaining its cooperation with Iran's program, expressed increasing concern as IAEA establishes Iranian safeguard violations. International consensus against supply to Iran remains in place.</p> <p>2. China continues to cooperate. Attention, however, has been given to other priorities that have arisen.</p> <p>3. North Korea: Has not contributed to nuclear programs in other countries, but North Korean ballistic missile exports contribute to destabilizing already volatile regions of the Middle East/North Africa and South Asia.</p> <p>4. Export Control: Over 20 countries, including former NIS, in Europe and Eurasia have adopted export control laws, or strengthened export control systems and enforcement mechanism.</p> <p>G8 Initiative: Accepts assistance from the G-7 to determine what regulatory provisions need to be adopted to ensure that Russia's nuclear safety regime will be consistent with the Convention on Nuclear Safety. Russia becomes a member of the Nuclear safety and Security group. Ukrainians increase staff to meet its increasing responsibilities. New Safe Confinement conceptual design is completed and obtains regulatory approval. Stabilization contractor is selected and mobilized.</p>	<p>■ On Target</p>

Reason for Target Revisions: Targets were revised because the term NIS (New Independent States) is dated and also because the goals of Export Control are now "globalized" and geared toward a wider target.

Data Reliability: Data on progress come from diplomatic cables and first hand accounts of activities. Both are expected to be highly reliable.

Data Validation: The observation and assessment of the activities in question determine that they are valid measures of progress toward this goal.

Partners: Coordinates with intelligence agencies MTCR, NSG, DOE and others.





Strategic Goal 4 Weapons of Mass Destruction
Performance Goal 1 Bilateral Measures
Initiative/Program #1 Curb Access

PERFORMANCE INDICATOR #2: STATES CONFORM TO INTERNATIONAL NON-PROLIFERATION NORMS OF BEHAVIOR

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>1. South Asia: Restraint on missile programs and testing moratoria continue. Progress by India and Pakistan on bringing export controls in line with international standards.</p>	<p>1. N/A</p>	<p>1. South Asia: Five technical export control cooperation exchanges completed with India. Indian officials draft and work toward exchanges in export control system; make arrests and begin prosecution of notorious proliferating entity and investigate additional entities. Technical export control cooperation with Pakistan initiated, with first meetings held in February.</p>	<p>■ Above Target</p>
<p>2. Middle East: Controls on Iran receive international support. Iran denied nuclear weapons technologies. Stronger export controls throughout region.</p>	<p>2. N/A</p>	<p>2. Middle East: UNMOVIC and IAEA inspectors withdrawn from Iraq prior to military action to disarm Iraq. Iran's nuclear program is under intense scrutiny, as IAEA Director General reports numerous safeguards failures. Under a deadline set by the IAEA Board of Governors (BOG) on September 12, unanimously found it to be "essential and urgent" that Iran cooperate fully with the IAEA to address questions arising from Iran's safeguards failures and called on Iran to suspend all enrichment related and reprocessing activities. WMD and other related technology are denied to Libya.</p>	
<p>3. East Asia: Progress on verifiable constraints on North Korea's missile policy; and the verifiable and irreversible end to its nuclear weapons program.</p>	<p>3. N/A</p>	<p>3. East Asia: North Korea agreed to multilateral talks to address concerns about its nuclear program. Three-party talks among the U.S., North Korea, and China were held in April 2003. Six-party talks; U.S., North Korea, China, Japan, Russia and the Republic of Korea were held in August 2003. States particularly welcomed the six-party talks in Beijing in August 2003. The talks, and the consensus that emerged from them, are "a clear step in the right direction." The IAEA General Conference adopted a resolution calling for North Korea to promptly accept comprehensive IAEA safeguards and cooperate in their full and effective implementation.</p>	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: These data generally covers all relevant issues related to this indicator. The actions of the countries in question are observed and analyzed in order to draw a reasonable conclusion. ● Data Validation: The data are interpreted on whether or not they represent positive steps toward the desired result. ● Partners: Coordinates with intelligence agencies, IAEA, NSG, UNMOVIC and others. 			

Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 1 Bilateral Measures
 Initiative/Program #1 Curb Access

PERFORMANCE INDICATOR #3: PROGRESS TOWARD IMPLEMENTING FISSILE MATERIAL PROJECTS


Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Russian warhead dismantling continuing.	1. PPRA and subsidiary documents concluded; implementation begins.	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 to support Russian plutonium disposition started and continued.	■ On Target
2. U.S.-Russian Plutonium Disposition Agreement and financing structures for assistance completed.	2. U.S.-Russian Plutonium Disposition Agreement and financing structures for assistance completed.	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. N/A	3. Mayak FMSF transparency arrangements concluded.	3. Negotiations continued on Mayak Fissile Material Storage Facility (FMSF) transparency arrangements.	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Target Revision: Revised target is a more accurate description of Department goals. ● Data Reliability: These data come from signed agreements and monitoring of Russian actions. These are considered highly reliable. ● Data Validation: Data is confirmation of prescribed steps therefore considered valid. ● Partners: Coordinates with intelligence agencies, IAEA, NSG, DOE and others. 			





Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 1 Bilateral Measures
 Initiative/Program #1 Curb Access

PERFORMANCE INDICATOR #4: U.S. PRIVATE SECTOR/NON-NP PARTNER PROJECT FUNDING AS A PERCENTAGE OF TOTAL U.S. PROJECT FUNDING; AND, NUMBER OF INSTITUTES SECURING ALTERNATE FUNDING AND "GRADUATING" OUT OF SCIENCE CENTER FUNDING¹

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Continued expansion of partnerships and technology markets.	N/A	U.S. private sector industry partners total over 60. Five new projects funded at three newly engaged BW and CW institutes. 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. The Bio-Industry 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.	 Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: These are observed "hard" data. Actual results (measures) of the program(s) by technical and financial auditors are taken periodically. ● Data Validation: The measures align with the goals they are based on: Number of former BW/CW institutes now engaged in civilian research projects. Percentage of U.S. private sector funding. Number of institutes "graduated" from Science Center program support. Number of former BW scientists now engaged in drug and vaccine development. ● Partners: Coordinates with intelligence agencies, private enterprise and others. ● Other Issues: Indicator has been re-titled, but reports the same results: "Number of Russian/ NIS Weapons Scientists Redirected in Civilian Activities and Progress in Developing Self-Sustaining Civilian Alternative Employment." 			
<p><i>¹ This indicator is entirely new, but reports the same results as the previous indicator: "Number of Russian/ NIS Weapons Scientists Redirected in Civilian Activities and Progress in Developing Self-Sustaining Civilian Alternative Employment."</i></p>			

Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 1 Bilateral Measures
 Initiative/Program #2 Cooperation with Allies/Friends on Missile Defense

PERFORMANCE INDICATOR #5: STATUS OF COOPERATION WITH ALLIES ON NEW STRATEGIC FRAMEWORK

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>NATO allies agree to specific missile deployment goals/options.</p>	<p>Allies and friends agree to specific missile defense goals/options.</p>	<p>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. The U.S. worked with Germany and Italy on the Medium Extended Air Defense System. The U.S. and Canada established a regular consultation mechanism to explore potential areas of joint cooperation on missile defense. At the November 2002 Summit, the U.S. obtained NATO agreement to study the feasibility of missile defenses to protect population and territory, and the U.S. continues to work closely with NATO on this. The U.S. worked closely on missile defense with Japan, whose government has significantly increased its budget request for missile defense-related work. The U.S. and Australia discussed Canberra's interest in missile defense and opportunities for cooperation. The U.S. and India discussed how India could conduct a missile defense requirements analysis.</p>	<p>■ On Target</p>

Details of 2003 Results


- **Reason for Target Revision:** Accuracy. The U.S. is cooperating with non-NATO allies and friends as well. Also, we are not seeking agreement on specific deployment options, but missile defense options.
- **Data Reliability:** The data is reliable because it derives from direct contact with foreign governments, and from such information as contracts, MOUs, etc.
- **Data Validation:** Achieving this target reflects extensive consultations and meetings, and concrete results are demonstrated in contracts, MOUs, licensing and technical assistance agreements, or other government-to-government or industry-to-industry agreements or undertakings. Therefore, reporting meetings and numbers of agreements or undertakings directly measures progress.
- **Partners:** State Department works closely with the Department of Defense on all aspects of missile defense cooperation. While DoD develops U.S. plans and programs for missile defense, and engages in consultations regarding cooperative endeavors with other countries, the diplomatic process of explaining U.S. plans and programs, and of determining whether and how other countries might cooperate with the U.S. is primarily a State Department function.





Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 1 Bilateral Measures
 Initiative/Program #3 Cooperation with Russia on New Strategic Framework

PERFORMANCE INDICATOR #6: STATUS OF COOPERATION WITH RUSSIA ON NEW STRATEGIC FRAMEWORK

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Agreement reached on transparency and predictability measures to enhance confidence in strategic reductions and missile defenses.	1. Entry into Force of the Moscow Treaty.	1. The Moscow Treaty entered into force on June 1, 2003. Discussions on procedures for, and scheduling of the Moscow Treaty's Bilateral Implementation Commission began.	 On Target
2. N/A	2. Transparency and predictability efforts underway to enhance confidence in strategic reductions and missile defenses.	2. The Department opened regular consultations on arms control and related issues with the Russian Ministry of Foreign Affairs at the Assistant Secretary level. CGSS Working Groups on offensive strategic affairs and missile defense, including transparency and cooperation, 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 Confidence- and Security-Building Measures (CSBMs). Discussions on START implementation continued, on a more positive basis than in previous years; meetings of the Joint Compliance and Inspection Commission (JCIC) took place in June and August 2003.	
Details of 2003 Results <ul style="list-style-type: none"> ● Reason for Target Revision: Target on the Moscow Treaty added since it was not achieved in FY 2002 and was assumed when the original target was written. The original target also updated because current U.S. policy is to engage in transparency cooperatively instead of negotiating formal "measures" or "agreements." ● Data Reliability: The results data is based on meetings held with Russia and official reporting, and is therefore fully reliable. What is not reliable is any estimation of future Russian positions or activities. ● Data Validation: Work with Russia on deepening the new strategic framework is conducted through the course of meetings and consultations. Therefore, the fact that meetings occur, and the reportable results of such meetings, will indicate whether progress has been made. In the area of missile defense-related projects, progress will be evidenced by agreements, contracts or MOUs. ● Partners: The Department of Defense defines U.S. missile defense plans and programs, while the State Department works the diplomatic aspects of U.S.-Russian cooperation on missile defenses. The Department of Defense also implements the U.S. strategic nuclear warhead reductions required by the Moscow Treaty, while the State Department generally takes the lead in discussing strategic and nuclear issues with Russia. The U.S. collaborates as a member of NATO to put together a work plan for the NATO-Russia Council's Nuclear Experts' Consultations, which focuses on nuclear CSBMs. 			

Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 2 Multilateral Agreements and Nuclear Safety
 Initiative/Program #4 Strengthen Global Norms

PERFORMANCE INDICATOR # 1: STATUS OF THE NON-PROLIFERATION TREATY (NPT) AND INTERNATIONAL ATOMIC ENERGY AGENCY (IAEA)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. The NPT remains strong.	1. N/A	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.	On Target ■
2. The review process continues with no disruption. Several more states sign or bring into force the IAEA safeguards protocol.	2. N/A	2. Eleven more states signed an Additional Protocol, bringing the total to seventy-eight, of which, thirty-seven protocols have entered into force.	
3. The IAEA anti-nuclear terrorism program receives adequate funding and expands assistance.	3. N/A	3. Voluntary contributions to the IAEA anti-nuclear terrorism program funding doubled in FY2003.	
Details of 2003 Results	<ul style="list-style-type: none"> ● Data Reliability: These are reliable measurements of the progress toward our overall goal. The strength of the NPT regime is closely tied to (1) degree to which the NPT review process focuses on strengthening the Treaty and (2) the degree to which the IAEA has the fiscal and political support to fully implement its safeguards system. ● Data Validation: The indicators are straightforward measures; i.e. (1) number of countries adopting strengthened safeguards (2) real growth in IAEA safe guards budget and anti-terrorism funding. ● Partners: Coordinates with intelligence agencies, the IAEA and others. 		

PERFORMANCE INDICATOR # 2: STRENGTHEN THE PHYSICAL PROTECTION CONVENTION (CPPNM)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Conference approves a series of amendments to the CPPNM to cover nuclear material in domestic use.	N/A	After two meetings, the Drafting Group has concluded its work without reaching consensus on a revision proposal, but did identify a set of possible amendments warranting consideration by States Parties as the basis for a proposal.	Slightly Below Target ■
Details of 2003 Results	<ul style="list-style-type: none"> ● Data Reliability: Data on progress come from diplomatic cables and first hand accounts of activities. Both are expected to be highly reliable. ● Data Validation: The measurement is straightforward, which is the degree of progress toward the goal. This is determined by completed activities. ● Partners: Coordinates with intelligence agencies, the IAEA and others. 		





Strategic Goal 4 Weapons of Mass Destruction
Performance Goal 2 Multilateral Agreements and Nuclear Safety
Initiative/Program #5 Chemical Weapons Convention

PERFORMANCE INDICATOR # 3: STATUS OF THE CHEMICAL WEAPONS CONVENTION (CWC)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. A total of 150 States Parties.	1. N/A	1. A total of 156 States Parties.	Above Target
2. One CW destruction facility in Russia begins operations.	2. N/A	2. The first Russian destruction facility started operations in December 2002, and Russia met its revised deadline of destroying 400 agent tons by April 2003. Construction of a second destruction facility has begun.	
3. Organization for the Prohibition of Chemical Weapons (OPCW) under good management and conducting full inspection program.	3. N/A	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 percent, 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.	

Details of 2003 Results

- **Data Reliability:** Data regarding accession of states to the CWC and regarding the Russian CW destruction program are based on factual information directly from governments and are therefore reliable. In assessing results regarding the good management of the OPCW, more subjectivity is involved; the assessment is based on facts regarding numbers of inspections, analysis by management standards of the distribution of personnel and grade structure, budget analysis, and comparison with other international organizations.
- **Data Validation:** Keeping track of the number of States Parties indicates whether we are progressing toward the ultimate goal of universal adherence to the CWC. There are major political reasons why some key states are not yet States Parties, and that is beyond the control of the OPCW. Every country that does become a State Party increases the legitimacy and weight of international opinion on the need to eliminate chemical weapons globally. A major objective the CWC is the destruction of current CW stockpiles, of which Russia has the largest amount. It is a huge and expensive undertaking, but vitally necessary. At some point in the future, when several destruction facilities are operating, we will be able to measure progress in terms of tonnage of chemical agent destroyed. For the time being, however, meaningful measurement is in terms of the number of destruction facilities. Another major objective of the CWC is ensuring that legitimate chemical industries are not used illegitimately to produce chemical weapons. Therefore, it is essential that the OPCW have the resources to carry out the full schedule of inspections of chemical industry facilities (as well as military sites). When the OPCW is carrying out the full schedule, has sufficient financial reserves to cover short-term cash flow problems, and has a full, expert staff, then we will be able to say that the OPCW is efficiently and effectively carrying out its responsibilities for ensuring implementation of the CWC.
- **Partners:** The Department works closely with the Departments of Commerce and Defense in managing inspections of U.S. chemical industry facilities and military sites. The Department works closely with the Department of Defense in interfacing with the OPCW concerning destruction of U.S. stockpiles. The Department works closely with the U.S. chemical industry and the American Chemistry Council (formerly the Chemical Manufacturers Association) to ensure that U.S. industry is fully informed about U.S. objectives and actions and that their concerns are taken into account.

Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 2 Multilateral Agreements and Nuclear Safety
 Initiative/Program #6 Biological Weapons Convention

PERFORMANCE INDICATOR #4: NUMBER OF STATES PARTIES WHO INCORPORATE U.S. PROPOSALS IN THEIR NATIONAL APPROACHES TO CONTROLLING THE BIOLOGICAL WEAPONS THREAT

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
U.S. alternative proposals incorporated by 18-20 BWC States Parties in their national approaches to control the BW threat.	N/A	States Parties agreed at the November 2002 Review Conference to a work program based on U.S. proposals. 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 obligations as parties to the Biological Weapons Convention (BWC). While all participants agreed on the importance of measures to improve biosecurity, evidence of implementation was more fragmentary. However, at least 20 States Parties acknowledged the validity of the U.S. approach and indicated they had at least begun an awareness-raising program in their countries. 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.	<div style="width: 100%; height: 10px; background-color: green;"></div> On Target

- **Data Reliability:** The data is based on reports from foreign governments outlining national actions taken to improve BWC implementation, and therefore is reliable. In addition, the actual legislative actions will in most cases become part of the public record and accessible by independent research.

- **Data Validation:** All BWC States Parties have expressed determination to improve and strengthen implementation of the BWC. The U.S. has put forward proposals for doing so. If all States Parties were to incorporate U.S. proposals into their national approaches to controlling the biological weapons threat, significant progress toward that objective would have been made.

- **Partners:** In addition to collaborations through normal interagency processes, the Departments of Justice, Health and Human Services, and Energy made significant contributions to our efforts to prepare and deliver presentations at the August experts meeting of BWC States Parties. Consultations were also held with the American Society for Microbiology, PhARMA, and BIO. The U.S. sought cooperation and guidance from three international organizations: the World Health Organization, the Office Internationale des Epizooties, and the Food and Agriculture Organization. The two former organizations actively participated with the U.S. in presenting recommendations for pathogen security.

Details of 2003 Results





Strategic Goal 4 Weapons of Mass Destruction
Performance Goal 2 Multilateral Agreements and Nuclear Safety
Initiative/Program #7 Promote Safe Nuclear Cooperation

PERFORMANCE INDICATOR #5: UNSAFE REACTOR CLOSURES AND NUCLEAR WASTE IMPROVEMENTS			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Closure of key plants in the former Eastern Bloc; G-7 and Russia agree to new reactor closure agenda; the international community funds programs to deal with Russian nuclear waste problems.	N/A	Ignalina initiates closure procedures for Unit 1 and plans for closure of Unit 2. Russia is working on a comprehensive plan for decommissioning of some of its reactors; begins a comprehensive plan for addressing nuclear waste issues.	■ Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data gained from observation and official reports. Both are deemed highly reliable. ● Data Validation: These data refer to prescribed steps in the process to achieve the goal(s). Completion of any step represents progress toward that goal. ● Partners: Coordinates with DOE, WRC, USAID. 			
PERFORMANCE INDICATOR #6: EXTENSION OF BENEFITS OF NUCLEAR COOPERATION TO U.S. PARTNERS AND IMPLEMENTATION OF PROVISIONS OF EXISTING COOPERATION AGREEMENTS			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<ol style="list-style-type: none"> 1. Peaceful nuclear cooperation with China proceeds smoothly. 2. GIF proceeds as a viable forum for reactor cooperation. 3. No security problems arise from U.S.-origin nuclear material; other cooperation programs proceed normally. 	<ol style="list-style-type: none"> 1. N/A 2. N/A 3. N/A 	<ol style="list-style-type: none"> 1. U.S.-China concluded agreement on re-transfer consents. Nuclear committee with Argentina established. Very successful first meeting held. Committees with South Africa and Brazil remain under active discussion. 2. GIF moves forward on developing joint research proposals. The Department of Energy agrees to facilitate by R&D agreements with foreign partners. 3. U.S. continued active participation in international forums. Continued contributions to the IAEA TC fund – along with in-kind contributions. 	■ On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Observed data. These are prescribed steps toward achieving the goal of peaceful nuclear cooperation. ● Data Validation: The completion of each prescribed step is a valid measurement of progress. ● Partners: Coordinates with intelligence agencies, the IAEA and others. 			

Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 3 Verification and Compliance
 Initiative/Program #8 Arms Control and Non-Proliferation Verification

PERFORMANCE INDICATOR #1: STATUS OF VERIFICATION OF ARMS CONTROL AND NONPROLIFERATION AGREEMENTS AND COMMITMENTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. The Senate provides its advice and consent to ratification of the Moscow Treaty.	1. Analyze and make decisions on role of transparency measures to support Moscow Treaty implementation and Bilateral Implementation Commission activities.	1. The Senate provided its advice and consent to ratification of the Moscow Treaty in June 2003. Began implementation of Moscow Treaty through its Bilateral Implementation Commission (BIC). Considered role of transparency measures in terms of the BIC, but the BIC did not meet in FY 2003.	■ On Target
2. Analyze and make decisions on role of transparency measures to support Moscow Treaty implementation and Bilateral Implementation Commission activities.	2. Analyze and make decisions on role of transparency measures to support Moscow Treaty implementation and Bilateral Implementation Commission activities. Fully integrate verification concepts into USG deliberations and into negotiations toward verifiable elimination of North Korea's nuclear program.	2. Integrated verification concepts into USG deliberations and negotiations toward verifiable elimination of North Korea's nuclear program, including preparation of core interagency building blocks.	

Details of 2003 Results

- Reason For Target Revision: North Korea nuclear program is a key Department concern.
- Data Validation: Department continued assessment of the role of transparency measures.
- Partners: Coordination with other agencies, including DOE, DOD, and the Intelligence Community is necessary for a sustainable USG approach to the Moscow Treaty and strategic reductions.





Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 3 Verification and Compliance
 Initiative/Program #9 President's Annual Non-Compliance Report

PERFORMANCE INDICATOR #2: REPORT ON WORLD MILITARY EXPENDITURES AND ARMS TRANSFERS (WMEAT) PUBLISHED

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Release of WMEAT 2003 Report (CY 2002 updates) by the end 2003.	N/A	WMEAT 1999-2000 printed, distributed, and posted on the Internet and Secret Internet Protocol Router Network (SIPRNET). WMEAT 2000-2003 (with CY 2000-2002 updates) in progress to be completed in 2004.	Slightly Below Target
Details of 2003 Results <ul style="list-style-type: none"> ● Other Issues: Indicator has been dropped and will no longer be reported. Indicator is not a priority target. 			

PERFORMANCE INDICATOR #3: SUBMISSION OF PRESIDENTIAL REPORT ON COMPLIANCE WITH ARMS CONTROL AND NONPROLIFERATION AGREEMENTS AND COMMITMENTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. CY 2001 Annual Noncompliance Report (which incorporated CY 2000 activities) was submitted to the NSC, but not yet submitted to Congress.	1. Timely submission of the CY 2002 Annual Noncompliance Report to Congress.	1. N/A (See "other issues" below).	N/A
2. Timely submission of the CY 2002 Annual Noncompliance Report to Congress.	2. Pursuant to Senate Resolutions of Ratification, prepare and submit to the Congress, the CY 2002 Annual Reports on Compliance with the CWC and the CFE Treaty.	2. N/A (See "other issues" below).	
3. Participate in rigorous review of proliferation behavior to determine sanctionable activities.	3. N/A	3. N/A (See "other issues" below).	
4. Pursuant to Senate Resolutions of Ratification, prepared and submitted to the NSC, the CY 2002 Annual Reports on Compliance with the CWC and the CFE Treaty. Reports submitted to the Senate..	4. N/A	4.	
Details of 2003 Results <ul style="list-style-type: none"> ● Other Issues: Indicator was dropped. Work pertaining to this indicator was subsumed into indicator four. 			

Strategic Goal 4 Weapons of Mass Destruction
Performance Goal 3 Verification and Compliance
Initiative/Program #10 Compliance Diplomacy

PERFORMANCE INDICATOR #4: STATUS OF IMPLEMENTATION OF A GLOBAL NORM OF ADHERENCE TO AND COMPLIANCE WITH ARMS CONTROL AND NONPROLIFERATION AGREEMENTS AND COMMITMENTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>1. Clarify and seek resolution of U.S. compliance concerns. Visits under Article IX of the CWC will be proposed to clarify and resolve compliance issues. Bilateral compliance consultations will be conducted.</p>	<p>1. Proliferation Behavior: Participate in rigorous review of proliferation behavior to determine sanctionable activities. (The Non compliance Report).</p>	<p>1. Proliferation Behavior Reviewed: In preparing and improving the Annual Noncompliance Report, the Department is better positioned to affect compliance enforcement through compliance diplomacy and sanctions. Coordination of report serves as a means of establishing U.S. Policy regarding noncompliance activities.</p>	<p>■ On Target</p>
<p>2. Work with Congress to enlist support in enforcing Russian compliance.</p>	<p>2. Nonproliferation Compliance/Enforcement: Compliance associated with arms control and nonproliferation agreements and commitments enforced.</p>	<p>2. Nonproliferation Compliance/Enforcement: Sought clarification and resolution of U.S. compliance concerns related to the Chemical Weapons Convention (CWC) through visits conducted under Article IX of the CWC. Bilateral compliance consultations were also conducted. We also worked with Congress enforce Russian compliance with the CWC.</p>	
<p>3. Work with Congress to enlist support in enforcing Russian compliance.</p>	<p>3. Start Treaty: Conducted START Treaty-related consultations.</p>	<p>3. Start Treaty: 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, the Department sent a follow-up letter to the Russian Ministry of Foreign Affairs (MFA), Department of Security Affairs and Disarmament. The letter reiterated 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 unclassified version and that the United States intended to fulfill the requirement 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.</p>	

Continued





Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 3 Verification and Compliance
 Initiative/Program #10 Compliance Diplomacy

PERFORMANCE INDICATOR #4: STATUS OF IMPLEMENTATION OF A GLOBAL NORM OF ADHERENCE TO AND COMPLIANCE WITH ARMS CONTROL AND NONPROLIFERATION AGREEMENTS AND COMMITMENTS *Continued*

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
4. N/A	4. Sanctions: Expanded use of sanctions to induce foreign states' compliance with their nonproliferation obligations.	4. Sanctions: During 2003, the Department imposed sanctions on entities for transferring items that could contribute to weapons of mass destruction and delivery system programs as well as lethal military equipment sales. During FY 2003, the Department imposed sanctions on a number of foreign entities. For example, in May 2003, the Department placed export and import ban sanctions on the Chinese entity China North Industries Corporation (NORINCO).	■ On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Target #1 Revision: Major Department activity related to sanctions needs to be highlighted as Department priority. ● Reason for Target #2 Revision: More accurate description of Department compliance enforcement goals. ● Reason for Target #3 Revision: Activity conducted in FY 2003. ● Reason for Target #4 Revision: Based on review of proliferation behavior, export controls can be appropriately applied. ● Data Validation: Data is considered valid for this measurement. ● Partners: Coordination with other agencies is essential to reaching viable and sustainable USG positions related to compliance enforcement, sanctions and related consultations with other governments. Dialogue with Congress is also essential in this process. 			

PERFORMANCE INDICATOR #5: NUCLEAR VERIFICATION INFORMATION SYSTEM (NVIS) ENHANCES VERIFICATION OF COMPLIANCE WITH NUCLEAR TESTING TREATIES AND MORATORIA

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Use NVIS to verify international compliance with nuclear testing treaties, commitments and moratoria and to develop USG compliance positions.	N/A	N/A (See "other issues" below)	■ N/A
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Other Issues: Indicator was dropped. Work pertaining to this indicator was subsumed into indicator four. 			

Initiative/Program #11 All Source Intelligence Collection and Technology R&D

PERFORMANCE INDICATOR #6: PREPARED FOR RAPID ASSESSMENT OF ALLEGATIONS OF BIOLOGICAL AND CHEMICAL WEAPONS USE

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Department develops U.S. policy for the rapid assessment of allegations of biological and chemical weapons use.	N/A	N/A (See "other issues" below)	■ N/A
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Other Issues: Indicator was dropped. Work pertaining to this indicator was subsumed into indicator seven. 			

Strategic Goal 4 Weapons of Mass Destruction
 Performance Goal 3 Verification and Compliance
 Initiative/Program #11 All Source Intelligence Collection and Technology R&D

PERFORMANCE INDICATOR # 7: INTELLIGENCE COLLECTION RESOURCES PROMOTED TO SUPPORT ARMS CONTROL AND NONPROLIFERATION VERIFICATION OBJECTIVES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Seek Congressional support for endowing the Verification Assets Fund mandated by Congress in 1999 in support of preserving intelligence assets and funding R&D critical for supporting arms control and nonproliferation objectives.	1. Finance the Verification Assets Fund (V Fund) mandated by Congress in 1999 in support of preserving intelligence assets and funding R&D critical for supporting arms control and nonproliferation objectives.	1. USG did not seek funding from Congress for the V Fund, but Department identified projects and funded key intelligence programs using Department funds, important for verification of agreements and for ascertaining WMD-related activities.	On Target
2. Conduct the annual NPAC TWG Conference. Assist in conducting several major symposia involving NPAC TWG focus groups.	2. N/A	2. The annual Nonproliferation and Arms Control Technology Working Group (NPAC TWG) Conference was postponed due to the war in Iraq.	
3. Identify and fund Verification Assets Fund projects which are important for monitoring WMD activities.	3. N/A	3. Participated in over 20 USG intelligence groups that monitor and assess weapons and proliferation activities.	
4. Urge and obtain redeployment of key intelligence assets against a significant threat.	4. N/A	4. Directed appropriate action related to sensors and other assets in support of arms control and nonproliferation objectives.	
5. N/A	5. Begin work on establishing a task force to assess allegations of chemical and biological weapons use or accidental release of dangerous pathogens.	5. With the assistance of other USG agencies and departments, the Department began compiling data related to the assessment of allegations of chemical and biological weapons use or accidental release of dangerous pathogens.	

Details of 2003 Results

- Reason for Target Revisions: This target was consolidated from a previous indicator that has now been dropped.
- Partners: Coordination with other agencies, departments, and governments is essential to combat proliferation and threats to national and global security. Relative to CBW use, consultations were conducted with the Medical Intelligence Agency, U.S. Army Medical Center for the Study of Infectious Diseases, Department of Agriculture, and other agencies.





Strategic Goal 4 Weapons of Mass Destruction
Performance Goal 3 Verification and Compliance
Initiative/Program #12 Rapid and Accurate Communication for Arms Control

PERFORMANCE INDICATOR #8: RELIABLE COMMUNICATIONS AND TIMELY UPGRADES		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
1. Proof of concept tests conducted on U.S. end for the preferred GGCL replacement design.	1. Begin coordination of international testing of accepted GGCL replacement architectural designs.	1. GGCL preliminary modernization authorized by START partners in the summer of 2003. ■ On Target
2. START Treaty Parties consider and accept U.S. design for GGCL architecture.	2. INA fully functional with installation by all Network members. The three former notification-processing applications for CFE, the Vienna Document '99 and Open Skies to be discontinued.	2. The INA became operational for 44 out of 55 Organization for Security and Cooperation in Europe (OSCE) countries.
3. N/A	3. More non-connected OSCE Network states join the Network. The reduced communications costs of the VPN are realized.	3. Network migration completed, with startup of Internet-based Virtual Private Network (VPN) for 44 out of 55 OSCE countries.
Details of 2003 Results <ul style="list-style-type: none"> ● Reason for Target Revisions: Important to note that most OSCE countries became part of the VPN, resulting in greater effectiveness. ● Data Reliability: INA became operational, greatly improving efficiency in notification processing. OSCE Network Management Team distributes data derived from notifications circulated via the VPN. ● Data Validation: INA being implemented, progress of OSCE countries' connectivity continues to be measured by the OSCE Network Management Team. ● Partners: Coordination with other agencies and governments is critical to successful communications. 		

Strategic Goal 5 International Crime and Drugs
 Performance Goal 1 Disruption of Criminal Organizations
 Initiative/Program #1 Counterdrug Initiative

PERFORMANCE INDICATOR # 1: FOREIGN CULTIVATION OF COCA, OPIUM POPPY, AND MARIJUANA			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Coca: 192,000	1. Coca revised to 180,000 hectares.	1. Data not available at this point, although early projections indicate that declines in coca and opium poppy cultivation will reach targets.	■ 1. N/A
2. Opium Poppy: 125,000	2. N/A	2. Data not available at this point, although early projections indicate that declines in coca and opium poppy cultivation will reach targets.	■ 2. N/A
3. Marijuana: 5,600	3. N/A	3. Data not available at this point, although early projections indicate that declines in coca and opium poppy cultivation will reach targets.	■ 3. N/A
<ul style="list-style-type: none"> ● Reason for Target #1 Revision: To reflect progress in reducing cultivation in 2002. ● Data Reliability: Cultivation data for coca, opium poppy, and marijuana (Mexico only) is produced by the CIA's Crime and Narcotics Center (CNC). CNC data comes from overhead photography (both satellite and aircraft) and limited ground verification, depending on locale. ● Data Availability: Estimates for coca cultivation in Peru and Bolivia year have been completed but the estimates for Colombia, the world's largest producer, will not be available until late February or early March. ● Data Validation: The CNC estimate is a yearly, carefully-analyzed snapshot of cultivation that provides a consistent and comparable trend indicator of coca, heroin, and marijuana production. ● Partners: The Department coordinates with the White Office of Drug Control Policy, the Departments of Defense, Justice, and Homeland Security (various offices), DEA and CIA. 			
<p>Details of 2003 Results</p>			
PERFORMANCE INDICATOR # 2: POTENTIAL PRODUCTION OF COCAINE AND HEROIN IN KEY SOURCE COUNTRIES			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Cocaine: 800	1. 759	1. TBD	■ 1. N/A
2. Heroin: 240	2. N/A	2. TBD	■ 2. N/A
<ul style="list-style-type: none"> ● Reason for Target #1 Revision: This reduction reflects the decline in cultivation. ● Data Validation: Production data (versus cultivation) is critical because it can account for differences in yield (e.g., individual poppy plants in Afghanistan yield more opium than do Burmese plants). This data is extremely valuable when used in conjunction with cultivation data. ● Data Availability: FY 2003 data is not yet available because the CIA's Center for Narcotics and Crime provides estimates for cultivation of coca and opium poppy based on overhead photography and limited ground verification. Preliminary data suggests that Afghan opium poppy (heroin) production will rise slightly while production in Burma (the second largest producer) will continue to decline. Preliminary data indicates that cocaine production will decline in 2003. ● Partners: Department coordinates with the White House Office of National Drug Control Policy, the Departments of Defense, Justice, and Homeland Security, DEA, and CIA. 			
<p>Details of 2003 Results</p>			



Strategic Goal 5 International Crime and Drugs
Performance Goal 1 Disruption of Criminal Organizations
Initiative/Program #1 Counterdrug Initiative

PERFORMANCE INDICATOR #3: SEIZURES OF COCAINE (HCI/BASE) (COLOMBIA, PERU, BOLIVIA) IN METRIC TONS			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Cocaine: 110	N/A	TBD	■ N/A
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Statistics are provided by host governments, supplemented to some extent by records of U.S. law enforcement agencies. Data is subject to error in the form of double counting (i.e., state versus national police), exaggeration, or non-counting. ● Data Validation: Increases or decreases in seizures are not necessarily indicative of the flow of drugs. Seizures might increase, for example, because trafficking itself has increased or because police have become more efficient. Increases do, however, indicate increased costs to traffickers. ● Partners: Department coordinates with White House Office of National Drug Control Policy, the Departments of Defense, Justice, and Homeland Security, as well as DEA and CIA. 			


Strategic Goal 5 International Crime and Drugs
Performance Goal 1 Disruption of Criminal Organizations
Initiative/Program #2 Improve Anti-Trafficking Prosecutorial and Protection Capacities

PERFORMANCE INDICATOR #4: PROGRESS TOWARD THE ELIMINATION OF TRAFFICKING IN PERSONS			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Thirty percent of Tier 2 and 3 countries use Department assistance to develop or further anti-trafficking initiatives. ¹	1. N/A	1. Thirty percent of Tier 2 and Tier 3 countries use Department assistance to develop or further anti-trafficking initiatives.	■ 1. On Target
2. Expand TIP report to include twenty additional countries with significant number of trafficking victims.	2. N/A	2. Third TIP Report was issued and includes 26 additional countries for a total of 116.	■ 2. Above Target.
3. Promote best practices via five new bilateral and regional initiatives among source, transit, and destination countries.	3. N/A	3. Promoted "best practices" through five new bilateral and regional initiatives among source, transit, and destination countries.	■ 3. N/A
4. Twenty-five countries ratify UN Trafficking in Persons Protocol.	4. N/A	4. Forty-five countries ratified UN Trafficking in Persons Protocol.	■ 4. Significantly Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Significantly Exceeding Performance Target: The annual Trafficking in Persons Report has motivated many governments to take action against trafficking and be more forthcoming with information on their efforts. There is increasing collaboration between governments and civil society groups to prosecute traffickers and protect victims. There is also increasing coordination among governments of source, transit, and destination countries. ● Data Reliability: The reliability of data varies considerably by country. The biggest problem is the lack of data in many countries. ● Data Validation: Improved ability to provide country-specific and regional approaches. ● Data Availability: Lack of consistent reporting by missions abroad and some funding recipients continues to be problems. This is due in part to great variations in quality and detail of data gathered by host governments. ● Partners: Department coordinates with USAID and the Departments of Labor and Justice. 			


¹ Tier 1, 2 and 3 ratings: A rating scale used to designate levels of governmental efforts to combat trafficking on the basis of minimum standards. First tier countries are those that are in full compliance with standards. Third tier countries neither fully comply with the minimum standards nor make significant efforts to do so.



Strategic Goal 5 International Crime and Drugs
 Performance Goal 1 Disruption of Criminal Organizations
 Initiative/Program #2 Improve Anti-Trafficking Prosecutorial and Protection Capacities

PERFORMANCE INDICATOR #5: PARTIES TO THE 1988 UN DRUG CONVENTION		
Initial FY 2003 Target	Revised Target	FY 2003 Result
170	N/A	170
Details of 2003 Results <ul style="list-style-type: none"> ● Data Reliability: Data is provided by the United Nations. ● Data Validation: Data is valid and based on UN records. ● Other Issues: Most countries have now ratified the Convention, which means that they are legally obligated to carry out the provisions of the Convention. The remaining states are either not likely to ratify in the foreseeable future or are not important in terms of drug trafficking. Therefore, beginning in FY 2004, this indicator was discontinued. 		FY 2003 Performance Ratings  On Target

Strategic Goal 5 International Crime and Drugs
 Performance Goal 2 Law Enforcement and Judicial Systems
 Initiative/Program #3 Support Investigations of Major International Criminals

PERFORMANCE INDICATOR #1: STATUS OF UN CONVENTION AGAINST TRANSNATIONAL ORGANIZED CRIME (TOC) AND SUPPLEMENTAL PROTOCOLS (E.G., TRAFFICKING IN PERSONS PROTOCOL AND THE MIGRANT SMUGGLING PROTOCOL)		
Initial FY 2003 Target	Revised Target	FY 2003 Result
Forty states ratify TOC treaty, which enters into force.	N/A	Fifty-six states have ratified the TOC and forty-five states have ratified the Trafficking in Persons Protocol. Forty states have ratified the Migrant Smuggling Protocol. All have entered into force.
Details of 2003 Results <ul style="list-style-type: none"> ● Data Reliability: Data is provided by the United Nations. ● Data Validation: Data is valid for tracking the progress of the TOC as it moves into force. Additional indicators may be desirable to track implementation. ● Partners: The Department coordinates primarily with the Department of Justice. 		FY 2003 Performance Ratings  Above Target



Strategic Goal 5 International Crime and Drugs
 Performance Goal 2 Law Enforcement and Judicial Systems
 Initiative/Program #4 International Law Enforcement Academies

PERFORMANCE INDICATOR #2: NUMBER OF OFFICIALS TRAINED AT INTERNATIONAL LAW ENFORCEMENT ACADEMIES (ILEAS) AND THROUGH OTHER PROGRAMS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. ILEA: 2,100	1. N/A	1. ILEA: 2,200	1. Above Target
2. Other: 15,000	2. N/A	2. Other: 4,500	2. N/A
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data produced by Department of State and is based on official records. ● Data Validation: While this data does not measure an outcome (e.g., a reduction in crime in a given country), it is a good measure of increased institutional capability of law enforcement bodies in select countries. ● Partners: Department coordinates with the Departments of Justice, Homeland Security, and Treasury. ● Other Issues: "Other" training is now embassy-determined and project-driven and is no longer useful as a performance indicator. Henceforth, the Department will no longer report on "other training" as currently defined. 			

PERFORMANCE INDICATOR #3: NUMBER OF LAW ENFORCEMENT OFFICIALS RECEIVING COUNTERNARCOTICS TRAINING

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1,800	N/A	No data collected during FY 2003.	N/A
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: In the past, the Department has tracked and recorded the data based on central files and input from missions abroad. ● Data Validation: This indicator has become increasingly invalid as counternarcotics and general law enforcement training, including some counterterrorism training, have become more integrated. Department training data no longer discriminates sufficiently between counternarcotics and non-counternarcotics training to make this indicator useful. In addition, training is increasingly at post discretion and is increasingly integrated into program projects. Under these changing circumstances, setting targets in this area is largely meaningless. ● Other Issues: After FY 2002, the Department discontinued tracking this information because this information was no longer pertinent to performance. Per the Department's planning cycle, the indicator was developed in late FY 2002, but discontinued shortly thereafter. 			



Strategic Goal 5 International Crime and Drugs
 Performance Goal 2 Law Enforcement and Judicial Systems
 Initiative/Program #5 Anticorruption

PERFORMANCE INDICATOR #4: STATUS OF UN CONVENTION AGAINST CORRUPTION		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
Consensus reached on text of all major provisions.	N/A	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data will be provided by the United Nations. ● Data Validation: Data is valid for tracking progress of instrument toward becoming an international treaty. ● Partners: The Department coordinates primarily with the Departments of Justice and Commerce. 		
PERFORMANCE INDICATOR #5: STATUS OF REGIONAL ANTICORRUPTION FRAMEWORKS		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
Number of mechanisms increased to six by addition of African Union.	N/A	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data is reliable in terms of marking the agreement that sets up the regional anti-corruption agreement. ● Data Validation: Data is valid for this performance indicator. In the future, indicator may be adjusted to reflect progress in implementation. ● Partners: INL is coordinating closely with USAID and non-USG donors to gauge potential for supporting and funding this mechanism. 		





Strategic Goal 6 American Citizens
 Performance Goal 1 Assistance for U.S. Citizens Abroad
 Initiative/Program #1 American Citizen Services

PERFORMANCE INDICATOR #1: PERCENTAGE OF CONSULAR INFORMATION SHEETS REVISED ON AN ANNUAL BASIS			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
100%	N/A	85%	Significantly Below Target
<p>Reason for Significant Performance Target Shortfall: The goal of annual revision of all CIS could not be reached this year because crisis management duties and other assistance to Americans with problems abroad took precedence.</p> <p>Steps To Be Taken to Improve Performance: The Department will make a concerted effort to reach 100% in FY 2004.</p> <p>Data Reliability: This data is reliable. The Consular Information Sheets are published at travel.state.gov and show the date of revision.</p> <p>Data Validation: This data show the extent to which information is updated at least annually, ensuring that Consular Information Sheets, which alert Americans to conditions that may affect their safety or travel abroad, are up-to-date for each country and do, in fact, provide a basis for safe travel.</p>			
<p>Details of 2003 Results</p>			
PERFORMANCE INDICATOR #2: ACCESS TO ONLINE REGISTRATION SYSTEM			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
U.S. citizens can use a global Internet-based registration system to inform U.S. embassies and consulates about their planned travel to other countries so that they can be contacted in an emergency.	Publish notice of Proposed Information Collection for on-line registration system that will allow both visitors and residents abroad to register electronically.	Contract to manage the on-line registration system is on schedule, and a 30-Day Notice of Proposed Information Collection was published in the Federal Register on September 9, 2003.	On Target
<p>Reason for Target Revision: Mid-year decision to roll out e-registration for both short-term and long-term residents at one time rather than serially.</p> <p>Data Reliability: The data is reliable. Project milestones, such as software deliveries, are set by contract. Concrete indicators, including software delivery dates, test approval dates, and dates the system will be placed into service, measure progress.</p> <p>Data Validation: Project milestones show progress toward completion of the initiative.</p>			
<p>Details of 2003 Results</p>			
PERFORMANCE INDICATOR #3: STATUS OF HAGUE CONVENTION ON INTERCOUNTRY ADOPTION			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Adoption regulations are published in the Federal Register.	N/A	A Proposed Rule on the implementation of the Hague Convention on Intercountry Adoption and Intercountry Adoption Act of 2000 was published in the Federal Register on September 15, 2003.	On Target
<p>Data Reliability: The information is reliable and confirmed by publication in the Federal Register.</p> <p>Data Validation: The publication of the proposed regulations is a crucial step in the process leading implementation of the Hague Adoption Convention. They establish the rules that will apply to the next steps.</p> <p>Partners: Department of Homeland Security. The Department of Homeland Security encompasses the former Immigration and Naturalization Service (INS) or any successor entity designated by the Secretary of Homeland Security to assume the functions vested in the Attorney General by the IAA relating to INS responsibilities.</p>			
<p>Details of 2003 Results</p>			

Strategic Goal 6 American Citizens
 Performance Goal 2 Passport Issuance and Integrity
 Initiative/Program #2 Secure Passport Issuance

PERFORMANCE INDICATOR #1: DEVELOPMENT OF A BIOMETRICS COLLECTION PROGRAM FOR U.S. PASSPORTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Initial planning and requirements definition for biometrics collection begun.	N/A	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 2003, enabling the Department to begin to implement the standards in U.S. passports. Initial planning and requirements definition are underway. In July 2003, the Department issued a Request for Information relating to the introduction of a chip with integrated circuit technology into the traditional paper-based passport booklet.	On Target

Details of 2003 Results

- **Data Reliability:** These data are reliable and confirmed by publication of ICAO standards and the Department's plans and specifications.
- **Data Validation:** These data confirms the accomplishment of the necessary first steps in the process that will result in the U.S. issuing a passport that meets international biometric standards and enhances U.S. security.
- **Partners:** Project team coordinated efforts with ICAO, DHS, GPO and GSA to set international standards for passport biometrics, initiate the process of modifying the U.S. passport to include the specified technological enhancements, and ensure interagency interoperability.

PERFORMANCE INDICATOR #2: CHECKING OF PASSPORT APPLICATIONS AGAINST SOCIAL SECURITY ADMINISTRATION (SSA) DEATH RECORDS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Continue to work to establish a data link with SSA systems.	N/A	Agreement in principle reached with SSA to check all passport applications against the SSA database. Memorandum of Agreement being prepared. The application software has been modified. Data to be sent as soon as link established and MOU completed.	On Target

Details of 2003 Results

- **Data Reliability:** Data is produced by SSA and the Department.
- **Data Validation:** This data shows the status of efforts to establish a data link that will assist in exposing passport fraud.
- **Partners:** Social Security Administration. Collaboration with SSA is necessary to ensure compatibility of software and data link, as well as the parameters of sharing data.





Strategic Goal 7 Democracy and Human Rights
Performance Goal 1 Democratic System and Practices
Initiative/Program #1 Engagement to Advance Democracy

PERFORMANCE INDICATOR #1: NUMBER OF COUNTRIES ELIGIBLE FOR COMMUNITY OF DEMOCRACIES (CD) AND IDENTIFIED AS DEMOCRATIC IN OTHER INDICES			FY 2003 Performance Ratings
Initial FY 2003 Target	Revised Target	FY 2003 Result	Above Target
1. More countries are eligible for inclusion on invitation list for CD ministerial.	1. More countries become eligible for inclusion on invitation list for CD ministerial.	1. 118 countries invited to participate in 2002 Community of Democracies ministerial meeting (held in FY 2003).	■
2. N/A	2. Freedom House Index: Net Progress, (i.e.+ change from previous year), Net Change in Status: + change from previous year.	2. Freedom House 2003 Report (released 4/03) Free: 89; Partly Free: 55; Not Free: 48; Improved countries: 29; Declined countries: 11; Net Progress: +18.	
3. N/A	3. Country ratings in Human Rights Practices: + change from previous year.	3. 2002 Country Reports on Human Rights Practices (pub. 3/03): Countries w/ Right to Change Governments: 126; Countries w/ Limits: 35; Countries w/o Rights: 34. Net Progress: +6 Citizens of 6 countries gained the right to change their government since the 2001 country reports were issued, including Comoros (new elections), Republic of Congo (new elections), Kenya, Fiji (end of coup), Yugoslavia and Afghanistan.	
<p>Reason for Target Revision: Target was expanded to increase specificity.</p> <p>Data Reliability: Data is taken from the Community of Democracies invitation list. Freedom House surveys are independent and apply consistent standards and take measure of progress over time, making them reliable guides to the status of freedom abroad. The Human Rights Report gives specific information concerning the right of a country's people to change their government (Section 3 of each report). This is the category of interest that will allow tracking of progress. Three major brackets exist for this category: 1) countries in which people have and can exercise the right to change their government, 2) countries in which people are given the right (constitutionally, for example) but are limited in their ability to exercise it, and 3) countries in which people do not have the right to change their government.</p> <p>Data Validation: Use of multiple indexes allows for comparison and validation. Instruments include internal and independent measures of human rights and democracy progress.</p> <p>Other Issues: The 3rd CD ministerial will be held in Santiago, Chile in FY 2005. No invitation lists will be considered in FY 2003 or 2004. The World Bank Institute is expanding its current good governance analysis to apply more directly to the work of DRL and the measurement of positive impact; this information will not be ready until FY 2004.</p>			
PERFORMANCE INDICATOR #2: ACTIVITIES THAT STRENGTHEN THE COMMUNITY OF DEMOCRACIES (CDs)			FY 2003 Performance Ratings
Initial FY 2003 Target	Revised Target	FY 2003 Result	On Target
Implement Regional meetings per Seoul Action Plan.	CD ministerial produces Plan of Action. Implementation begins, including OAS-NEPAD cooperation and other regional follow-up.	Seoul Plan of Action implementation well underway. Regional CD conference for democracy building in Africa and Western Hemisphere, with Organization of African States-African Union (OAS-AU) cooperation, held in June 2003. OSCE meeting to be held in Romania in November 2003; Portugal meeting also planned.	■
<p>Reason for Target Revision: Increases specificity of targets</p> <p>Data Reliability: U.S. participated as host of regional Africa/Western Hemisphere conference and coordinated and monitored CD initiatives.</p> <p>Data Validation: U.S. is member of many of the relevant groupings: the CD itself, OAS, OSCE. Department also cooperates with representatives of NGOs participating in CD-related NGO forums, providing additional validation.</p>			

Strategic Goal 7 Democracy and Human Rights
 Performance Goal 2 Universal Human Rights Standards
 Initiative/Program #2 Bilateral and Multilateral Diplomacy

PERFORMANCE INDICATOR #1: NUMBER OF UN COMMISSION ON HUMAN RIGHTS (UNCHR) RESOLUTIONS ON DEMOCRACY ADOPTED

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
NCHR adopts an increased number (compared to 2002) of country-specific resolutions of the highest interest.	Commission adopts a majority of country-specific and thematic resolutions of highest interest.	n 2003, CHR passed resolutions on Cuba, North Korea, Belarus (U.S.-sponsored), Turkmenistan, Burma and Iraq. Chechnya, Sudan and Zimbabwe resolutions were defeated. U.S. took strong stand against Libyan chairmanship of CHR. U.S. succeeded in blocking "special sitting" on Iraq, despite strong anti-U.S. bloc among some Muslim countries and some EU states.	On Target

- Reason for Target Revision: Target was too conservative.
- Data Validation: CHR votes are a matter of public record. Other reporting from U.S. missions during the year in the lead-up to the CHR will identify favorable and problematic resolutions, allowing us to chart results of diplomacy before and during the CHR.

PERFORMANCE INDICATOR #2: NUMBER OF UNCHR STATES WITH NEGATIVE HUMAN RIGHTS RECORDS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Reduce by 20 percent the number of UNCHR states with negative records.	No more than 15 CHR member states with negative record.	Sixteen member states with negative records.	Slightly Below Target

- Reason for Target Revision: Increased specificity.
- Data Reliability: CHR membership is a matter of public record. The Human Rights Reports are published by the State Department each year, evaluating individual countries' human rights records. CHR members' voting records also indicate positions on human rights issues of particular concern to the U.S.
- Data Validation: The Human Rights Reports will be examined to indicate the human rights record of a particular country. Community of Democracies participation also gauges democratic practices and civil rights guarantees. Independent surveys and NGO reports provide additional analysis and also cite problematic members and chairmanship candidates, recognizing the connection between their records and the effectiveness of the CHR.

Strategic Goal 7 Democracy and Human Rights
 Performance Goal 2 Universal Human Rights Standards
 Initiative/Program #3 Apply Human Rights Standards

PERFORMANCE INDICATOR #3: AMOUNT AND QUALITY OF POST REPORTING ON HUMAN RIGHTS VIOLATIONS PURSUANT TO LEAHY REQUIREMENTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Reporting procedures formulated and put into place.	N/A	Database to collect information on human rights abuses in countries receiving security assistance is being developed and tested.	On Target





Strategic Goal 7 Democracy and Human Rights
Performance Goal 2 Universal Human Rights Standards
Initiative/Program #4 Annual Country Reports on Human Rights Practices

PERFORMANCE INDICATOR # 4: EFFECTIVE USE OF THE HUMAN RIGHTS REPORT (HRR) TO PROMOTE U.S. FOREIGN POLICY OBJECTIVES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. N/A	1. 2002 HRR length is cut by 15% to the 2001 base, while maintaining high standard.	1. Though length of total HRR was reduced only 10%; 27 pilot countries were selected for editing of text to produce higher readability and more succinct presentation. Praise for the integrity and quality of the report was received from would-be critics, including Human Rights Watch, which said the reports "pulled no punches."	On Target
2. Increased number of posts use HRR in public diplomacy.	2. Strategy developed to increase number of posts using HRR for public diplomacy efforts.	2. Translations and other spin-off products for public diplomacy used worldwide, particularly in Africa and the Middle East.	
3. Choose pilot posts for human-rights-based program implementation plan.	3. Pilot posts chosen for human rights reporting-based HRDF program implementation plan.	3. Human Rights Democracy Fund projects were implemented in several countries in Central Asia and the Middle East in response to issues highlighted in corresponding reports.	
4. Develop focus on institutional change in HRR.	4. HRR focus on institutional change is developed.	4. HRR focus on institutional change was not developed.	
5. Translate HRR into Chinese and Russian.	5. HRR translated into Chinese and Russian.	5. Full reports or critical portions are translated into Chinese, Russian, Spanish, French, Arabic and Farsi. Over 50 individual posts' reports translated and posted on websites.	
6. More posts in Asia, Latin America, and Europe place the appropriate country reports in translated version on their websites.	6. Posts in China, the NIS/Central Asia, Latin America, and Europe post the appropriate country reports on their websites in the appropriate languages.	6. Posts in China, the NIS/Central Asia, Latin America, and Europe posted the appropriate country reports on their websites in the appropriate languages.	
7. N/A	7. Human Rights Strategy Report is published and distributed widely to illustrate ways in which U.S. government programs are having an impact worldwide.	7. Human Rights Strategy Report was published in June 2003. Portions translated into host-country, regional and world languages.	

Details of 2003 Results

- **Reason for Target Revision:** Increase specificity and incorporate launch of the new (congressionally mandated) human rights strategy report as a program tool.
- **Data Reliability:** Translations ordered or requested are monitored for completion; survey of State Department websites (including those of missions abroad) counted number of available translations.
- **Data Validation:** High standard monitored internally, by news media, and by independent, internationally respected NGOs such as Human Rights Watch, Amnesty International and the Lawyers' Committee on Human Rights, which produce commentaries on the HRR. Translation and web-posting coordinated and canvassed by DRL.

Strategic Goal 7 Democracy and Human Rights
 Performance Goal 2 Universal Human Rights Standards
 Initiative/Program #5 Promote International Religious Freedom

PERFORMANCE INDICATOR #5: LEVEL OF ENGAGEMENT WITH FOREIGN GOVERNMENTS AND NGOs TO PROMOTE AND ADVOCATE ON BEHALF OF RELIGIOUS FREEDOM IN KEEPING WITH FOREIGN POLICY DIRECTIVES SUCH AS THE INTERNATIONAL RELIGIOUS FREEDOM ACT (IRFA)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Efforts in Eastern Europe result in more religion laws improved; fewer religious prisoners taken, more released; more inter-faith dialogue; more religious reconciliation programs implemented.	1. More IRF integration into policy and advocacy by senior U.S. officials abroad and executive and legislative branches, including better coordination with Congress. Special focus on Afghanistan and Iraq (both designated CPCs) for increased religious freedom, including through the constitution-drafting processes.	1. IRF concerns have been raised by the Department in bilateral and multilateral meetings.	On Target
2. N/A	2. Build coalitions through travel to like-minded countries which will strengthen ties and enlist broader-based advocacy in support of international religious freedom goals.	2. IRF officers have begun engagement on promoting religious freedom in Afghanistan and Iraq.	
3. N/A	3. Posts provide consistently high-quality reporting on religious freedom.	3. Posts have shown an increased engagement on IRF issues, producing for the most part excellent country reports for the International Religious Freedom Report to Congress.	
4. N/A	4. More IRF advocacy is undertaken by the Department in multilateral forums.	4. The IRF ambassador and officers have been instrumental in facilitating the removal of people persecuted for their faith from harm's way. The Ambassador-at-Large and staff have visited China, Vietnam, Saudi Arabia for repeated trips.	

- **Reason for Target Revision:** IRF indicators combined into "Quality and quantity of advocacy, monitoring, analysis and reporting by IRF and U.S. embassies abroad. Improved policies in target countries (e.g., constitutional protections, better religion laws, improved registration procedures, fewer religious prisoners, more inter-religious dialogue, less religion-based advocacy of violence)."
- **Data Reliability:** The Annual Report on International Religious Freedom covers international religious freedom in countries worldwide and will verify achieved targets. At least one country will be identified as moving forward with IRF legislation/implementation, due to pressure from ally nations, senior U.S. officials and Congress. The Ambassador and/or IRF Office staff will travel several times each to at least three high-priority countries to negotiate and review progress of target IRF goals with foreign government officials. Observations of non-USG sources of information such as the religious press, NGOs and faith-based organizations generally support USG reports of successes.
- **Data Validation:** Congress established the broad policy goals and reporting requirements in the International Religious Freedom Act. The performance indicators chosen and verification follow from the mandates of the law. Meetings, agreements and documented movement by the country toward greater IRF are concrete examples of progress toward IRF goals as established by Congress.
- **Partners:** We coordinate closely on these issues with the National Security Council, as well as with interested Members and staff in Congress.

Details of 2003 Results



Strategic Goal 7 Democracy and Human Rights
 Performance Goal 2 Universal Human Rights Standards
 Initiative/Program #5 Promote International Religious Freedom

PERFORMANCE INDICATOR #6: INTENSITY OF MONITORING, REPORTING, AND ANALYSIS ON BEHALF OF RELIGIOUS FREEDOM BY THE USG AND MULTILATERAL INSTITUTIONS IN KEEPING WITH FOREIGN POLICY DIRECTIVES SUCH AS THE INTERNATIONAL RELIGIOUS FREEDOM ACT

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. IRF reports recognized for high-quality reporting.	1. N/A	1. N/A, see "Other Issues" below.	■ N/A
2. Analysis expanded either in report introduction or in separate op-ed piece for major U.S. newspaper or other widely circulated publication.	2. N/A	2. N/A, see "Other Issues" below.	
3. New resolution or conference reporting on IRF or IRF-related issue agreed to by a multilateral institution due to U.S. intervention.	3. N/A	3. N/A, see "Other Issues" below.	

Details of 2003 Results

- **Other Issues:** Monitoring and advocacy functions are integral, separating the reporting function into a separate indicator divorced input and output from results and outcomes. Work pertaining to this indicator has been subsumed into indicator number five.



Strategic Goal 7 Democracy and Human Rights
 Performance Goal 2 Universal Human Rights Standards
 Initiative/Program #6 Labor Diplomacy and Advocacy for Worker's Rights

PERFORMANCE INDICATOR # 7: NUMBER OF PUBLIC-PRIVATE PARTNERSHIPS TO ADVANCE RESPECT FOR HUMAN RIGHTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<ol style="list-style-type: none"> 1. Conduct in-country VP workshops in Nigeria and Colombia with companies, host governments, and NGOs. Establishment of steering committee to foster continued implementation on the ground. Approach southern tier governments to gauge willingness to join VPs. 2. PESP pilot program developed to integrate worker and manager training to strengthen worker rights. Initiate discussion on harmonization of codes with public and private partners to increase effectiveness of factory compliance monitoring. 3. N/A 	<ol style="list-style-type: none"> 1. Develop program to improve work safety and health conditions in China. 2. Worker rights violations decrease in half the countries in which the Department has anti-sweatshop programs. 3. The number of overseas factories respecting business codes of conduct increases 20 percent. 	<ol style="list-style-type: none"> 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. 3. PESP projects showing progress in Central America. 	<p>■ Slightly Below Target</p>

Details of 2003 Results

- Reason for Target Revision: A better description of Department activity.
- Data Reliability: Data provided by Department.
- Other Issues: Once a labor violations tracking method is developed, the Department will be able to track progress and more fully report on target two.

PERFORMANCE INDICATOR # 8: STATUS OF WORKER RIGHTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<ol style="list-style-type: none"> 1. Increase implementation of ILO labor standards in Muslim countries. Increase in respect for worker rights in China. 2. N/A 	<ol style="list-style-type: none"> 1. Worker organizations established in one country in each of the following regions: Eastern Europe, the Caucasus, Central Asia, the Middle East, China, Central America, and Africa. Increase in implementation of International Labor Organization standards in the Muslim world. Increase in respect for workers' rights in China. 2. Include provisions to protect worker rights in the FTA under negotiation with five Central American nations, and in other FTAs and Trade & Investment Facilitation Agreements (TIFAs). 	<ol style="list-style-type: none"> 1. Significant HRDF and DOL/ILAB projects dealing with worker rights begun in China. Notable improvements in worker rights made in Cambodia. Continuing improvement in Bahrain and Saudi Arabia. For example, nineteen new labor unions were formed in Bahrain after the 2002 adoption of a ground-breaking labor law. Labor "committees" authorized in Saudi Arabia. Key ILO conventions ratified by Syria, Sudan and Lebanon. 2. Labor clauses in all initial versions of the trade agreements currently under negotiation: the Central American Free Trade Agreement (CAFTA), other agreements (FTAs) with Morocco, Australia, and the South African Customs Union. 	<p>■ 1. On Target</p> <p>■ 2. On Target</p>

Details of 2003 Results

- Reason for Target Revision: Sharper regional focus for worker organizations. Labor provisions in free trade agreements added as target.
- Data Reliability: Embassy reporting and analysis, and appropriately evaluated reporting from national and international NGOs, and intergovernmental organizations such as the ILO.
- Data Validation: Tracking the existence of independent and democratic worker organizations will measure a given country's respect for basic worker rights. Tracking the effectiveness of the provisions to protect internationally recognized worker rights provides a measure of the ability of the trade agreements and other agreements to contribute to broad-based economic development.
- Partners: Department of Labor, U.S. Trade Representative.





Strategic Goal 8 Economic Prosperity and Security
 Performance Goal 1 Economic Growth and Development
 Initiative/Program #1 Development Strategies

PERFORMANCE INDICATOR #1: AVERAGE DEVELOPING COUNTRY GROWTH COMPETITIVENESS INDEX 1			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Increase in Average GCI.	N/A	Data not yet available	■ N/A
Details of 2003 Results <ul style="list-style-type: none"> ● Data Reliability: Data provided by the UN is reliable; Index is determined by the UN. ● Data Availability: Data is not yet available for 2002 nor 2003. 			
<i>¹This indicator was adapted from current indicator to be region-specific.</i>			
PERFORMANCE INDICATOR #2: THE MILLENNIUM CHALLENGE ACCOUNT (MCA)			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Obtain Congressional support and legislative authorization for the MCA. Choose countries for initial MCA funding and establish an administrative mechanism.	N/A	Onset of program is delayed until congressional action.	■ Significantly Below Target
Details of 2003 Results <ul style="list-style-type: none"> ● Reason for Significant Performance Target Shortfall: Congress did not enact authorizing and implementing legislation for MCA in FY 2003, thus delaying initiation of the MCA program. ● Steps to be Taken to Improve Performance: The Department worked closely with congressional Members and staff on the MCA concept so as to enable passage by January 2004. The Department has also worked to ensure a quick start-up of the MCC once legislation has passed. ● Partners: USAID 			

Strategic Goal 8 Economic Prosperity and Security
Performance Goal 2 Trade and Investment
Initiative/Program # 2 Create Open and Dynamic World Markets

PERFORMANCE INDICATOR #1: STATUS OF NEGOTIATIONS ON OPEN MARKETS FOR SERVICES, TRADE, AND INVESTMENT			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Conclude Chile and Singapore FTAs. Conclude two new BITs. Begin new FTA negotiations with CAFTA, Morocco, SACU, and Australia.	Conclude Chile and Singapore FTAs. Continue WTO Doha Round negotiations and FTAA negotiations. Begin new FTA negotiations with CAFTA, Morocco, SACU and Australia. Conclude two new BITs.	Two FTA (Chile, Singapore) concluded. WTO and Free Trade of the Americas (FTAA) negotiations continue. FTA negotiations began with CAFTA, Morocco, SACU, and Australia. Due to the lack of inter-agency agreement on draft BIT language, no new BITs were concluded in FY 2003. Also, notified Congress of intent to initiate FTA talks with Dominican Republic and Bahrain.	■ On Target
<ul style="list-style-type: none"> ● Reason for Target Revision: Doha Round major Administration priority; lack of inter-agency agreement on language for model BIT has delayed BIT negotiations. ● Partners: State works closely with USTR, Commerce, NSC and other agencies on WTO, FTAA, and FTA issues; State works diligently with the inter-agency group to revise model BIT language. ● Other Issues: Impasse at September 2003 Cancun WTO Ministerial will slow efforts toward multilateral trade liberalization; lack of agreed model BIT delays negotiation of BITs. 			
PERFORMANCE INDICATOR #2: NUMBER OF MARKET OPENING TRANSPORTATION AGREEMENTS IN PLACE			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Conclude two bilateral Open Skies agreements (or Multilateral accessions).	1. Conclude three full Open Skies agreements (Jamaica, Albania, and Samoa).	1. Concluded three bilateral Open Skies agreements: Jamaica, Albania, and Thailand (all cargo Open Skies); and one multilateral accession: Samoa.	■ 1. On Target
2. Conclude three non-Open Skies	2. Conclude two non-Open Skies	2. Liberalized two (non-Open Skies agreements): Hong Kong and Thailand.	■ 2. On Target
<ul style="list-style-type: none"> ● Reason for Target #1 Revision: Reflects available negotiating opportunities. ● Reason for Target #2 Revision: Reflects available negotiating opportunities. ● Data Reliability: Public information through USG, ICAO, and private sector channels; 100% reliable. ● Partners: Departments of Transportation and Commerce. 			





Strategic Goal 8 Economic Prosperity and Security
 Performance Goal 2 Trade and Investment
 Initiative/Program # 2 Create Open and Dynamic World Markets

PERFORMANCE INDICATOR # 3: NUMBER OF COUNTRIES ALLOWING COMMERCIAL USE OF AGRICULTURAL BIOTECHNOLOGY AND GLOBAL ACREAGE OF BIOTECH CROPS UNDER CULTIVATION			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. The Philippines and Kenya commercialize ag-biotech.	1. The Philippines and Brazil commercialize ag-biotech.	1. The Philippines and Brazil commercialized ag-biotech.	1. On Target
2. N/A	2. Biotech acreage continues to expand.	2. Biotech acreage continued to expand.	2. On Target
Details of 2003 Results	<ul style="list-style-type: none"> Reason for Target Revision: Reflects actual negotiating opportunities. Kenya did not commercialize. Data Reliability: 2002 Global Biotech report (biotech acreage) – International Service for the Acquisition of Agri-biotech Applications Media Cables from post. Data Validation: The information has been cross-referenced with various sources. All information is widely reported in the media. Partners: USDA 		
PERFORMANCE INDICATOR # 4: NUMBER OF NEW ACCESSIONS TO THE WTO			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
2 new accessions for a total of 146 members.	N/A	Four new accessions (Armenia, Cambodia, Former Yugoslav Republic of Macedonia, and Nepal), bringing total to 148 new members.	Significantly Above Target
Details of 2003 Results	<ul style="list-style-type: none"> Reason for Significantly Exceeding Performance Target: The rate of accession for aspirant countries to the WTO depends on a number of factors, including WTO member concerns and domestic political considerations. It is difficult to predict exactly when a country will have satisfied accession requirements, although a general timeline is possible. In this instance, two countries progressed more rapidly than originally anticipated and were able to join the WTO earlier than expected. Data Reliability: 100% accurate (info supplied by WTO and pertinent countries). Partners: USTR, Commerce, and other USG agencies. 		
PERFORMANCE INDICATOR # 5: INTERNATIONAL TELECOMMUNICATIONS UNION (ITU) RECOMMENDATIONS ADOPTED			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
455	Adoption of 455 U.S. telecom, information technology (IT), radio communication proposals/positions, standards and recommendations favorable to U.S. businesses in International Telecommunications agreements and declarations.	472 U.S. telecom, information technology, radio communication proposals/positions, standards, and recommendations adopted.	Significantly Above Target
Details of 2003 Results	<ul style="list-style-type: none"> Reason for Significantly Exceeding Performance Target: The number of recommendations adopted at the ITU depends on a number of factors, including countries' perceived negotiating space and whether there are any counterproposals. U.S. Representatives were able to persuade ITU members to adopt a higher number of recommendations than originally predicted due to a successful negotiating strategy. Reason for Target Revision: The original target was not indicative of favorable business environment. Data Reliability: Provided by the ITU and member countries. Data Validation: ITU publications, U.S. telecom proposals/positions standards/recommendations of record. Partners: FCC, NTIA, DOD, NASA, NSF, Homeland Security. 		

Strategic Goal 8 Economic Prosperity and Security
 Performance Goal 3 Secure and Stable Markets
 Initiative/Program #3 Secure Energy Supplies

PERFORMANCE INDICATOR # 1: WORLD EMERGENCY OIL STOCKS			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Increase IEA and non-IEA emergency oil stocks above FY 2002 stock levels.	N/A	As of July 1, 2003, emergency reserves of IEA members stood at 116 days of net import coverage. Final data will not be available until sometime in FY 2004.	On Target
Details of 2003 Results <ul style="list-style-type: none"> ● Data Reliability: Data provided by IEA. ● Data Availability: Latest data available is from April 2003. ● Partners: Department of Energy, IEA. 			


Strategic Goal 8 Economic Prosperity and Security
 Performance Goal 3 Secure and Stable Markets
 Initiative/Program #4 Stable Financial Markets

PERFORMANCE INDICATOR # 2: PERCENTAGE OF DEBT CRISIS COUNTRIES ON IMF PROGRAMS SUCCESSFULLY REFORMING			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
60%	N/A	70%	Above Target
Details of 2003 Results <ul style="list-style-type: none"> ● Data Reliability: Target data are from IMF and Paris Club and are reasonably reliable. ● Data Validation: The indicator is the percentage of countries with an active Paris Club agreement that are on or have successfully completed an IMF program. An active agreement with the Paris Club indicates when a country has suffered a debt crisis. Being on or having successfully completed an IMF program indicates that a country is or has undertaken economic reform. The relationship between the two is a measure of our success in persuading crisis countries to undertake reforms. ● Partners: Work closely with Treasury, USED's office at IMF, EXIM, USDA, USAID, DOD, OMB. 			




Strategic Goal 9 Social and Environmental Issues
 Performance Goal 1 Global Health
 Initiative/Program #1 Global Health

PERFORMANCE INDICATOR # 1: STATUS OF THE GLOBAL HEALTH SECURITY ACTION GROUP (GHSAG)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
The GHSAG clarifies its mission and membership considerations. The GHSAG forms technical working groups on key issues such as risk management, containment/isolation, pandemic influenza and support for a WHO smallpox vaccine reserve. GHSAG develops a formalized network of laboratories to enhance cooperation and collaboration.	N/A	GHSAG has formed technical working groups. In December 2002, GHSAG formed a new technical working group (TWG) 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 TWG. GHSAG has tested Incident Scale. GHSAG members are prepared to submit Terms of Reference for GHSAG Ministerial Meeting in November 2003.	 On Target

- **Data Reliability:** The U.S. is an active member of GHSAG, with representation and/or leadership in all its Technical Working Groups. Because of the active role the U.S. plays, we have great confidence in the GHSAG-generated and reported data. The data comes from GHSAG activities and member states (the U.S. is one of eight). It is maintained and tracked by the GHSAG Secretariat housed at Canada's Ministry of Health. The Department trusts the GHSAG data, and uses it in decision-making.
- **Data Validation:** Goal are about GHSAG's ability to be operational – and data indicates that the organization continues to grow and develop innovative activities.
- **Partners:** HHS is U.S. lead on GHSAG involvement. Close collaboration with Ministries of Health in other seven GHSAG nations.

PERFORMANCE INDICATOR # 2: COUNTRIES OR REGIONS WITH STABILIZED OR REDUCED RATES OF NEW HIV INFECTIONS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
A total six countries stabilize or reduce rates of new HIV infections.	N/A	Tanzania added as sixth country to have stabilized or reduced rates of new HIV infections.	 On Target

- **Data Reliability:** Data is preliminary and derives from the UN Joint Programme on HIV/AIDS (UNAIDS).
- **Data Validation:** The U.S. is devoting considerable resources, both financial and human, to the fight against AIDS. The purpose is to reduce illness and death; infection and prevalence rates are the demonstration of whether or not results are being achieved.
- **Partners:** Within the U.S. Government: USAID, HHS, Labor, Department of Defense.
- **Other:** UNAIDS, other bilateral donors, Global Fund to Fight AIDS, Tuberculosis and Malaria, World Health Organization.



Strategic Goal 9 Social and Environmental Issues
 Performance Goal 1 Global Health
 Initiative/Program #1 Global Health

PERFORMANCE INDICATOR #3: STATUS OF INTERNATIONAL COLLABORATION, AND PARTNERSHIPS TO SUPPORT HEALTH, INCLUDING THE GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS, AND MALARIA

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Sign the first grant agreements for the Global Fund, which indicate agreement on the monitoring and evaluation framework.	1. N/A	1. All but one of the first round of grant agreements has been signed.	On Target
2. The Global Fund database to track country-level partnerships is in place, to ensure that country-level mechanisms are true public-private partnerships.	2. N/A	2. Database has not been established but a survey is evaluating country level mechanisms.	
3. Funding increases, including funds from one additional foundation, one commercial enterprise.	3. N/A	3. Pledges have increased, with more-in-kind donations from both foundations and commercial enterprises.	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: The Global Fund web site is highly accurate on their spending and on grants agreements. The entire U.S. government uses their web site. There are no other databases. ● Data Availability: The Fund maintains an extensive web site and maintains a policy of transparency. However, information on country-level mechanisms is not as detailed as hoped. ● Data Validation: If the three major killers of AIDS, tuberculosis and malaria are to be dealt with, increasing funding will be required for prevention, treatment and care programs. We now have successful models to use; the Global Fund represents one mechanism for scaling-up successful programs so they reach more people. ● Partners: HHS, USAID. 			





Strategic Goal 9 Social and Environmental Issues
 Performance Goal 1 Global Health
 Initiative/Program #1 Global Health

PERFORMANCE INDICATOR #4: NUMBER OF BILATERAL AND MULTILATERAL MEETINGS IN WHICH THE U.S. PLAYS A LEADERSHIP ROLE IN DEALING WITH HEALTH ISSUES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
The United States participates in UN meetings dealing with health issues, and in two bilateral meetings.	N/A	The United States participated in at least nine health-related multilateral meetings in FY 2003, e.g., World Health Organization, Pan American Health Organization, UNAIDS, International Agency for Research on Cancer, and two meetings to negotiate the WHO Framework Convention on Tobacco Control. Bilateral meetings on health held with India, Singapore, and Vietnam.	On Target
Details of 2003 Results <ul style="list-style-type: none"> ● Data Reliability: Data is reliable. Department keeps track of all international meetings for which it accredits delegations. ● Data Validation: Records regarding accreditation of U.S. delegations to these types of meetings are maintained in the Department's Bureau of International Organization Affairs. ● Partners: HHS and USAID. ● Other Issues: Beginning in FY 2004, the Department will no longer report on this indicator because its validity as a measure of the Department's efforts and performance in the area of global health is limited. 			

PERFORMANCE INDICATOR #5: DEPARTMENT-WIDE AWARENESS OF GLOBAL HEALTH ISSUES AND USG POLICY

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Briefings for ambassadors and other USG personnel on health issues and USG policy.	N/A	Four regional U.S. chiefs of mission conferences on HIV/AIDS held in 2003 in Bangkok, Kiev, Moscow, and Port-of-Spain. Meetings included USG personnel from all relevant agencies, both from Washington and field offices. Briefings on health issues at meetings of regional Environment, Science, Technology and Health officers in Europe, Latin America, and Asia.	Above Target
Details of 2003 Results <ul style="list-style-type: none"> ● Data Reliability: Internally generated; conferences supported by OES/IHA. ● Data Validation: AIDS programs depend on strong political leadership. U.S. diplomatic efforts are crucial to mobilizing and supporting such leadership. ● Partners: ONAP, HHS, DoD, USAID. ● Other Issues: Beginning in FY 2004, the Department will no longer report on this indicator because its validity as a measure of the Department's efforts and performance in the area of global health is limited. 			

Strategic Goal 9 Social and Environmental Issues
 Performance Goal 1 Global Health
 Initiative/Program #1 Global Health

PERFORMANCE INDICATOR #6: STATUS OF MATERNAL MORTALITY RATE			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Five countries decrease maternal mortality rate by at least two percent.	N/A	N/A: No result to report, as the Department did no work in relation to this target in FY 2003.	■ N/A
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Partners: USAID, HHS, UNFPA. ● Other Issues: This indicator is not an appropriate measure of the Department's international population activities. The Department does not fund programs directly affecting maternal mortality. USAID does support programs directly affecting maternal mortality, and tracks related indicators. Performance planning and reporting on U.S. international population policy will be further coordinated through the joint State-USAID Strategic Planning Framework for FY 2004-2009. 			
PERFORMANCE INDICATOR #7: NUMBER OF UN POPULATION FUND (UNFPA) FIELD MONITORING TRIPS CONDUCTED			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Make three monitoring trips to UNFPA program countries.	N/A	Department special teams conducted two monitoring trips to China, a UNFPA program country, in FY 2003.	■ Slightly Below Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason For Performance Shortfall: Ability to conduct monitoring trips was limited by staffing shortfalls. Monitoring trips were time-intensive, with each lasting roughly 2 weeks, so that the number of trips was less significant. ● Steps Being Taken To Improve Performance: This indicator will be discontinued for FY 2005. However, the Department plans to increase human resources dedicated to population policy, which should improve monitoring of UNFPA program countries. ● Data Reliability: Results are based on reports/testimony by Department special teams that conducted field monitoring trips. ● Data Validation: Trip reports/testimony provide evidence of the number of trips conducted, as well as their impact. ● Partners: N/A ● Other Issues: Beginning in FY 2004, the Department will no longer report on this indicator because it does not effectively measure the Department's efforts and performance in the area of global health. 			



Strategic Goal 9 Social and Environmental Issues
 Performance Goal 1 Global Health
 Initiative/Program #1 Global Health

PERFORMANCE INDICATOR #8: STATUS OF WORLD HEALTH ORGANIZATION (WHO) INTERNATIONAL HEALTH REGULATIONS (IHR)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Work continues to ensure surveillance and reporting on man-made as well as natural disease outbreaks.	N/A	WHO strengthened its activities related to global and national-level disease surveillance and undertook major efforts with governments in limiting and controlling SARS. Work also continued on revising the WHO International Health Regulations with the target for adoption in 2005 of revised regulations.	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data is reliable. Material on these issues is maintained by HHS (lead USG agency) and the Department of State. Also, information on the status of IHR revision and WHO's disease surveillance (e.g., on SARS) is available through WHO. ● Partners: HHS is the lead USG agency on infectious disease control and on the process of revising the International Health Regulations. 			

PERFORMANCE INDICATOR #9: COUNTRIES WITH SMALLPOX VACCINE AND DRUG STOCKPILES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Two countries agree to establish stockpiles.	N/A	Baseline: Several countries now reporting development or expansion of national smallpox vaccine stockpiles. In March 2003, Germany reported a build-up of their smallpox vaccine stockpile. As of March 2003, Germany had amassed 64 million doses, with a target of an eventual 100 million doses. This stockpile will also include Vaccinia Immune Globulin (VIG) and antiviral medications. Italy also reported plans to increase their national stockpile of smallpox vaccine. Japan has 2.5 million doses stockpiled of an attenuated vaccine (LC16M8), with plans for further procurement.	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: The U.S. is an active member of GHSAG, with representation and/or leadership in all its Technical Working Groups. All GHSAG members have reported regularly on their smallpox preparedness plans, with updates on vaccine stockpiles and vaccination strategies. The data comes from direct reports from other GHSAG member states. The Department trusts the data reported within GHSAG, and uses it in decision-making. ● Data Validation: From country reports at GHSAG meeting in March, 2003. ● Partners: HHS 			



Strategic Goal 9 Social and Environmental Issues
Performance Goal 2 Environmental Protection
Initiative/Program #2 Sustainable Development

PERFORMANCE INDICATOR #1: PARTNERSHIPS TO BUILD CAPACITY AND SECTORAL POLICIES, AND PROMOTE SUSTAINABLE DEVELOPMENT, PROTECT MARINE RESOURCES AND TERRESTRIAL ECOSYSTEMS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>1. Increase contributions to the World Bank Fund for Sustainable Fisheries by \$2 million. Increase contributions to FAO Fish CODE. GEF institutes environmental performance measures and establishes an independent monitoring unit. Approximately \$600 million is available for project funding through GEF.</p>	<p>1. Increase contributions to the World Bank Fund for Sustainable Fisheries by \$2 million. Increase contributions to FAO Fish CODE.</p>	<p>Results Set #1</p> <ul style="list-style-type: none"> ● The UN Fish Stocks Agreement has 36 parties. ● Japan rejoins negotiations on highly migratory fish stocks in the central and western Pacific. ● The Polar Bear Treaty and amendments to the U.S.-Canada Albacore Treaty and the eastern Pacific tuna convention are submitted to Congress for advice and consent to ratification. Senate consents to ratify amended South Pacific Tuna Access Treaty. Protocol Concerning Specially Protected Areas and Wildlife in the Wider Caribbean Marine Environment (SPA-W Protocol) is ratified. ● Three new States become Party to the Inter-American Sea Turtle Convention. U.S. tightens domestic fisheries rules relating to sea turtles; pushes for comparable changes by foreign governments. ● Three new marine species are listed under the Convention on International Trade in Endangered Species of Fauna and Flora (CITES). CITES rejected proposals to relax restrictions on whale and other marine species. International Whaling Commission (IWC) renewed bowhead whale quota. ● FAO adopts strategy for improving data collection and reporting in fisheries, and work plan on eco-labeling and other non-tariff trade measures. World Bank initiates projects with targeted sustainable fisheries components in developing countries. 	<p>■ 1. On Target</p>

Continued





Strategic Goal 9 Social and Environmental Issues
 Performance Goal 2 Environmental Protection
 Initiative/Program #2 Sustainable Development

PERFORMANCE INDICATOR #1: PARTNERSHIPS TO BUILD CAPACITY AND SECTORAL POLICIES, AND PROMOTE SUSTAINABLE DEVELOPMENT, PROTECT MARINE RESOURCES AND TERRESTRIAL ECOSYSTEMS *Continued*

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
2. N/A	2. GEF institutes environmental performance measures and established an independent monitoring unit. Approximately \$600 million is available for project funding through GEF.	2. GEF adopted strong environmental performance measures and established an independent monitoring unit. Over \$600 million was made available for project funding in FY 2003.	2. Above Target
3. N/A	3. Launch partnerships, agreements, and implementation efforts to protect forests, migratory birds, coral reefs and other ecosystems.	<p>Result Set #3</p> <ul style="list-style-type: none"> Department launches the President's Initiative Against Illegal Logging (PIAIL); and signs Tropical Forest Conservation agreement (TFCA) with Panama. Eleven major landscapes designated for protection pursuant to the Congo Basin Forest Partnership (BFP). The 12-country Montreal Process report on the State of Forests is released. The Western Hemisphere Migratory Bird Conference generated support to develop a hemispheric strategy for conservation of migratory species. Senior Officials of the Asia-Pacific Economic Cooperation Forum (APEC) agree to support workshop on invasive species—to be hosted by China in 2004. International Coral Reef Initiative (ICRI) workshop supported development of a best practices guide to coral reef assessment and management. 	3. On Target

Continued

Strategic Goal 9 Social and Environmental Issues
 Performance Goal 2 Environmental Protection
 Initiative/Program #2 Sustainable Development

PERFORMANCE INDICATOR #1: PARTNERSHIPS TO BUILD CAPACITY AND SECTORAL POLICIES, AND PROMOTE SUSTAINABLE USE OF THE MARINE ENVIRONMENT *Continued*

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
4. N/A	4. Key institutions and processes highlight energy, water, and domestic good governance issues and adopt approaches that support the implementation of sustainable development projects.	Results Set #4 <ul style="list-style-type: none"> ● UN Commission on Sustainable Development (CSD) adopts reforms to focus on implementation in priority sectors, specifically water, sanitation, and human settlements in 2004-2005 and energy-related issues in 2005-2006. ● The Water for the Poor Initiative, launched at the World Summit on Sustainable Development (WSSD), improved water and/or sanitation services for more than 16 million people, The Global Village Energy Partnership to improve access to energy in developing countries grew from 70 to 246 government, civil society and international organization partners. ● Shenyang, China legislature considers landmark legislation on environmental public participation and information, access, and Thailand launches wildlife enforcement initiative, recovering more than 33,000 animals, after Department-sponsored capacity-building efforts. ● White Water to Blue Water Initiative (announced at the World Summit on Sustainable Development) includes a focus on domestic good governance practices for integrated management of fresh water and marine resources in the wider Caribbean region. 	<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: green; margin-right: 5px;"></div> 4. On Target </div>

Continued



Strategic Goal 9 Social and Environmental Issues
 Performance Goal 2 Environmental Protection
 Initiative/Program #2 Sustainable Development

PERFORMANCE INDICATOR #1: PARTNERSHIPS TO BUILD CAPACITY AND SECTORAL POLICIES, AND PROMOTE SUSTAINABLE USE OF THE MARINE ENVIRONMENT *Continued*

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
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- **Reason for Target #1 Revision:** U.S. programs are succeeding in modest ways to improve fisheries law enforcement, marine science, and management capabilities of developing countries. However, sufficient resources to engender needed long-term changes to fisheries management in most developing countries have yet to be available to be applied to this sector. The level of funding required to substantially improve capacity of many developing countries to conserve and manage their fish stocks is beyond the abilities of bilateral assistance; it requires engagement from IFIs. However, the resources to make contributions to the institutions and programs specifically identified in the Target have not become available. With respect to making contributions to the institutions and program specifically identified in the Performance Target, the U.S. will continue to explore options and opportunities for accomplishing this goal, taking other performance targets and priorities into account.
- **Reason for Target #3 Revision:** First element of performance target #3 was added to reflect two achievements during FY 2003 that contribute substantially to the indicator. Third element revised due to opportunity to use OESI funding for a hemispheric conference. Fifth element of target #3 accounts for the use of a new tactic in generating interest in regional action plans for invasive species.
- **Data Reliability: Target #1:** Reliable quantitative data is available on the number of States that have signed or deposited instruments of ratification for multilateral agreements and data on the quantity and kind of development assistance provided by international financial and multilateral institutions and donor countries is generally reliable and available. **Target #2:** collected by the World Bank, UN Environment Program, and UN Development Program. **Target #3:** N/A. **Target #4:** Data is based on direct experience or observation of State Department staff.
- **Data Validation: Target #1:** The data is useful/appropriate to demonstrate or measure progress towards achievement of the targets because becoming party to global treaties and initiatives is an indicator of States' commitment to addressing marine conservation issues at the global and national levels. **Target #2:** Past experience with the World Bank and UN agencies gives strong confidence in validity of the data. **Target #3:** N/A. **Target #4:** Data demonstrates increased multilateral and bilateral focus on implementation of sustainable development at the national and subnational level, and growing recognition of the importance of good domestic governance for environmental protection as a key prerequisite to sustainable development.
- **Partners: Target #1:** OMC coordinates and cooperates with a variety of other Federal agencies, state and tribal governments, non-governmental organizations and inter-governmental organizations in our work. Although DOS typically leads in negotiating new agreements, DOS and the Dept. of Commerce (NMGS) share the lead in working within existing regimes, particularly with respect to fisheries science. In addition, DOI (USFWS) has the lead on CITES issues, the U.S. Coast Guard works closely with us on enforcement issues, and USTR has the lead on some trade issues. **Target #2:** Treasury, EPA. **Target #3:** CBFP, USAID, National Park Service, USDA, Forest Service. **Target #4:** Department coordinates closely with DOI, EPA, DOI, USFWS, NOAA, USDA, USAID and other government agencies, and is working to develop partnerships with a wide range of U.S. and international NGO's and private sector organizations to promote a focus on implementation of sustainable development through partnerships and through domestic good governance.
- **Other Issues:** Beginning in FY 2004, the Department will no longer report on Target Set #1 because its validity as an accurate measure of Department efforts and performance in the area of oceans and fisheries is limited. The information contained in this years' report includes information relevant to the Department's efforts and performance in the area of oceans and fisheries which goes beyond the results specific to this Target Set. Likewise, Targets 3 and 4 are added to more fully capture the Department's performance on ecosystem protection and sustainable development.

Details of 2003 Results



Strategic Goal 9 Social and Environmental Issues
 Performance Goal 2 Environmental Protection
 Initiative/Program #3 Trade and Environment

PERFORMANCE INDICATOR # 2: STATUS OF TRADE AGREEMENTS OR GUIDELINES THAT MINIMIZE ENVIRONMENTAL HARM

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. FTAs with Singapore and Chile are completed that have satisfactory environmental provisions.	1. N/A	1. Free Trade Agreements (FTAs) with Singapore and Chile are completed that have satisfactory environmental provisions.	1. On Target
2. OECD members agree to undertake formal discussions of environmental standards.	2. N/A	2. OECD members agree to undertake formal discussions of environmental standards.	2. On Target
3. U.S.-Jordan Environmental Forum agrees on workplan for environmental cooperation.	3. N/A	3. Discussions with Jordan expected early in new fiscal year. Substantial progress made on US-Morocco workplan for environmental cooperation.	3. On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data is highly reliable, based on direct experience and observation of State Department officials. ● Data Validation: Singapore, Chile and Jordan Free Trade Agreements provide useful model for pursuing environmental provisions in, and environmental cooperation to complement, future trade agreements. OECD discussions of environmental standards reflect growing practice of environmental impact evaluation and mitigation in the context of international financing. ● Partners: Department coordinates closely with USTR, EPA, DOI, DOJ, NOAA. 			



Strategic Goal 9 Social and Environmental Issues
 Performance Goal 2 Environmental Protection
 Initiative/Program #4 Global Climate Change and Clean Energy

PERFORMANCE INDICATOR #3: STATUS OF BILATERAL, REGIONAL, AND GLOBAL CLIMATE CHANGE PARTNERSHIPS AND INITIATIVES¹

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>Establish and begin implementing new partnerships with additional countries including Russia, Kazakhstan, South Korea, Brazil, Mexico, and the United Kingdom. Identify key outcomes and deliverables, with associated timelines. Begin detailed implementation of partnerships with Australia, Canada, the EU, India, and China. For existing partnerships, the Department will meet timelines for deliverables established in 2002. Complete reviews of existing partnerships will take place.</p>	N/A	<p>Initiated partnerships with New Zealand, Russia, Mexico, and South Africa, and continued exploratory discussions with Kazakhstan and Brazil. 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.</p>	<p>On Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data is primarily qualitative assessments of interaction with partner countries. ● Partners: Because climate change is an issue of such broad importance and complexity, OES works with a range of interagency partners including DOE, EPA, CEQ, CEA, NOAA, NASA, USAID, Treasury, USDA, NSF, DOC, DOI, DOT, and DOD. 			

¹ Climate change partnerships defined as officially established bilateral relationships on climate change.



Strategic Goal 9 Social and Environmental Issues
 Performance Goal 2 Environmental Protection
 Initiative/Program #5 Science and Technology Cooperation

PERFORMANCE INDICATOR #4: STATUS OF SCIENCE AND TECHNOLOGY AGREEMENTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>Touching on the full spectrum of OES issues (science-based decision-making; environmental and biodiversity protection; marine sciences; energy; climate; HIV/AIDS and other health issues, and science, technology and engineering for sustainable development), establish, renegotiate, as necessary, and implement S&T agreements that forge partnerships between USG agencies, foreign counterparts, public and private research institutions, and industry.</p>	<p>Establish, renegotiate, as necessary, and implement S&T agreements that forge partnerships between USG agencies, foreign counterparts, public and private research institutions, and industry.</p>	<ul style="list-style-type: none"> ● Established new S&T agreements in Bangladesh, Pakistan, and the Philippines. ● Renewed Ukraine S&T Agreement for 1 year to allow time to negotiate a new 5-year agreement. ● Conducted S&T assessments of Maghreb (Morocco, Algeria, and Tunisia). ● Initiated S&T dialogue with Baltic States (Estonia, Latvia, and Lithuania), Kazakhstan, Norway, and Switzerland. ● Expanded S&T relationships under existing agreements with Italy, Japan, South Korea, and Vietnam by adding new topics and partnerships. ● Achieved record levels for Embassy Science Fellows Program. ● Agreements with several additional states stalled due to lengthy negotiation over IPR negotiations, liability, and taxation issues. 	<p style="text-align: center;">■ Above Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Target Revision: To make more concise. ● Data Reliability: Lack of database prevents accurate monitoring of C-175 processing time. 			



Strategic Goal 10 Humanitarian Response
 Performance Goal 1 Assistance for Refugees and Other Victims
 Initiative/Program #1 Refugee Assistance

PERFORMANCE INDICATOR #1: CRUDE MORTALITY RATES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1 Refugee crises do not exceed a CMR of 1/10,000 people per day.	1. N/A	1. Where data was available, crude mortality rates did not exceed 1/10,000 people per day in refugee crises.	<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: green; margin-right: 5px;"></div> On Target </div>
2 Expand pilot data collection to other countries.	2. N/A	2. Efforts to expand pilot data collection have been delayed; PRM implementing partner was behind schedule and did not reach the pilot stage of the project, but finalized guidelines and methodology for CMR surveys.	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data is reliable; however, standard collection and reporting methodology has not yet been implemented in the field. ● Data Validation: Excess mortality exists when the CMR is higher than the prevailing mortality level of the surrounding population in an emergency setting. In developing countries a CMR higher than 1/10,000 people per day has been the traditional definition of excess mortality. ● Partners: USAID, HHS, UNHCR, UNRWA, WFP, UNICEF, WHO, OCHA, ICRC, IOM, NGOs, Center for Research on the Epidemiology of Disasters. 			



Strategic Goal 10 Humanitarian Response
 Performance Goal 1 Assistance for Refugees and Other Victims
 Initiative/Program #1 Refugee Assistance

PERFORMANCE INDICATOR #2: NUTRITIONAL STATUS OF REFUGEE CHILDREN UNDER 5 YEARS OF AGE

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>1. In humanitarian crises, children under five have weight-for-height ratios that are greater than or equal to 2 standard deviations below the mean (Z score of greater than or equal to -2), or greater than 80 percent median weight-for-height, and an absence of nutritional edema.</p>	<p>1. In humanitarian crises, 90% of children under five have weight-for-height ratios that are greater than or equal to 2 standard deviations below the mean (Z score of greater than or equal to -2), or greater than 80 percent median weight-for-height, and an absence of nutritional edema.</p>	<p>1. 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 2 standard deviations below the mean (Z score of greater than or equal to -2), or greater than 80 percent median weight-for-height, and an absence of nutritional edema. Kakuma refugee camp in Kenya is one exception where slightly less than 90% of children under five had weight-for-height ratios that were greater than or equal to 2 standard deviations below the mean (Z score of greater than or equal to -2), or greater than 80 percent median weight-for-height, and an absence of nutritional edema. An anthropometric survey of Kakuma camp by the International Rescue Committee in January 2003 found that 12.5 percent of Somali Bantu children and 14.3 percent of other children under five suffered from acute malnutrition.</p>	<p>On Target</p>
<p>2. Improve and expand data collection and reporting.</p>	<p>2. N/A</p>	<p>2. PRM and USAID continued to support the development of tools and measures to improve data collection and reporting on nutritional status.</p>	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Target #1 Revision: Although ideally no children would suffer from acute malnutrition (indicated by Z score of less than -2), population movements and possible limitations on humanitarian access in emergency situations may result in some cases of acute malnutrition. Prevalence of acute malnutrition in 10% or more of a population indicates a serious crisis and problems in the provision of humanitarian assistance. ● Data Reliability: Data is reported only from areas where PRM funds are provided, and therefore does not account for all humanitarian crises worldwide. Data is not yet collected and reported systematically, and is currently available only from selected partner organizations. Standard collection and reporting methodology has not yet been implemented in the field. ● Data Validation: Weight-for-height ratios that are greater than or equal to 2 standard deviations below the mean indicate an absence of acute malnutrition (wasting). Correction of wasting and edema reduces the risk of death. ● Partners: USAID, HHS, UNHCR, UNRWA, WFP, UNICEF, WHO, OCHA, ICRC, IOM, NGOs, Center for Research on the Epidemiology of Disasters. 			



Strategic Goal 10 Humanitarian Response
 Performance Goal 1 Assistance for Refugees and Other Victims
 Initiative/Program #2 Refugee Admissions to the U.S.


PERFORMANCE INDICATOR # 3: REFUGEES RESETTLED IN THE U.S., AS A PERCENTAGE OF THE ALLOCATED CEILING
(The ceiling is established by Presidential determination each year through consultations with voluntary agencies, Congress, the Immigration and Naturalization Service, and the Department of Health and Human Services)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
100%	N/A	Out of a ceiling of 70,000 refugees, 28,421 (or 41 percent) were resettled.	Significantly Below Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Significant Performance Target Shortfall: Refugee admissions to the U.S. continue to be affected by developments related to the events of September 11, 2001. Performance was contingent upon a number of external factors, such as unanticipated refugee approval rates, security constraints on processing overseas, and the capacity to expeditiously process security checks in coordination with other agencies. ● Steps Being Taken to Improve Performance: The Department is making significant efforts to improve performance, by: Identifying new populations in need of resettlement; Providing appropriate resources to UNHCR to develop resettlement referrals; Training NGOs to identify refugees for resettlement; and Expediting the transmission of Security Advisory Opinions for resettlement applicants. ● Data Reliability: Data are collected by the Department's Worldwide Refugee Admissions Processing System (WRAPS). ● Data Validation: Data show the extent to which refugee admissions have reached the allocated ceiling established by Presidential determination. ● Partners: UNHCR, IOM, NGOs, DHS, HHS. 			



Strategic Goal 10 Humanitarian Response
 Performance Goal 1 Assistance for Refugees and Other Victims
 Initiative/Program #3 Humanitarian Demining


PERFORMANCE INDICATOR #4: PERCENTAGE POINT CHANGE IN REPORTED LANDMINE CASUALTIES IN U.S. PROGRAM COUNTRIES¹

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
5%	N/A	6%	 Above Target

- **Data Reliability:** Final 2003 numbers are not yet available. Mine incidents in remote areas often go unreported and some countries do not maintain the statistics.
- **Data Reliability:** Figures reported by government agencies and NGOs are reliable in general, but do not necessarily represent a comprehensive picture of the countries casualty rate.
- **Data Validation:** The Landmine Monitor Report provides the most thorough, reliable, and comprehensive data available. It compiles statistics from many sources.
- **Partners:** USAID, DoD, NGOs, UN and regional organizations, other donor nations.


¹ Results are calculated on an annual, not fiscal, year basis.

PERFORMANCE INDICATOR #5: SQUARE METERS OF LAND CLEARED IN U.S. PROGRAM COUNTRIES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
230,000,000 m ²	72,000,000 m ²	103,319,920 m ²	 Above Target

- **Reason for Target Revision:** Due to confusion in planning process, global figure was used rather than limiting to only those projects to which the USG contributes.
- **Data Availability:** The 2003 figure is still an estimate because our partners have not yet finalized their production results (most of them use the calendar year not the U.S. fiscal year).
- **Data Reliability:** Information is drawn from reports received from our contractor and NGO grantees. Given our program oversight regime, it is considered reliable, however extrapolation of year-end totals may cause errors.
- **Data Validation:** Program Managers make field visits to work sites.
- **Partners:** UN, NGOs and DoD, UN and regional organizations, other donor nations.

PERFORMANCE INDICATOR #6: NUMBER OF U.S. PROGRAM COUNTRIES IN SUSTAINMENT OR END STATE (CUMULATIVE)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
13	N/A	19	 Above Target

- **Data Availability:** Highly Reliable. The end state determination is made by the Department and tracked in funding plans.
- **Partners:** USAID, DoD, CIA, CDC (our interagency partners), NGOs.





Strategic Goal 10 Humanitarian Response
 Performance Goal 1 Assistance for Refugees and Other Victims
 Initiative/Program #4 World Food Program Donor Base

PERFORMANCE INDICATOR #7: PERCENTAGE OF NON-U.S. DONORS TO THE WORLD FOOD PROGRAMME (WFP)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Increase the number of donors to WFP by four.	1. N/A	1. As of September 22, 2003, 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.	On Target
2. Increase non-U.S. contributions by 4 percent over CY 2002.	2. N/A	2. As of September 22, 2003, non-USG contributions to WFP totaled \$877 million, compared to \$871 million as of December 31, 2002, an increase of 0.7 percent (short of the 4 percent target). By December 31, 2003, the percentage increase will likely be greater.	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Availability: This is an interim report, because WFP reports on a CY basis. ● Data Reliability: Data provided by WFP. ● Data Validation: Data gathered by WFP on contributions and donors is authoritative and directly related to reporting results for this indicator. ● Partners: The Department of State, USAID, and USDA all have substantial interest in and have dealings with WFP. WFP leadership, including the Executive Director himself, has done a great deal to attract new donors including private sector donors. ● Other Issues: Although the number of new donors was more than double the targeted number (see target/result #1), the percentage of non-USG dollar value contributions was lower than expected. (see Target/Result #2) 			


Strategic Goal 10 Humanitarian Response
 Performance Goal 2 Disaster Prevention and Response
 Initiative/Program #5 Global Disaster Information Network

PERFORMANCE INDICATOR #1: STATUS OF GLOBAL DISASTER INFORMATION NETWORK (GDIN)


Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Establish a GDIN operations center	N/A	GDIN operations center not established, but a blueprint for an operations center has been created.	Slightly Below Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Validation: GDIN progress is measured by the GDIN Executive Committee and the GDIN Fund Board, elected GDIN bodies. GDIN will post its results on the GDIN website (www.GDIN.org). ● Partners: GDIN is a voluntary, independent, self-sustaining, non-profit association of nations, organizations, and professionals, from all sectors of society including NGO's, Industry, academia, governments, and international organizations with an interest in sharing disaster information. The aim of GDIN is to provide the right information, in the right format, to the right people, in time to make the right decisions. 			

Strategic Goal 11 Public Diplomacy and Public Affairs
 Performance Goal 1 International Public Opinion
 Initiative/Program #1 Reaching Out to Allies and Regional Powers

PERFORMANCE INDICATOR #1: LEVEL OF INTERNATIONAL PUBLIC UNDERSTANDING OF U.S. POLICIES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Baseline: Evidence shows that information provided has reached intended user.	N/A	<p>Speakers: Sent 846 speakers abroad, of which 168 traveled to the Middle East and South Asia.</p> <p>Digital Video Conferences: The Speakers program supplemented by 480 digital video and telephone conferences.</p> <p>Publications: Through Embassies worldwide, distributed over 500,000 copies of 16 new publications, approximately half of which dealt with counterterrorism or Iraq.</p>	<p> On Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Steps Being Taken to Improve Performance: The Department is conducting workshops and putting into place a system of incentives and disincentives to encourage greater and more appropriate use of the RESULTS database. The Department is also looking to alternative means for assessing specific program initiatives. ● Data Availability: Impact data was drawn from Embassy reporting into the RESULTS database, and from a May 2000 Field Survey of Public Diplomacy Programs. ● Data Reliability: The numeric output data came from the Tracker Database, and the anecdotal impact reporting came from the RESULTS database. Both are deemed reliable sources for this type of information. ● Data Validation: Anecdotal reporting from field officers indicates that the programs are successful in disseminating information about U.S. policies to target audiences. ● Partners: Speakers were drawn from throughout the U.S. Government, think tanks, NGOs and the academic community. 			

PERFORMANCE INDICATOR #2: NUMBER OF PAGE VIEWS TO DEPARTMENT'S INTERNATIONAL WEBSITE, MISSION WEBSITES AND LISTSERVS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
120,000 unique weekly users, 8,000 subscribers to listserv.	A total of 120,000 average daily pages read, 8,000 subscribers to listserv.	<p>Approximately 10% of users come for reference material on U.S. history, government. The USINFO website was rated by users as "above average" in customer satisfaction, slightly higher than what users give commercial websites. 10,153 subscribers to listservs targeting all of the geographic regions of the world in six languages.</p>	<p> Above Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason for Target Revision: We have changed from counting "unique weekly users" to counting "average daily pages read." This is a more accurate tally. ● Data Availability: Although current web usage analysis software is good, we are further refining our web usage counts for USINFO by adopting an improved web analysis software package – Webtrends. ● Data Reliability: Current web analysis software meets the minimum standards for accuracy of results. ● Data Validation: Since the audiences for both the websites and the listservs are self-selecting, we have a high degree of confidence that information imparted in this manner is reaching the intended users. ● Partners: The contents of the websites and listservs were coordinated with all the appropriate government sources, including the White House, DOD, DOJ, USAID, etc. 			





Strategic Goal 11 Public Diplomacy and Public Affairs
 Performance Goal 1 International Public Opinion
 Initiative/Program #1 Reaching Out to Allies and Regional Powers

PERFORMANCE INDICATOR #3: THE LEVEL OF MEDIA PLACEMENT IN FOREIGN MARKETS IN BROADCAST AND PRINT			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Baseline: Evidence shows that information has reached intended user.	N/A	<p>Placement of Broadcast Media: Two short documentary films aired in 25 countries (<i>Rebuilding Afghanistan & Afghan Spring</i>); 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 FPC briefings, and 87 interviews.</p> <p>Actual op-ed/by-liner placement, by region: AF – 53; EAP-60; EUR 434; NEA-43; SA-78; WHA-238.</p>	<p>■ On Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Availability: 1) Embassies are often understaffed to monitor and record all placements – particularly electronic media placements. 2) Lack of financial resources has prevented the Department from conducting full-scale evaluations of impact. A limited media trends analysis on highly defined topics is available from our own in-house Media Reaction capability. ● Data Reliability: Extant placement data was captured in the RESULTS database and in a PA operated tracking database. The data we have is reliable, but provides an incomplete picture of our full placement, due to inadequate monitoring and reporting at the field level. ● Data Validation: Foreign media placements reflect, ipso facto, that USG policy material reached foreign audiences. ● Partners: DoS worked close cooperation with IBB to convey DoS television programming over the IBB satellite system. ● Other Issues: Television placements listed are FY 2003 new benchmarks, to be used to gauge effectiveness in media placements in future years. 			

Strategic Goal 11 Public Diplomacy and Public Affairs
 Performance Goal 2 Mutual Understanding
 Initiative/Program #2 Engaging Audiences More Deeply

PERFORMANCE INDICATOR #1: PERCENTAGE OF PARTICIPANTS WHO INCREASED THEIR UNDERSTANDING OF THE HOST COUNTRY IMMEDIATELY AFTER THEIR PROGRAM

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
92%	N/A	89%	On Target

- **Data Availability:** The data collection for 2003 is complete. Three data issues emerged: Some of the data was collected during the launch of the war with Iraq and we received a slightly lower response rate than expected. Part of the sample for 2003 involved a program that brings parliamentarians to the United States for 10 to 14 days with a focus on teaching about U.S. government structure. Cultural understanding is a lower priority of this program, which somewhat reflects the lower performance result. Resources for evaluations are limited, which affects the depth of the evaluations. One example is that we use a retrospective recall methodology instead of pre-program and post-program comparisons, which is a stronger methodology for measuring change of understanding. Current evaluation resources also do not allow us to evaluate in every country or region.
- **Data Reliability:** The data is reliable. Independent, external evaluators generated statistically valid samples. In 2003, 4,471 former program participants from 1993 – 2002 were surveyed with 2,782 responding for a response rate of 62 percent. Respondents represented a broad cross-section of exchange programs. Program managers can make sound decisions based on the findings from the data findings. Results are based on survey responses with a plus or minus 3 percentage points margin of error. Within this range of the target, the FY 2003 result is considered "On Target."
- **Data Validation:** The data is useful because it reflects the fundamental goal of ECA programs: to increase mutual understanding. Achievement of the target indicates effectiveness of ECA programs.
- **Partners:** The results were achieved with the assistance of over 100 non-profit organizations, the U.S. academic community, and over 80,000 American volunteers.

Details of 2003 Results

PERFORMANCE INDICATOR #2: PERCENTAGE OF PARTICIPANTS WHO REMAIN IN CONTACT WITH HOST COUNTRY PEOPLE MET ON THEIR PROGRAM ONE YEAR OR LONGER AFTER THEIR PROGRAM

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
75%	N/A	81%	Above Target

- **Data Availability:** The data collection for 2003 is complete. Three data issues emerged: Some of the data was collected during the launch of the war with Iraq and we received a slightly lower response rate than expected; yet it was still well in the majority of potential respondents. Part of the sample for 2003 involved Americans who host visitors or who act as a resource, generally for one to two hours. To track longer-term results, up-to-date contact information for former participants is necessary. Currently resources do not allow for the continued tracking and engagement of alumni to the extent needed to reach critical masses of alumni in various regions.
- **Data Reliability:** The data is reliable. Independent, external evaluators generated statistically valid samples. In 2003, 4,471 former program participants from 1993 – 2002 were surveyed with 2,782 responding for a response rate of 62 percent. Respondents represented a broad cross-section of exchange programs. Program managers can make sound decisions based on the findings from the data findings.
- **Data Validation:** The data is a valid indicator because it reflects the primary goal of exchange programs, building and maintaining relationships. The percent of participants who remain in contact demonstrates that exchange programs foster personal and professional linkages that form a foundation of trust to engage other countries on short-term policy issues as well as establishing long-term partnerships, thereby producing stronger international relations for the United States.
- **Partners:** The results were achieved with the assistance of over 100 non-profit organizations, the U.S. academic community, and over 80,000 American volunteers.

Details of 2003 Results





Strategic Goal 11 Public Diplomacy and Public Affairs
 Performance Goal 3 American Values Respected Abroad
 Initiative/Program #3 Communicate More Effectively With Global Publics

PERFORMANCE INDICATOR # 1: TARGETED PUBLICS RECEIVE INTENDED MESSAGE			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
<p>Baseline: Evidence shows that information provided has reached intended user.</p>	N/A	<p>Al-Magazine: The first three editions (totaling 150,000 copies) of "Al-Magazine" magazine, in Arabic, were issued and distributed throughout the Middle East. Production deadlines met. American Corners: Established 23 new American Corners. There are now 79 American Corners distributed as follows: EUR/NIS: 56; AF - 18; EAP: 4; SA</p> <p>Persian Website: The U.S. has no official presence in Iran, so the USINFO Persian website serves as a virtual Embassy and cultural center for thousands of Iranians who have access to the Internet but do not read English.</p>	<p>On Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Availability: Although monitoring and evaluation is planned for each of these initiatives, they are too new for us to be able to collect much useful data as yet. ● Data Reliability: The anecdotal and output data listed above came from Embassies and from our RESULTS database, and is highly reliable. ● Data Validation: Although as yet scant, the anecdotal data provided above is valid in that it speaks to the effectiveness of these new initiatives. 			

Strategic Goal 11 Public Diplomacy and Public Affairs
 Performance Goal 4 Domestic Understanding of Foreign Policy
 Initiative/Program #4 Outreach to Expanded U.S. Audience

PERFORMANCE INDICATOR #1: NUMBER OF INTERVIEWS AND CONTACTS WITH U.S. MEDIA			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
16,000 contacts/year.	N/A	Baseline: 120 daily press briefings; 15,000 calls from the press; 1,000 print, radio, and TV interviews, Opinion Editorials (Op-Eds) and major press conferences with Department principals.	On Target
Details of 2003 Results <ul style="list-style-type: none"> Data Reliability: Data collected because it is entered into database for media events, and telephone calls are tracked through an automated system. 			
PERFORMANCE INDICATOR #2: INCREASE IN THE NUMBER OF OUTREACH ACTIVITIES TO TARGETED U.S. AUDIENCES			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Evidence shows that information provided has reached intended user.	N/A	Baseline: Distributed 14,000 curriculum video packages to U.S. educators; conducted over 1500 outreach activities; reached over 12,000 students through in-house briefings and other programs; conducted 23 student town meetings at high schools and colleges; conducted over 600 Washington and regional events for Department's speakers program; and delivered over 70 presentations at State and National Governmental conferences.	On Target
Details of 2003 Results <ul style="list-style-type: none"> Data Reliability: Data collected because it is entered into database for media events, and telephone calls are tracked through an automated system. 			
PERFORMANCE INDICATOR #3: INCREASE IN "HITS" ON THE DEPARTMENT'S DOMESTIC WEBSITE			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
4.5 million hits per month.	N/A	5 million hits per month.	On Target
Details of 2003 Results <ul style="list-style-type: none"> Data Reliability: Data collected through Webtrends software. 			





Strategic Goal 11 Public Diplomacy and Public Affairs
 Performance Goal 4 Domestic Understanding of Foreign Policy
 Initiative/Program #5 Historical Research and Publications

PERFORMANCE INDICATOR # 4: NUMBER OF HISTORICAL, RESEARCH, AND EDUCATIONAL PUBLICATIONS			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Make progress in meeting mandated compliance.	Publish four (4) FRUS volumes.	Baseline: Published six (6) Foreign Relations of the United States (FRUS) volumes.	Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason for Target Revision: Target changed to become quantifiable. Partners: Central Intelligence Agency. 			

Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 1 Human Resources and Training
 Initiative/Program #1 Recruit and Hire Talented, Diverse Employees

PERFORMANCE INDICATOR #1: NUMBER OF INDIVIDUALS TAKING THE FOREIGN SERVICE WRITTEN EXAM (FSWE)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
20,000	N/A	20,342	Above Target
Details of 2003 Results <ul style="list-style-type: none"> Data Validation: This indicator demonstrates the effectiveness of recruiting and outreach efforts. 			

PERFORMANCE INDICATOR #2: NUMBER OF APPLICANTS TO FOREIGN SERVICE SPECIALIST POSITIONS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
3,300	N/A	4,800	Significantly Above Target
Details of 2003 Results <ul style="list-style-type: none"> Reason for Significantly Exceeding Performance Target: The Department has closed hiring deficits in key specialist fields and developed strong human resource "skill banks" available for future hiring purposes. Data Validation: This indicator demonstrates the effectiveness of targeted recruiting to specialist fields. 			

PERFORMANCE INDICATOR #3: APPLICANTS TO THE STUDENT PROGRAMS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1,530	N/A	6,000	Significantly Above Target
Details of 2003 Results <ul style="list-style-type: none"> Reason for Significantly Exceeding Performance Target: Post 9/11 surge in interest in international affairs and public service. Data Validation: This demonstrates our ability to interest people early in the Department and improves the likelihood that they will consider the Department for future employment. A high percentage of new hires were interns. Partners: Conducted "Intern Summit" for second year; invited all DC Federal interns to State Department. 			

PERFORMANCE INDICATOR #4: NUMBER OF MINORITY INDIVIDUALS TAKING THE FOREIGN SERVICE WRITTEN EXAM (FSWE)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
10,700; 34% of total exam takers	N/A	6,238; 31% of total exam takers.	On Target
Details of 2003 Results <ul style="list-style-type: none"> Data Validation: This demonstrates the effectiveness of targeted recruiting strategies. 			



Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 1 Human Resources and Training
 Initiative/Program #1 Recruit and Hire Talented, Diverse Employees

PERFORMANCE INDICATOR #5: HIRING LEVELS			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Hire 400 above normal intake and for security and consular needs, as required.	Hire 400 above attrition.	Hired 399 above attrition plus 51 border security and 134 diplomatic security employees.	On Target
Details of 2003 Results <ul style="list-style-type: none"> Data Validation: This measure demonstrates the effectiveness of the hiring process. 			
PERFORMANCE INDICATOR #6: LEVEL OF CIVIL SERVICE HIRING			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Reduce CS vacancies by half.	N/A	Reduced CS vacancies by half.	On Target
Details of 2003 Results <ul style="list-style-type: none"> Data Validation: This measure demonstrates the effectiveness of hiring processes and ability to replace attrition hires and make up ground in vacancies. 			



Strategic Goal 12 Management and Organizational Excellence
Performance Goal 1 Human Resources and Training
Initiative/Program #2 Diplomatic Readiness and Other Priority Training

PERFORMANCE INDICATOR #7: MANDATORY LEADERSHIP TRAINING PARTICIPATION

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Correct number of offerings support Department's hiring plan.	1. N/A	1. 3,752 course offerings provided. Senior Executive Training Seminar course initiated.	Above Target
2. Mandatory Leadership/Management training provided for 1,725 employees.	2. N/A	2. Mandatory Leadership/Management training provided for 1,754 employees.	
<ul style="list-style-type: none"> ● Data Availability: The data is generated from the Student Training Management System (STMS) and is compiled on an annual basis. ● Data Reliability: The data is based on actual course sessions held and actual enrollments in those sessions, as recorded in the Department's corporate training database and is complete and reliable as of the date the aggregate data is compiled. Data rectification can result in change to overall enrollment totals. However, such change would be minimal and unlikely to radically alter the overall reported result. ● Data Validation: The data is useful to demonstrate the level of training provided that is responsive to the Department's hiring plan, assignments process, management initiatives (e.g., mandatory Leadership/Management training), and other identified training requirements. ● Partners: Other federal agencies and the armed service branches enroll in FSI training programs and periodically provide information useful in determining the amount of training delivered that is necessary to support demand. 			
<p>Details of 2003 Results</p>			

PERFORMANCE INDICATOR #8: ENROLLMENT IN FOREIGN LANGUAGE/AREA STUDIES RELATING TO "ENDURING FREEDOM," "IRAQI FREEDOM," AND POST-9/11 INITIATIVES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Meet increased demand resulting from assignments to language designated positions (LDPs) in target languages.	1. N/A	1. 81,864 hours of training, 228 enrollments in Arabic, Dari/Persian/Afghan, Pashtu, Persian/Farsi/Iranian, Tajiki, Urdu, and Uzbek.	On Target
2. Rebuild dormant language training programs in Dari, Kurdish, Pashtu, and Farsi.	2. N/A	2. In Dari, Farsi and Pashtu, FSI developed a range of updated course materials including short-term survival/familiarization modules, and consular and/or military professional modules in addition to basic course materials. Developed a capacity to deliver Kurdish training, including development of some materials, in the expectation of future State assignments.	
<ul style="list-style-type: none"> ● Data Availability: The data is generated from the Student Training Management System (STMS) and is compiled on an annual basis. ● Data Reliability: The data is based on actual course sessions held and actual enrollments in those sessions, as recorded in the Department's corporate training database and is complete and reliable as of the date the aggregate data is compiled. Data rectification can result in change to overall enrollment totals. However, such change would be minimal and unlikely to radically alter the overall reported result. ● Data Validation: The data is useful to demonstrate the level of training provided that is responsive to the Department's priority requirements in critical national security languages. ● Partners: Other federal agencies and the armed service branches enroll in FSI training programs and periodically provide information useful in determining the amount of training delivered that is necessary to support demand. 			
<p>Details of 2003 Results</p>			



Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 1 Human Resources and Training
 Initiative/Program #3 Core Training Programs

PERFORMANCE INDICATOR #9: PERCENTAGE OF EMPLOYEES ASSIGNED TO LANGUAGE DESIGNATED POSITIONS (LDPS) WHO MEET THE REQUIREMENT OF THE POSITION			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Maintain or improve CY 2002 percentage.	Maintain or improve CY 2002 percentage.	Statistic is computed on a calendar year basis; not yet available for CY 2003.	■ N/A
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason for Target Revision: Statistic is computed on a CY basis. Data Reliability: The data is generated from the Student Training Management System (STMS) and is compiled on an annual basis. The data is based on actual test scores as recorded in the Department's corporate training database and is complete and reliable as of the date the aggregate data is compiled. Requests for reviews of proficiency tests completed at the end of the reporting period could result in change in some test scores. However, such changes would be minimal and unlikely to alter the overall reported result figure. Data Validation: The data is useful to demonstrate if the number of LDPS identified by posts as requiring language proficiency are being adequately staffed with qualified persons. 			
PERFORMANCE INDICATOR #10: PERCENT OF LANGUAGE STUDENTS ATTAINING SKILL OBJECTIVES WHEN ENROLLED FOR AT LEAST THE RECOMMENDED AMOUNT OF TRAINING			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Maintain or improve CY 2002 percentage.	Maintain or improve CY 2002 percentage.	78%	■ On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason for Target Revision: Data is collected on a CY basis. Data Reliability: The data is based on actual test scores as recorded in the Department's corporate training database and is complete and reliable as of the date the aggregate data is compiled. Requests for reviews of proficiency tests completed at the end of the reporting period could result in change in some test scores. However, such changes would be minimal and unlikely to alter the overall reported result figure. The data is generated from the Student Training Management System (STMS) and is compiled on an annual basis. Data Validation: The data is useful to assess the FSI's success in bringing students up to the identified required level of proficiency within the period(s) of time deemed pedagogically necessary. Partners: Other federal agencies and the armed service branches enroll in FSI training programs. 			



Strategic Goal 12 Management and Organizational Excellence
Performance Goal 1 Human Resources and Training
Initiative/Program #4 Quality of Life

PERFORMANCE INDICATOR #11: RESULTS OF EMPLOYEE SATISFACTION SURVEY		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
Use employee survey results to evaluate and develop programs.	N/A	<div style="display: flex; align-items: center;"> <div style="flex: 1;">Survey was not performed in FY 2003.</div> <div style="flex: 0.2; text-align: center;">■</div> <div style="flex: 0.7; text-align: center;">N/A</div> </div>

Strategic Goal 12 Management and Organizational Excellence
Performance Goal 1 Human Resources and Training
Initiative/Program #5 Americans Employed By UN System Organizations

PERFORMANCE INDICATOR #12: PERCENTAGE OF UN SYSTEM ORGANIZATIONS' WORKFORCE (POSITIONS SUBJECT TO GEOGRAPHICAL DISTRIBUTION) THAT ARE AMERICAN CITIZENS		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
12.2% (CY 2002)	N/A	<div style="display: flex; align-items: center;"> <div style="flex: 1;">11.6% (CY 2002)</div> <div style="flex: 0.2; text-align: center;">■</div> <div style="flex: 0.7; text-align: center;">Slightly Below Target</div> </div>
<p>Reason for New Indicator: This initiative is important and should be reported by the Department. Last year, although not an indicator, we reported results in the Department's Performance and Accountability Report. Including an indicator this year formalizes past practice.</p> <p>Reason for Performance Shortfall: Performance was slightly below target because employment of American citizens did not increase as fast as did total employment in posts subject to geographical distribution in the targeted organizations. American citizens occupied a smaller percentage of available posts in target organizations (even though the actual number increased). This is a concern because Americans bring knowledge and skills to organizations that translate into increased efficiency and effectiveness and better value for our contributions to these organizations.</p> <p>Steps Being Taken To Improve Performance: More pressure will be placed on international organizations to hire Americans, especially where they are currently not employed in equitable numbers. The Department will increase staffing dedicated to this initiative, expand outreach, and use a newly established interagency taskforce to identify candidates from outside the USG and facilitate transfers of government staff to UN agencies.</p> <p>Data Availability: Data was available but sometimes only after multiple attempts to obtain it. Problems existed in collecting accurate data—we must rely on organizations' data to be accurate and comprehensive. Not all international organizations' personnel records are fully computerized and hand calculations sometimes are needed to assemble the information we request. UN System organizations gather their information on a Calendar Year basis. Because of the delay in gathering and reporting the performance data, each fiscal year's targets report on the previous calendar year. The annual targets and results shown 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 CY 2001 – CY 2002, the UN, ILO, ITU, ICAO, FAO, UNHCR, and WHO.)</p> <p>Data Validation: Data is an objective, easy to understand measure of progress toward achieving the target.</p> <p>Data Reliability: Although accuracy of data cannot be entirely certain, it seems reliable within reasonable tolerances. Reliability depends on efforts by international organizations to be accurate and thorough. Data is examined for consistency with data obtained for previous years and for trends. We continue to provide clear instructions specifying the type of data we are seeking and to emphasize the need for accurate, comprehensive reporting.</p> <p>Partners: Other USG agencies help identify good candidates for IO employment (i.e., FAA, NRC). They also allow employees on transfer to international organizations to extend their absence. Agencies other than State have access to pools of technical experts on their staff and in the private sector that might meet the qualifications for international organization employment.</p>		
<p>Details of 2003 Results</p>		





Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 1 Human Resources and Training
 Initiative/Program #6 Locally Employed Staff

PERFORMANCE INDICATOR #13: PERCENT OF ELIGIBLE FAMILY MEMBERS EMPLOYED IN LOCAL ECONOMIES OVERSEAS THROUGH SPOUSE NETWORKING ASSISTANCE PROGRAM (SNAP)		
Initial FY 2003 Target	Revised Target	FY 2003 Result
4%	N/A	4%
Details of 2003 Results <ul style="list-style-type: none"> Data Validation: The ability of the Department to assist in outside employment is critical to retention as hiring has increased, reducing internal mission-related jobs for family members. 		

Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 2 Information Technology
 Initiative/Program #7 Ready Access to International Affairs Applications and Information

PERFORMANCE INDICATOR #1: STATUS OF COMMERCIAL NETWORKING FACILITIES AVAILABLE FOR UNCLASSIFIED AND CLASSIFIED PROCESSING COMPLETED		
Initial FY 2003 Target	Revised Target	FY 2003 Result
1. (ON+): Extended to all existing global OpenNet sites.	1. N/A	1. ON+: Department employees worldwide now have desktop internet access and a consolidated program office has been established to modernize the Department's entire infrastructure (classified and unclassified) on a four-year cycle.
2. A cumulative total of 125 VPNs installed.	2. N/A	2. VPN: A cumulative total of 125 VPNs installed, thus providing a reliable and efficient backup for 48% of the Department's posts should primary network connections fail. The remaining 135 posts are scheduled for VPN installation in FY 2004 and FY 2005 under this multi-year project.
Details of 2003 Results <ul style="list-style-type: none"> Data Reliability: ON+: OpenNet Plus PMO reported monthly to CIO and Under Secretary for Management on progress towards milestones and performance measures. VPN: 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. Data Validation: ON+: Completion of ON+ project, which enabled over 43,000 users to have desktop internet access, is the most appropriate data to measure achievement of the target. VPN: Completion and successful operation of all 127 VPN installations scheduled for FY 2003 is the most appropriate data to measure achievement of the target. Partners: ON+: Users include representatives of the overseas Interagency community who currently have access to the existing network at post. ON+ is connected to the unclassified interagency Open Sources Information System (OSIS) system and the classified interagency SIPRNET system. VPN: Provides the backup infrastructure for an integrated network system for use by up to forty other USG agencies represented at posts depending on the size and scope of the mission. Other Issues: VPN Provides the backup infrastructure for an integrated network system used by State and forty other USG agencies represented at various overseas posts. 		

Strategic Goal 12 Management and Organizational Excellence
Performance Goal 2 Information Technology
Initiative/Program #7 Ready Access to International Affairs Applications and Information

PERFORMANCE INDICATOR #2: PROGRESS TOWARD REPLACING CLASSIFIED AND UNCLASSIFIED DESKTOP COMPUTERS MORE THAN FOUR YEARS OLD

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Expand CCP to all 224 eligible overseas posts.	1. N/A	1. CCP installed at 224 scheduled posts.	Above Target
2. Establish consolidated program office to modernize Department's classified and unclassified infrastructure on a four-year cycle.	2. N/A	2. A consolidated program office was established to modernize the Department's entire infrastructure (classified and unclassified) on a four-year cycle.	
3. Establish and maintain an equipment refresh program to ensure no equipment is older than four years. No significant number of desktops are more than four years old.	3. N/A	3. Accomplishment of CCP installation and the completion of OpenNet Plus: No significant number of Department desktops is more than four years old.	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: CCP PMO reported monthly to CIO and Under Secretary for Management on progress towards milestones and performance measures. ● Data Validation: Completion of CCP project, which enabled 224 posts to access the classified intranet and SIPRNET, is the most appropriate data to measure achievement of the target. ● Partners: CCP is not a multi-agency initiative, but through this program the Department provided SIPRNET access to thirty other USG agencies with a presence at overseas posts. The Department partnered with the Defense Intelligence Agency to provide procurement and deployment support to approximately 130 overseas agencies where there are Defense Attaché Offices. 			

Strategic Goal 12 Management and Organizational Excellence
Performance Goal 2 Information Technology
Initiative/Program #8 Secure Global Network and Infrastructure

PERFORMANCE INDICATOR #3: GLOBAL NETWORK AVAILABILITY

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
98%	N/A	98%	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: ENM used and continues to use Business Engine Software Corp's MPM to manage contract and project performance and report status to senior management. ● Data Validation: Achievement of greater than 99% network availability is the most appropriate validation measure that foreign affairs information is reaching its intended recipients. ● Partners: ENM provided the infrastructure for an integrated network system for use by up to forty other USG agencies represented at posts depending on the size and scope of the mission. 			





Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 2 Information Technology
 Initiative/Program #8 Secure Global Network and Infrastructure

PERFORMANCE INDICATOR #4: CERTIFICATION AND ACCREDITATION (C&A) OF MAJOR APPLICATIONS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
C & A of 33% of the identified major applications in the Department.	N/A	33% of the identified major applications and general support systems received C & A.	On Target ■
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Major IT applications and general support systems were certified and accredited using the Department's Systems Authorization Plan (SAP) derived from National Institute of Standards and Technology (NIST) guidance and the National Information Assurance Certification and Accreditation (NIACAP) documents. ● Data Validation: The Department's SAP incorporated then prevailing draft NIST, and NIACAP guidance, the prescribed certification and accreditation standards for federal agencies. ● Partners: The identified applications and support systems that were certified and accredited benefited the agencies that rely on the Department's IT assets and those that connect to the Department in separate but trusted networks. The Department worked closely with NIST and other organizations to take advantage of lessons learned and best security practices. The Department used these organizations and the Federal CIO Council to share information with other agencies concerning effective methodologies, secure technologies, and lessons learned. 			

Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 2 Information Technology
 Initiative/Program #9 Modern, Worldwide, Integrated Messaging

PERFORMANCE INDICATOR #5: ELIMINATION OF THE LEGACY CABLE SYSTEM- & STATUS OF SMART DEPLOYMENT

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Test prototype. Determine final requirements, and complete system design.	N/A	Prototype evaluated. Acquisition strategy changed by Steering Committee from time and material contract to design demonstration competition. Request for Quotation for design demonstration deployment and operations drafted and released. Evaluation of vendor proposals begun and project on target under revised acquisition strategy.	Slightly Below Target ■
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: The SMART Steering Committee chaired by a career Ambassador and reporting to the Under Secretary for Management, provides project oversight. Its primary responsibility ensures the inclusion of Department-wide perspective and user participation in the project. It is also responsible for ensuring coordination with all agencies with an overseas presence that will be potential users of SMART. The Program Management Office (PMO) has established and manages the SMART Project Plan, Acquisition Plan, a Risk Management Plan and other key documents to ensure the sound management of this initiative.. ● Data Validation: The evaluation of the prototype, and the release of the RFQ for SMART development, deployment, and operations are formal procedures that align with the sound project management practices embodied in the Department's Managing State Projects (MSP) methodology. ● Partners: SMART will support the personnel of all other USG agencies located at approximately 260 overseas posts in 150 countries. The SMART PMO completed an MOU with NARA on data sharing and USAID has endorsed the SMART concept for messaging. The SMART OMB Business Case submission was coordinated with NARA and USAID. 			

Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 3 Diplomatic Security
 Initiative/Program #10 Secure Employees

PERFORMANCE INDICATOR #1: INSTALLATION OF TECHNICAL SECURITY UPGRADES (100% = 133 POSTS)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
TSUs completed at 104 posts.	N/A	TSUs completed at 111 posts.	Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: The data is reliable because on-site representatives of the mission are required to perform an acceptance inspection and closeout of the TSU. DS provides mid-term and final quality assurance inspections to ensure the projects meet the applicable standards. ● Data Validation: The data is useful to ensure that the project is complete and meets the intended need. 			

PERFORMANCE INDICATOR #2: DEPLOYMENT OF CHEMICAL WARFARE/BIOLOGICAL WARFARE COUNTERMEASURE MASKS TO POSTS ABROAD

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
120 Posts.	Eighty of 240 posts provided with Countermeasure masks.	Seventy-five of 240 posts provided with and trained in the use of countermeasure equipment; this includes 25,528 overseas personnel trained. 95 courses provided for security professionals being trained overseas.	On Target

<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason For Target Revision: Several factors: Most importantly, was the requirement to refocus efforts entirely on the Middle East and South Asia due to the conflict in Iraq. Second, almost 20 posts cancelled scheduled training due to specific terrorist threats, senior staff reassignments or the outbreak of the SARS epidemic. ● Data Reliability: This program has essentially two types of deliverables – training and equipment. The data on both is routinely collected and is reliable. The lead trainers at each training venue collect training data. The program’s logistic unit maintains the equipment inventory of what is shipped and deployed. Program statistics are maintained by a coordinating program analyst in Washington, D.C. ● Data Validation: The data collected and maintained by the program is important because ensuring all personnel at all posts have the necessary equipment and training will save lives in the event of an attack of this type. ● Partners: Coordination and collaboration among other Federal agencies is crucial for program success. The Bureau of Medical Services and DS are partners in this effort in the Department. The various agencies of the intelligence community assist the program in evaluating threats, vulnerabilities and resulting risks that each overseas post faces. Coordination is also actively maintained with the FBI, CIA, DoD and other members of the Technical Support Working Group (TSWG), an interagency forum of Federal agencies that promotes effective information transfer, coordinated Research and Development requirements and funds advanced technology development. 			
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PERFORMANCE INDICATOR #3: REPLACEMENT OF ARMORED VEHICLES (AVs)

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
72 armored vehicles replaced.	48 armored vehicles replaced.	Baseline: 48 armored vehicles replaced.	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason For Target Revision: Extended life cycle from 5 years to 7 years to meet other urgent AV requirements. ● Data Reliability: Data is reliable. Based on review of comprehensive database. ● Data Validation: Direct measure of AVs fielded. 			




Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 3 Diplomatic Security
 Initiative/Program #10 Secure Employees

PERFORMANCE INDICATOR #4: INSTALLATION OF ACCESS CONTROL SYSTEMS (ACSS)		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
Access Control System is fully operational in HST building.	Complete ACS installation at HST by December, 2003.	Completed, 100% of HST Perimeter ACS. 100% of HST Visitor ACS. 95% of HST Network required to support ACS. 25% of HST Infrastructure required to support ACS. 20% of HST ACS readers installation. ■ Slightly Below Target
<p>Reason For Target Revision: Delays of system development and design.</p> <p>Reason For Performance Shortfall: Unable to leverage contract performance through existing contract vehicle (Time & Material). Development project with high USG risk. First fully interoperable access control system with National Capitol Region Federal agencies.</p> <p>Steps Being Taken To Improve Performance: Put into action recommendations identified from a comprehensive program review, implement a new contracting strategy and enhance the project management team.</p> <p>Data Reliability: Data reliability and project control will increase as the DS management team assumes responsibility.</p> <p>Data Validation: With 100% design, DS will be able to fix the cost of the system installation.</p> <p>Partners: DS coordinated the "Smart Card" interoperability of the HST access control system with 11 Federal agencies. This includes data encryption, Public Key Infrastructure (PKI), biometrics and card design through Federal Identity Credential Committee.</p>		
PERFORMANCE INDICATOR #5: PERIODIC SECURITY REINVESTIGATIONS OF STATE EMPLOYEES EVERY FIVE YEARS BY ATTAINING A RATE OF 300 PER MONTH		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
300 reinvestigations per month.	N/A	364 reinvestigations per month. ■ Above Target
<p>Data Reliability: Data fully reliable. Taken from a simple count of periodic reinvestigations (PR) closed during FY 2003.</p> <p>Data Validation: Maintaining the rate currently achieved will keep program on track to ensure all employees undergo reinvestigation on a 5-year cycle.</p>		



Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 3 Diplomatic Security
 Initiative/Program #11 Protect Critical Infrastructure

PERFORMANCE INDICATOR # 6: REMEDIATION OF IDENTIFIED CRITICAL INFRASTRUCTURE PROTECTION (CIP) VULNERABILITIES			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Olhey FEMA Federal Support Center reaches Initial Operating Capability (IOC) with half of BIMC redundant circuits installed and operational.	1. Alternate Communications Site reaches IOC with 50% of BIMC redundant circuits installed and operational.	1. Alternate Communications Site reaches Initial Operating Capability (IOC) with 50% of BIMC redundant circuits installed and operational.	 On Target
2. All Tier 1 vulnerabilities progress to green.	2. N/A	2. Tier 1 vulnerabilities progress to green.	
3. All Tier 2 and half of Tier 3 vulnerabilities progress to yellow. Tier 4 is red.	3. All Tier 2 and half of Tier 3 vulnerabilities progress to yellow.	3. All Tier 2 and 50% of tier 3 vulnerabilities progress to yellow.	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason For Target Revisions: Name change for FEMA FSC and Tier 4 was folded into Tiers 2 and 3. ● Data Reliability: Data is utilized by several departmental bureaus for funding and planning decision-making. ● Data Validation: Internal data specifically measures progress on this target. ● Partners: Department of Homeland Security; Federal Emergency Management Agency (FEMA). 			





Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 4 Overseas and Domestic Facilities
 Initiative/Program #12 Capital Security Construction

PERFORMANCE INDICATOR #1: NUMBER OF NEW SITES ACQUIRED FOR CAPITAL SECURITY CONSTRUCTION PROJECTS		
Initial FY 2003 Target	Revised Target	FY 2003 Result
7	4	5
<p>Reason For Target Revision: The Department plans to use three (3) sites (Accra, Rangoon, Algiers) that it already owns on which to construct new capital security construction projects as scheduled in the LROBP. As such, the initial requirement to "acquire" sites at 7 posts was reduced to 4. Those, and another capital project site for an additional post, were acquired in fiscal year 2003.</p> <p>Data Reliability: Data on acquisition of new sites, as verified in purchase contracts and lease agreements, is reliable as a means of accurately determining program performance.</p> <p>Data Validation: The data is useful and appropriate as it demonstrates actual acquisition of the new sites and therefore progress in achieving this initiative and also denotes progress in the overall program goal.</p> <p>Partners: Coordination is conducted with certain Federal agencies and offices, e.g., intelligence and security, and the U.S. Congress to determine appropriate capital construction site locations.</p>		
		 Above Target
PERFORMANCE INDICATOR #2: NUMBER OF CAPITAL PROJECTS AWARDED IN ACCORDANCE WITH LROBP		
Initial FY 2003 Target	Revised Target	FY 2003 Result
7	N/A	9
<p>Data Reliability: Data can be relied upon in assessing program performance, as the award of capital construction contracts is a definite event that is accurately determined.</p> <p>Data Validation: Data is valid and useful as a means of demonstrating achievement of the specific performance target and also solid progress towards the overall program goal (secure, safe, and functional facilities).</p> <p>Partners: Coordination, during the planning and programming of capital security construction projects, occurs with all Federal agencies and offices that will occupy the Department's diplomatic/consular facilities overseas.</p>		
		 Above Target

Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 4 Overseas and Domestic Facilities
 Initiative/Program #13 Foggy Bottom Renovation/Consolidation

PERFORMANCE INDICATOR # 3: RENOVATION OF THE HARRY S TRUMAN BUILDING (HST)			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Begin Phase 1A of State renovations.	N/A	<p>State Renovations – Key Achievements: State 8th floor vacated and demolition 100% complete. Infrastructure construction 95% complete; space planning complete; office and special space design complete interiors construction contract bids received; blast-resistant windows replacement started. Perimeter Security Improvements Concept Design approved by the Secretary. Network Control Center construction complete. U.S. Diplomacy Center Pre-concept design 50% complete. Phase 2 New State Cafeteria dining area upgrades complete, with North server upgrades 90% complete. 6th floor corridor improvements 75% complete. Delegates Lounge upgrades complete. Jefferson Information Center concept design complete.</p>	<p>■ On Target</p>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Data is collected/based on General Services Administration and Department of State on-site inspection, reviews and approvals. ● Data Validation: The data measures each phase of the renovation project allowing prevention of shortfalls and continuation of projects on schedule. ● Partners: General Services Administration and National Capital Planning Commission. 			
PERFORMANCE INDICATOR # 4: FOREIGN AFFAIRS CONSOLIDATION			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Owner/developer secures approval of reviewing agencies for Apha building addition.	N/A	Owner/developer secures approval of reviewing agencies for American Pharmaceutical Association building addition.	<p>■ On Target</p>



Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 4 Overseas and Domestic Facilities
 Initiative/Program #14 New Office Building for U.S. Mission to United Nations

PERFORMANCE INDICATOR #5: USUN NEW CONSTRUCTION			
Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Obtain IOB funding.	1. N/A	1. \$14 million IOB funding obtained.	■ Significantly Below Target
2. Award IOB lease.	2. N/A	2. GSA not able to finalize IOB lease in FY 2003.	
3. Complete IOB build-out.	3. N/A	3. As a result, lease signing and IOB build-out are delayed to FY 2004.	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Reason For Significant Performance Target Shortfall: DOS did not receive its IOB FY 2003 funding until the 3rd Quarter. GSA failed to meet its target of IOB lease award in 3rd Quarter of FY 2003. ● Steps Being Taken To Improve Performance: GSA has assigned new staff to complete an IOB lease at an alternative site with the goal of occupying the space in June 2004. ● Data Reliability: Although data based on schedules that are still underway, it provides a reasonable guide for estimated outcomes. ● Data Validation: Data represents a series of milestones required for the completion of the project. ● Partners: The General Services Administration is the design and construction agent for this project. GSA is and will continue to be the landlord for the property. 			



Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 5 Resource Management
 Initiative/Program #15 Integrate Budget and Performance

**PERFORMANCE INDICATOR #1: BUDGET AND PERFORMANCE INTEGRATION
 (PRESIDENT'S MANAGEMENT AGENDA, OMB SCORING)**

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Status: Yellow	1. N/A	1. Status: Red (Yellow status achieved after fiscal year 2003 ended)	■ Slightly Below Target
2. Progress: Green.	2. N/A	2. Progress: Green	

PERFORMANCE INDICATOR #2: IMPLEMENTATION OF CENTRAL FINANCIAL PLANNING SYSTEM (CFPS) MODULES

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Complete development of pilot testing and phased deployment of the Mission Performance Plan Module, the Bureau Performance Plan Module, and the Statement of Net Cost module.	1. N/A	1. Mission Performance Plan, Bureau Performance Plan and statement of Net Costs modules completed and implemented.	■ On Target

PERFORMANCE INDICATOR #3: STATUS OF ANNUAL ACCOUNTABILITY AND PERFORMANCE REPORTS

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Issue the FY 2002 Combined Performance and Accountability Report on time.	1. N/A	1. FY 2002 Performance and Accountability Report issued on time.	■ On Target
2. Report receives the CEAR award.	2. N/A	2. Report received the CEAR award.	



Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 5 Resource Management
 Initiative/Program #16 Improve Financial Performance

**PERFORMANCE INDICATOR 4: IMPROVED FINANCIAL PERFORMANCE
 (PRESIDENT'S MANAGEMENT AGENDA, OMB SCORING)**

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Status: Yellow.	1. N/A	1. Status: Red (yellow status achieved after fiscal year 2003 ended)	■ Slightly Below Target
2. Progress: Green.	2. N/A	2. Progress: Green	

PERFORMANCE INDICATOR #5: FINANCIAL SERVICES CONSOLIDATION

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Relocate domestic processing for American payroll and Foreign Service Pension to FSC Charleston.	1. N/A	1. Domestic processing for American payroll and Foreign Service Pension is now operating in Charleston.	■ On Target
2. Fully convert all posts serviced by FSC Paris to FSC Charleston and FSC Bangkok.	2. N/A	2. All overseas posts serviced by former FSC Paris are now serviced by Charleston and Bangkok.	



Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 6 Administrative Services
 Initiative/Program #17 Worldwide Logistics

PERFORMANCE INDICATOR #1: PERCENTAGE OF SERVICE CONTRACT DOLLARS THAT ARE PERFORMANCE-BASED

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Begin implementation of a performance-based contract program.	N/A	Program implemented; through the third quarter of CY 2003, 8% of Department's contract dollars are performance-based.	On Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Steps Being Taken To Improve Performance: In-depth training of program office personnel is essential for progress. We will continue to seek funding for technical support contractors. We will examine the feasibility of assigning one or more staff members to gain the expertise needed to serve as hands-on consultants available full-time to bureaus/program offices in helping rewrite existing statements of work into performance-based work statements. ● Partners: Coordination with OMB's Office of Federal Procurement Policy is ongoing. 			

PERFORMANCE INDICATOR #2: LOGISTICS IN THE AREAS OF ACQUISITION, DISTRIBUTION, TRANSPORTATION, TRAVEL AND DIPLOMATIC POUCH AND MAIL

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
1. Deploy Perfect Order Performance for Secure Logistics (i.e., ILMS).	1. N/A	1. ILMS: Operational in four domestic bureaus and one overseas regional procurement facility. Asset Management module piloted at one overseas post. Diplomatic Pouch and Mail module fully deployed and operational in both the unclassified and classified pouch facilities.	On Target
2. Implement the Balanced Score Card (BSC) system in all business units.	2. N/A	2. Logistics Management-Balanced Score Card (BSC): Conducting a "bottom up" review and developing scorecard initiatives and performance indicators within each Directorate, Division and Branch. These scorecards and initiatives will then be incorporated into the BSC.	
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: ILMS data is reliable since information from one supply chain module is automatically sent to the other modules. ● Data Validation: The data between ILMS and CFMS (Central Financial Management System) have validation reports. However, the "End of Fiscal Year" report for FY 2003 is still in progress. 			





Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 6 Administrative Services
 Initiative/Program #18 Overseas Schools Accreditation

PERFORMANCE INDICATOR # 3: ACCREDITATION OF OVERSEAS SCHOOLS		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
A total of 152 accredited schools.	A total of 162 accredited schools.	Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason For Target Revision: We were above target in FY 2002 and adjusted the FY 2003 target upward. Data Validation: Accreditation is a major factor in determining school quality. The Office of Overseas Schools gives grants to U.S. accrediting agencies to promote the accreditation of overseas schools, and staff members promote and assist accreditation in the field. Partners: USG agencies, international schools, diplomatic community, educational associations 		

Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 6 Administrative Services
 Initiative/Program #19 Records and Publishing Services

PERFORMANCE INDICATOR # 4: FREEDOM OF INFORMATION ACT REQUEST BACKLOG		
Initial FY 2003 Target	Revised Target	FY 2003 Performance Ratings
Forty Percent Reduction in the FY 2001 level by July 2003.	N/A	Significantly Above Target
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> Reason for Significantly Exceeding Performance Target: As the Office of Records and Publishing Services works to reduce the FOIA backlog, it is also improving business processes. Better use of and investments in technology have significantly improved responses to requesters. Data Validation: Performance indicators are based on internal tracking and external reporting and relate directly to information access by customers, including the general public. Partners: NARA, GAO, GPO, OMB, and other foreign affairs agencies. 		

Strategic Goal 12 Management and Organizational Excellence
 Performance Goal 6 Administrative Services
 Initiative/Program #20 Allowances

PERFORMANCE INDICATOR #5: STATUS OF eALLOWANCES SYSTEM

Initial FY 2003 Target	Revised Target	FY 2003 Result	FY 2003 Performance Ratings
Complete preliminary work and development on eAllowances System.	N/A	Customer Focus Team Meeting held and Alternative Analysis completed. Systems Requirements Specifications and Per Diem Business Processing Re-engineering (BPR) completed; User requirements completed. OMB Exhibit 300 developed. Statement of Work in draft.	<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: green; margin-right: 5px;"></div> On Target </div>
<p>Details of 2003 Results</p> <ul style="list-style-type: none"> ● Data Reliability: Reliable. Project Management contractor has collected and sized systems requirements and conducted extensive alternatives analysis. eAllowances project coordinated extensively with interagency Customer Focus Team (CFT). ● Data Validation: Systems Requirements Specifications extensively validated with CFT. Submitted OMB Exhibit 300 to OMB after extensive discussions with variety of bureaus within the Department of State. ● Partners: Briefed representatives of most USG civilian agencies. Extensive coordination with key stakeholders – DoD and CIA. 			



COMPLETED PROGRAM EVALUATIONS FOR FY 2003

The following provides detailed information on major findings, recommendations, and actions the Department has taken or will take as a result of selected Program Evaluations completed during FY 2003.

Strategic Goal 3	
HOMELAND SECURITY	
Title or Topic Evaluator Department Contact	Review of Nonimmigrant Visa Issuance Policy and Procedures (ISP-I-03-26) Office of Inspector General, Department of State Leo Wollemborg, Senior Management Advisor, Bureau of Consular Affairs
Major Findings	<ul style="list-style-type: none"> ◆ The post-9/11 era witnessed immediate efforts to effect dramatic changes in CA's direction of the visa process. However, Department leadership has not universally accepted this fundamental readjustment regarding visa issuance. The Department, as a whole, still does not fully use the consular function as part of a coordinated national effort to manage border security and implement the Immigration and Nationality Act, in order to prevent the travel of those who might present risks to the United States and its citizens and also to facilitate legitimate travel. CA has begun to address shortcomings identified after the events of 9/11, that include: (1) lack of uniformity in visa processing from mission to mission, and (2) lack of a planning staff to develop and advance options for consular input into border security initiatives and directions. ◆ Visa adjudicators should be able to interview applicants in their native language and be familiar with local culture and conditions, but they are often sent to post without language training or area studies. ◆ The Department intentionally restricts language training for first- and second-tour officers, because it is reluctant to invest much time and money in an untenured officer who might not make the Foreign Service a career. ◆ Many language-trained consular officers have reported that the training was not tailored to their needs, particularly interviewing. Little or no training is given in making effective use of an interpreter, although Foreign Service National visa clerks often translate on the visa line. ◆ Area studies courses, which familiarize students with the social and political cultures of a region, generally do not provide the information visa officers most need. Post-specific language insights and interviewing techniques, acquired during a two- or three-year assignment, are rarely passed on to successors because of pervasive staffing gaps.
Major Recommendations	<ul style="list-style-type: none"> ◆ OIG recommended that the Department assess and reallocate consular workloads worldwide, determine where consular workloads do not require a full-time consular position, and create regional consular positions to handle the workload at missions with a limited demand for consular services. ◆ The Department should require language training for consular positions, and all consular officers should be required to be able to communicate at least at the basic level (S-2/R-2). ◆ The Department should finalize and implement plans to adapt language training to serve better the needs of consular officers, including interviewing techniques.
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ On September 26, Secretary Powell and Secretary Ridge signed a Memorandum of Understanding (MOU) setting the terms under which Department of State and Department of Homeland Security officers will work together in the granting or refusal of visas. ◆ CA reviewed the one-officer posts worldwide and developed a list of candidates for the regionalization of the nonimmigrant visa (NIV) function. These posts included those with the lowest NIV workload, and many for which the immigrant visa (IV) function had already been regionalized. The response from the regional bureaus was universally negative, citing political concerns, inconvenience to the applicants, and the value of knowledge of local conditions to the visa adjudication as factors arguing against consolidation. CA is prepared to pursue this discussion further, if the regional bureaus are willing. ◆ CA established new supervisory Regional Consular Officer (RCO) position in Cairo to cover primarily the Gulf States. The first permanent incumbent arrived in August. CA believes a third RCO for Africa is warranted, but should be based in Johannesburg, as travel logistics from Frankfurt are difficult. CA intends to create this position in FY 2004.



Strategic Goal 3		HOMELAND SECURITY <i>continued</i>
Title or Topic Evaluator Department Contact	Review of Nonimmigrant Visa Issuance Policy and Procedures (ISP-I-03-26) <i>continued</i> Office of Inspector General, Department of State Leo Wollebomg, Senior Management Advisor, Bureau of Consular Affairs	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The Department has revamped its standard operating procedures so as to provide a step-by-step, uniform, unambiguous guide for all of visa related procedures. This will enable consular officers abroad to properly review visa applications and effectively fulfill their critical national security responsibilities. ◆ The Visa Office has restructured to create a planning staff, additional Regional Consular Officer positions were created and the Department is focusing on training to screen out terrorists. CA is taking and will continue to take steps to strengthen management controls via the issuance of standard operating procedures (SOPs), certifications that management controls are in place at consular offices, and sending Consular Management Assistance Teams (CMATs) to work collaboratively with posts toward our common goal of protecting homeland security and our borders. The CMATs will assess the integrity of management controls, effective resource utilization and space allocation, and the extent to which Department mandated SOPs have been well understood and implemented. ◆ The Department raised "hard" language training threshold for Junior Officers from 23 to 36 weeks and up-graded many "hard" language positions to require competency at the basic level. ◆ Language curricula now includes specialized modules geared toward consular personnel. ◆ Language students assigned to consular positions are provided the opportunity to work with consular modules in topics including interview practice. ◆ FSI is updating consular tradecraft material in Arabic, with plans to expand consular tradecraft training through the language school. 	
Expected Result	<ul style="list-style-type: none"> ◆ The Department will make the visa process more secure and thereby contribute to enhanced homeland security. ◆ Consular officers better trained to detect fraud and refuse visas to potential terrorists and criminals. Improved border security. 	
Title or Topic Evaluator Department Contact	Visa Process Should Be Strengthened as an Antiterrorism Tool GAO-03-132 (October 21, 2002) U.S. General Accounting Office Edward Dickens, Press Officer, Bureau of Consular Affairs	
Major Findings	<ul style="list-style-type: none"> ◆ Since 9/11, CA has introduced changes to strengthen the visa process, but there continues to be a divergence of opinions concerning visa policies and procedures that are appropriate given the need for heightened border security. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Develop a clear policy on the priority attached to addressing national security concerns connected with the visa process; develop more comprehensive guidance on how posts should use the visa process to screen against potential terrorists; assess staffing requirements for visa operations; and expand consular training. (GAO-03-132NI) 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Issued a "visa roadmap" outlining new visa priorities and policies. ◆ Issued over 40 standard operating procedures to ensure that consular officers abroad properly review visa applications, effectively fulfill their critical national security responsibilities, and have a step-by-step, unambiguous guide for all procedures. ◆ Added staff, including a Senior Advisor for Strategic Planning, in the Visa Office and established 39 new overseas positions funded by visa fees and 51 new consular positions under the Diplomatic Readiness Initiative in FY 2003. Additional positions are planned for FY 2004. ◆ Introduced new training on interviewing techniques, with additional emphasis on ethics and terrorism and expanded Chief of Mission, DCM and Principal Officer training. In FY 2004 five days will be added to the 26-day basic consular course. 	
Expected Result	<ul style="list-style-type: none"> ◆ MOU between DHS and DOS provides a framework for better coordination of border security; integrated entry/exit/tracking systems with DHS; series of instructions specifying standard operating procedures (SOP) contributes to implementation of Visa Roadmap. Consular Management Assistance Teams will reinforce SOPs and sound management practices. 	



Strategic Goal 4		WEAPONS OF MASS DESTRUCTION
Title or Topic	Review of Department of State's End-Use Monitoring of Munitions Exports (AUD/PR-03-31)	
Evaluator	Office of Inspector General, Department of State	
Department Contact	David Trimble, Chief, Bureau of Political and Military Affairs	
Major Findings	<ul style="list-style-type: none"> ◆ Annually, the Bureau of Political-Military Affairs, Directorate of Defense Trade Controls (PM/DDTC) targets a small number of export license applications and approved licenses for end-use monitoring under the Blue Lantern Program. ◆ In four of the nine countries OIG visited, no site visits were conducted as part of the relatively significant number of end-use monitoring checks assigned by PM/DDTC. In FY 2002, these nine countries accounted for \$6 billion out of total of \$16 billion dollars of approved licenses for munitions exports. ◆ Improved guidance to Blue Lantern Coordinators overseas and better reporting and communication are needed on the results of end-use checks. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ OIG recommended the use of an analytical approach to increase the number of end-use checks performed annually. ◆ OIG recommended that PM/DDTC specify in its cables to Blue Lantern Coordinators overseas when a site visit or physical inspection is required as part of a requested end-use check. ◆ OIG recommended that PM/DDTC clarify in its annual report to Congress the limitations of its trend analysis of illegal export diversions given the small scope of its Blue Lantern Program. 	
Major Actions Taken or That Will be Taken	<p>PM/DDTC agreed with OIG's major recommendations and has provided a plan with milestones to address outstanding areas. Specifically, the Directorate plans to:</p> <ul style="list-style-type: none"> ◆ Increase the number of end-use checks using an enhanced targeting approach. ◆ Specify in cables when a site visit is necessary to Blue Lantern Coordinators overseas. ◆ Update the Blue Lantern Program guidance and annual worldwide cable to address some of OIG's suggestions. ◆ Clarify to Congress the statistical basis behind the highlighted trends in its annual report. 	
Expected Result	<ul style="list-style-type: none"> ◆ The State OIG program evaluation was conducted in conjunction with five other statutory OIGs, reporting as mandated to Congress in the April 2003, <i>Interagency Review of Federal Export Enforcement Efforts</i>. The result of the individual and joint reviews is expected to increase the effectiveness of federal programs to detect and prevent the illegal export of munitions and dual-use items. 	

Strategic Goal 5		INTERNATIONAL CRIME AND DRUGS
Title or Topic	Drug Control – Specific Performance Measures and Long-Term Costs for US Programs in Colombia Have Not Been Developed (GAO-03-783)	
Evaluator	U.S. General Accounting Office	
Department Contact	Thomas Martin, Director, Bureau of International Narcotics and Law Enforcement	
Major Findings	<ul style="list-style-type: none"> ◆ Colombia is a long term ally facing a long term insurgency and insurgent links to illicit drug trade. Neither COLAR nor Colombian National Police have the capacity to manage ongoing counternarcotics programs without continued US funding and support. Colombia with limited resources will need US assistance for the foreseeable future. Departments of State and Defense have not developed estimates of future program costs, defined their future roles in Colombia, identified an end state or determined how to do it. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ The Secretary of State, in consultation with Secretary of Defense, must establish clear objectives for the program to the COLAR and Colombian National Police and estimate future funding requirements for US support. There should be performance measures, clear roles for US personnel and contractors and a time line for achieving our goals. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ State concurred and will do a comprehensive review of US programs with COLAR and Colombian National Police and will address these key recommendations. This effort will begin with the FY 2005 appropriation cycle. Defense would work with State and collect information to measure progress. 	
Expected Result	<ul style="list-style-type: none"> ◆ It is expected that this review will produce the estimates for program costs defined roles and defined end state that will comply with GAO requests. 	



Strategic Goal 6		AMERICAN CITIZENS
Title or Topic	Review of Domestic Passport Operations Phase II: Fraud Prevention Program, (Report No. ISP-CA-03-25)	
Evaluator	Office of the Inspector General, Department of State	
Department Contact	Charles E. Sparks, Office Director, Bureau of Diplomatic Security	
Major Findings	<ul style="list-style-type: none"> With improved support from bureau management, the passport fraud prevention operation could become a model border security program. At both headquarters and regional levels, support for fraud programs has been inconsistent. There is no model to match staffing levels against workloads. Internal training does not include formal feedback to passport specialists on the disposition of each fraud referral. Because acceptance agents execute about 80% of the passport applications for those who must personally appear, they would benefit from regularly scheduled training programs and on-site visits. DS has noted that U.S. attorneys are more interested in prosecuting passport fraud cases. However, U.S. attorneys cannot prosecute cases unless DS investigates and presents them to individual U.S. attorney offices. The Bureau of Consular Affairs (CA) and Diplomatic Security need to expand data sharing with each other and with the Immigration and Naturalization Service (INS), Social Security Administration (SSA) and the El Paso Intelligence Center (EPIC). Personnel need to be assigned to implement coordination and data sharing activities. 	
Major Recommendations	<ul style="list-style-type: none"> The annual Domestic Passport Fraud Detection reports should be evaluated and categories listed defined as precisely as possible. The regulatory exemption that allows children under age 14 not to appear personally to apply for a U.S. passport should be eliminated. The appropriate staffing requirements for both bureaus should be determined to include sufficient staff to maximize access to INS, SSA and EPIC's interagency databases. Training schedules for all acceptance agents should be developed. Definitive written guidance on who manages the passport antifraud program should be written. DS must investigate individual cases fully and promptly. Expand efforts with U.S. attorney's offices to establish prosecution guidelines that bring about a greater number of, and a more consistent nationwide standard for, acceptances for prosecution. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> Comprehensive action plans have been developed, federal prosecutors are increasing focus on border security and accepting and prosecuting passport and visa fraud cases. Efforts are continuing to establish a performance metrics that would validate establishment of a permanent presence or alternatives in proposed sites such as EPIC. A Memorandum of Agreement is being developed with SSA to engage in information sharing. DS and CA have established regular/monthly meetings to share information. The development and implementation of an integrated, worldwide investigations database will establish a central index to manage all DS criminal cases investigations, electronically store and pass case-related information, provide direct access for all DS domestic and overseas investigative components, provide investigative/intelligence analysis and analytical processing and two-way data sharing with CA and other U.S. law enforcement agencies. 	
Expected Result	<ul style="list-style-type: none"> DS and CA are collaborating in an unprecedented manner at all levels to protect the integrity of our passport and visa issuance processes. A robust intake of DS agents has resulted in a significant improvement in our responsiveness to the passport agencies and our overall investigative performance. DS has embarked on an aggressive case closing initiative to reduce the number of backlogged cases. The deployment of 23 agents to high fraud posts overseas will allow the Department to expand its investigative targets and work with the respective host government law enforcement, immigration and airport authorities to improve our capability to detect, deter and apprehend fraudulent document vendors/brokers and rings operating overseas. Development of investigative timelines and case categories for all types of investigations under DS purview will streamline the passport fraud investigation. Development of the worldwide investigations database will enhance the gathering, storage and dissemination of investigative information. DS and CA are participating in the newly formed Vulnerability Assessment Unit that will dramatically improve its ability to reduce vulnerabilities in these processes. 	



Strategic Goal 8		ECONOMIC PROSPERITY AND SECURITY
Title or Topic	Free Trade of the Americas: Negotiations Progress, but Successful Ministerial Hinges on Intensified U.S. Preparations (GAO-03-560)	
Evaluator	U.S. General Accounting Office	
Department Contact	E. Anthony Wayne, Assistant Secretary, Bureau of Economic and Business Affairs	
Major Findings	<ul style="list-style-type: none"> ◆ April 2003 GAO Report on Free Trade Area of the Americas; negotiations progress but successful Ministerial hinges on intensified U.S. preparations. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Official recommendations directed at the US Trade Representative (USTR) as host of November 2003 Ministerial meeting in Miami and lead US trade agency. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Senior State Department officials have instructed staff to do as much as possible, bearing in mind the Department's resource constraints, to support USTR and the Administration's ambitious trade agenda. State is working with USTR on a regular basis to try and determine where State assistance is possible. 	

Strategic Goal 10		HUMANITARIAN RESPONSE
Title or Topic	Humanitarian Assistance: Protecting Refugee Women and Girls Remains a Significant Challenge (GAO-03-663)	
Evaluator	U.S. General Accounting Office	
Department Contact	Margaret Pollack, Office Director, Bureau of Population, Refugees and Migration	
Major Findings	<ul style="list-style-type: none"> ◆ UNHCR and international organizations have developed guidelines, best practices, and other measures to improve protection of refugee women and girls. ◆ Despite these efforts, women continue to face significant protection problems, including sexual exploitation by relief workers. ◆ Weaknesses in UNHCR's staffing process and training limit the effectiveness of these measures. ◆ The number of protection staff in some high-risk countries is insufficient and impeded protection efforts. ◆ The U.S. government, through the Department of State, supports the protection of refugees and other vulnerable populations primarily through its funding to international organizations. It is also a strong advocate at the United Nations, within international organizations, and at the country level to increase protection efforts. 	
Major Recommendations	<p>The Secretary of State should work with member states to reform UNHCR's staffing system by,</p> <ul style="list-style-type: none"> ◆ Creating a strategic workforce plan, and ◆ Developing a staff assignment and rotation system. <p>The Secretary of State should work with other UN member states to,</p> <ul style="list-style-type: none"> ◆ Expand training opportunities so that international and nongovernmental staff in positions of contact with refugee populations are fully versed in protection policies and practical protection techniques. ◆ Encourage development of protection partnering arrangements between and among UN agencies and nongovernmental organizations. ◆ Ensure continued focus on efforts to prevent sexual exploitation of refugee women and girls by making the issue an annual agenda item at refugee policy forums. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The Bureau of Population, Refugees and Migration instituted requirement that all organizations receiving PRM funds adopt codes of conduct regarding prevention and response to exploitation of refugees and other victims of conflict. ◆ Ongoing consultations with UNHCR on reform of its staffing system. ◆ Funding provided to UNHCR to increase protection staffing, and to the International Rescue Committee in support of the Surge Protection Capacity Project. ◆ Funding provided to the Reach Out Initiative to support protection training for international and nongovernmental humanitarian relief workers. ◆ Statements on protection delivered at UNHCR's Executive Committee meetings. ◆ Ongoing participation in NGO working group on protection. 	
Expected Result	<ul style="list-style-type: none"> ◆ Improved protection for refugee women and children. ◆ Increased awareness and sensitization of humanitarian partners regarding sexual abuse and exploitation of refugee women and children through codes of conduct and preventative action in the field. 	



Strategic Goal 10		HUMANITARIAN RESPONSE <i>continued</i>
Title or Topic Evaluator Department Contact	Integrated Mine Action Services (IMAS) Contract (AUD/PPA-03) Office of Inspector General, Department of State Dennis Hadrick, Program Manager, Bureau of Political and Military Affairs	
Major Findings	<ul style="list-style-type: none"> ◆ No systemic contract weaknesses. ◆ Areas of concern related to administrative costs factors and hazardous duty pay indicated. ◆ Embassy designated demining officers were not carrying out full administrative responsibilities as described in the Humanitarian Demining Program (HDP) policy and procedures manual. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Review the issues of the rates and fees of the cost-reimbursable portions of the IMAS contract. ◆ Review the cost and benefits of retaining or removing the requirement that the IMAS contractor must submit new items. ◆ Review language related to the terms "post differential" and the "hazardous duty pay" in the IMAS contract. ◆ Take steps to ensure that participating embassies are conforming to the HDP policy and procedures manual. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Contract was modified to clearly state that administrative costs are fixed for the life of the contract, to eliminate auxiliary schedule of items, to authorize contract reimbursement for equipment, etc at purchase price and to clarify eligibility for hazardous duty pay. ◆ Increased frequency of Program Manager visits to post. 	
Expected Result	<ul style="list-style-type: none"> ◆ Elimination of any ambiguity concerning allowed administrative and hazardous duty pay through the IMAS contract. ◆ Improved understanding of post responsibilities at post and increased activity of demining officers in regards to their administrative duties as outlined in the HDP policy and procedures manual. 	

Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS
Title or Topic Evaluator Department Contact	American Corners U.S. Department of State Cynthia Borys, Office Director, Bureau of International Information Programs	
Major Findings	<ul style="list-style-type: none"> ◆ American Corners are the logical, market driven, cost-effective "reinventions" for the information age of the American library network that had been so popular abroad. For this new initiative posts identify a non-USG public space (libraries, universities, etc.) to provide a multifunctional programming platform to tell America's story, especially to the young. They are staffed by the host institution and allow interaction with the public without compromising mission security concerns. ◆ There are now 79 American Corners abroad with another hundred in various stages of development. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ From <i>Changing Minds Winning Peace: A New Strategic Direction for U.S. Public Diplomacy in the Arab & Muslim World</i>, October 1, 2003: "A rapid expansion of the scope of the American Corners program for local institutions should be undertaken, especially given the decreased access to American facilities." ◆ Continue funding to help support the spread of American Corners through post initiatives. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Develop accepted standards that can be modified to meet local needs and that allow for accurate measurements of success. ◆ Regularize the sharing of information through a central clearinghouse to which 79 American Corners have already contributed data. 	
Expected Result	<ul style="list-style-type: none"> ◆ The development of fully functioning American corners can repair the harm cited in <i>Changing Minds Winning Peace</i>: "In the mid-1990s, after the fall of the Berlin Wall, the United States abandoned many of the tools of public diplomacy that had helped win the Cold War. ... Until the past decade, easily accessible facilities housed our public diplomacy activities ... (which) served as a venue for a wide range of activities, including reference services, book circulation and presentation, ...lectures, film and television screenings, ...satellite television reception and Internet access. ... The Advisory Group has heard abundant testimonials from foreign opinion makers on the positive impact of these institutions on their education and outlook in formative years." ◆ American Corners can restore that public presence and the trust and understanding which they brought and which was lost over the past decade. They can go a long way toward providing an antidote to international hostility towards the U.S. 	

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Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>	
Title or Topic	"hi" Magazine		
Evaluator	U.S. Department of State		
Department Contact	Christopher J. Datta, Assistant Deputy Coordinator, Bureau of International Information Programs		
Major Findings	<ul style="list-style-type: none"> ◆ Launched in July, 2003, the monthly magazine "hi," and its associated website, seek to establish a constructive interactive dialogue with a young Arab readership as part of our broader agenda of developing civil society and engaging younger audiences. The magazine is designed to serve as a "window on America," highlighting American culture, values and lifestyles. ◆ The magazine is for sale in Lebanon, Jordan, West Bank/Gaza Strip, Israel, Iraq, Morocco, Egypt, United Arab Emirates, Bahrain, Qatar, Kuwait, Oman, Yemen, Cyprus and Greece, with an initial print run of 50,000 copies. As of the end of FY 2003, we are still awaiting permission to distribute in Saudi Arabia, Syria, Tunisia, Algeria and Sudan. ◆ Initial sales figures will not be available until January 2004 due to the absence of computer inventory sales systems in the Middle East. As a start up venture, we anticipate it will take a minimum of a year and a half to determine how well the magazine sells in the market. Even in the U.S., start-up magazines take two years to determine true market penetration. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ Constantly review and adjust content with a view to attracting the widest possible audience. ◆ Develop a strategy to engage Arab youth in a debate on issues of concern to them. ◆ Enhance website capabilities to better respond to e-mail messages from readers. ◆ Invest more in a marketing/promotion campaign in a bid to inform and attract more readers. ◆ Send the publisher/editor, The Magazine Group, to the Middle East on an assessment trip and to develop new story ideas. ◆ Develop and evaluate strategy to determine whether the magazine is accomplishing its goals through regular market studies and focus groups. ◆ Develop a CD to be included in every issue of hi with games and information on the United States geared for 15- to 18-year olds. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Marketing/Promotion campaign launched in late September 2003. ◆ Additional marketing/promotion campaign to be organized in 2004. ◆ Content to be enhanced by giving the magazine more depth, diversity and controversy. ◆ Use focus groups or some other evaluation mechanism to ensure that the magazine is having an impact on target readership's perception of American culture and values. 		
Expected Result	<ul style="list-style-type: none"> ◆ <i>hi</i> magazine influences Arab youth to have a more positive perception of American culture and values. ◆ Readership (paper and Internet versions) of the magazine grows. 		

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Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>
Title or Topic	INFOCENTRAL	
Evaluator	Computer Technologies Consultants, Inc.	
Department Contact	Joel Fischman, Senior Policy and Planning Officer, Bureau of International Information Programs	
Major Findings	<ul style="list-style-type: none"> ◆ INFOCENTRAL, a joint initiative of the State Department's Bureaus of International Information Programs and Public Affairs (IIP and PA), was launched in FY2003 as a "one-stop" source of information, updated daily, for USG foreign affairs and security officials working with the public. The passworded (restricted access) website is the first single source ever developed for quick, up-to-the-moment official guidance, texts, reference sources and media reaction, readily available to the official foreign affairs community. ◆ Currently, dedicated pages within the INFOCENTRAL site focus on Iraq, the War on Terrorism, Plan Colombia and Cuba. Over 2,500 subscribers are regular users to INFOCENTRAL, an impressive figure given the narrowly defined universe, and growing daily. INFOCENTRAL delivers instantly and efficiently, what overseas posts once had to ask colleagues in Washington to deliver. ◆ INFOCENTRAL uses the evaluation software Webtrends to provide data on user access, demographics, usage, etc., for management analysis of the site. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ A full time content manager ensures that all content in the relatively large website is kept current, critical for synchronized around the world accuracy in official public statements. INFOCENTRAL's continued success depends upon at least one permanent FTE for this function. This would have to be augmented by a surge capability, adding additional staff during times of crisis. ◆ We need to examine other major international issues for INFOCENTRAL focus, including the Middle East peace process and reaching out to Arab and Muslim communities around the world. ◆ Re-evaluate Webtrends to ensure we are getting sufficient data for informed site development. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ A search engine has been purchased to facilitate efficient user interface with the entire website and its contents. This will overcome the largest current weakness of INFOCENTRAL, providing for an aggregated search across InfoCentral content, including its links. 	
Expected Result	<ul style="list-style-type: none"> ◆ Informed officers in the field and in Washington, including those at high levels, with a menu of all the proprietary information they need to engage international publics at their fingertips. This is an efficient means of compensating for insufficient staffing. ◆ InfoCentral subscribers are being provided with up to the minute information critical to the decision making process. 	
Title or Topic	Persian Website	
Evaluator	U.S. Department of State	
Department Contact	William Armbruster, Deputy Office Director, Bureau of International Information Programs	
Major Findings	<ul style="list-style-type: none"> ◆ In the few months since the Department's website in Persian was launched on May 12, we have evidence of a steady 2,000 viewers daily. We have reports that Iranian journalists monitor the site and have seen articles published based on material only available on the site. ◆ With no official presence in Iran, the site serves in many ways as a virtual U.S. Embassy and cultural center for the growing number of Iranians who have Internet access. ◆ The website includes both current policy texts and extensive publications on topics such as democracy, human rights, American institutions, and culture. Although the government in Tehran is critical of U.S. engagement in the Middle East and U.S. policies, its population is clearly open to learning more about the U.S., its democratic processes, open deliberation and free media and institutions. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Broader interest needs to be kept through increased posting of new materials and supporting graphics. ◆ With additional funding, the Department could explore developing more creative and interactive Internet appropriate techniques that serve US interests while addressing specific questions from our audience. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ We are developing a system to look at readership for individual pages and categories of pages to better target our resources. We are beginning to translate major publications on the issues facing a new federal government and discussions on the meaning of democracy, human rights and how American institutions developed. ◆ We are developing a companion listserv to the site. 	
Expected Result	<ul style="list-style-type: none"> ◆ A 40% Increase during FY 2004 in page views and placement of links and articles on other sites dealing with Iranian-American politics and Iranian discussions of democracy, human rights, and future political structures. Analysis will also be applied to the nature of users. ◆ This site may well be the basis for a more open and unrestrained American-Iranian dialogue. 	



Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>	
Title or Topic	Content Management System for Public Diplomacy Websites		
Evaluator	U.S. Department of State		
Department Contact	Martha Chaconas, Acting Office Director, Bureau of International Information Programs		
Major Findings	<ul style="list-style-type: none"> ◆ IIP's Content Management System project (CMS) is the vehicle by which IIP's core mission is delivered: "To get the right information, to the right people, at the right time". The CMS uses specially designed content management software to provide the delivery platform and infrastructure that facilitates the development, maintenance, and hosting of a centralized multilingual content management system to streamline the creation and delivery of high quality public diplomacy content for intended users. ◆ Until the CMS was implemented, the process of using and repurposing information was labor intensive and highly inefficient -- economies of scale and leveraging resources were non-existent. The CMS now enables the efficient and effective creation, management and delivery of web-based content, currently over 70,000 web pages on the Department's international website (http://usinfo.state.gov) and enhances the timeliness of daily syndication of foreign policy news of almost 100 articles per day, to embassy affiliates (over 200 embassies) worldwide on a 24x7 operation. The CMS also enables users to create and deploy new products with the turn-around time demanded by quick response to world events. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ By centralizing all publications and textual and graphical material and storing it in fluid XML format, we can offer increased efficiencies in producing electronic and print publications. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Site conversion and new product implementations of Department and embassy websites, including foreign language websites, and new products. 		
Expected Result	<ul style="list-style-type: none"> ◆ Higher quality materials; ◆ Increased workloads without the need for increased resource levels; ◆ New products and services within days instead of weeks or months; ◆ Delivery of critical information to the right sources in a fraction of the time it currently takes; ◆ Syndicated content to embassies and missions thereby eliminating a significant part of their workload in repurposing content; and ◆ A readily available infrastructure for embassy websites with easy access to ready-to-use content from a central data repository. 		

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Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>
Title or Topic	Outcome Assessment of the Institute for Representative Government (IRG)	
Evaluator	American Institutes for Research (AIR)	
Department Contact	Ted Kniker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs	
Major Findings	<ul style="list-style-type: none"> ◆ IRG Alumni reported an increased understanding of U.S. democracy and democratic principles (80%) and the U.S. government and U.S. Congressional structure (73%). ◆ 82% reported that the IRG program experience helped provide them with a more informed and broader perspective of the United States, and 60% indicated the program helped them develop a greater appreciation of alternative opinions and political processes. ◆ Alumni indicated sharing what they learned about the United States and its government and people with professional colleagues (97%), family and friends (90%), and their community (85%). ◆ Alumni who maintained contact with their delegation members (83%) and with people in the United States (76%) indicated these contacts helped them reinforce or sustain democratic practices in their country. ◆ Alumni reported sustained contacts from the United States helped them inform their colleagues and community about the U.S. system of democracy (77%), initiate or develop democratic practices in their country (65%), and open or sustain political dialogue with the United States (60%). ◆ Alumni reported successfully legislating or enacting policies at the national level (39%) and at the regional or local level (18%) that were partly influenced by what they learned during the IRG program. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Encourage and facilitate communication among program alumni. ◆ Make the program schedule more flexible so participants can explore the United States on their own. ◆ Consider a variety of factors in choosing program participants (delegates). ◆ Encourage a more open atmosphere between delegates and U.S. professional contacts during lectures, presentations, and tours. ◆ Make the program content more specific and less comprehensive. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The IRG organization was being reorganized, following the death of the Executive Director, just as the evaluation was concluded. ◆ The evaluation has been given to the IRG Board Members and to the re-organized IRG organization and program adjustments will be made based upon the recommendations cited above. 	
Expected Result	<ul style="list-style-type: none"> ◆ The evaluation results and recommendations are expected to inform the future directions and focus of the IRG program, improve the administration of the program, and contribute to the successful implementation of the IRG program in the future. 	
Title or Topic	Evaluation of the Freedom Support Act (FSA) Undergraduate Program	
Evaluator	Aguirre International, Inc.	
Department Contact	Ted Kniker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs	
Major Findings	<p>Note: Each percentage is reported with alumni first, followed by semi-finalists and the random cohort of university undergraduates</p> <ul style="list-style-type: none"> ◆ Alumni give significantly stronger self-assessments on a battery of life skills associated with leadership abilities than either the semi-finalists or the random cohort. ◆ Alumni are significantly more active in community service (43%, 30%, 20%) and significantly more likely to be employed (75%, 69%, 58%) following the program. ◆ Alumni are significantly more likely to be working in the international arena (64%, 16%, 4%). ◆ Alumni believe they have a much better understanding of U.S. politics (95%), culture (100%), and economics (89%) as a result of the exchange. ◆ Alumni are significantly more likely to support equal rights for all citizens (74%, 71%, 61%). ◆ Alumni are more likely to be in contact with Americans (64%, 48%, 15%), U.S. businesses (41%, 25%, 3%), and significantly more likely to use U.S. websites for information (93%, 76%, 29%). ◆ Within the last year, 90% of alumni received a letter from an American friend and 76% received more than 10 letters. Twenty-four percent of alumni hosted one American visitor and 4% hosted more than 10 visitors. 	

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Strategic Goal 11	
PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>	
Title or Topic Evaluator Department Contact	Evaluation of the Freedom Support Act (FSA) Undergraduate Program Aguirre International, Inc. Ted Kniker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs
Major Recommendations	<ul style="list-style-type: none"> ◆ Further review to ensure that the community colleague component of the program provides sufficient academic experience for participants. ◆ When matching students to institutions, place a high priority on ensuring that the institution provides a strong program in the student’s field of study. ◆ As part of new alumni programming, consider involving program alumni as volunteers to assist the grant organization in planning program orientations and debriefings in order to better ensure participants are well prepared for the program and post-program return to their country. ◆ Provide participants more pre-program English language training, with specific focus on those students with lesser competency. ◆ Enhance communications and coordination between program coordinators and students/alumni to better ensure that the needs of students and alumni are being addressed. ◆ Consider offering students an opportunity to express their living/housing preferences, while being clear about the options/limitations; be more selective with potential host families for homestays. ◆ Provide more information on the U.S. health care system and practices during orientations, and develop/distribute informational brochures advising of common illnesses and medications. ◆ Regarding the internship component, better guide students in the selection of their internship site and provide them with more information about the organization they will intern with; possibly develop a database of past intern organizations to incorporate vital organizational information. ◆ Consider making the internships longer and to be undertaken when classes are not in session. ◆ To ensure that the community service component is observed, program coordinators should check with participants periodically for the specifics of their community service activities. ◆ Consider providing more support, resources and funding for alumni’s professional development, job fairs and a job bank. In addition, consider incorporating semi-finalists in alumni activities. ◆ Make an ongoing effort to ensure that more student participants will have the coursework completed in the United States recognized as formal academic study meriting college credit at their home institutions.
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Reviewed last year’s community colleges being used, specifically looking at academic capacity, and recruited academically stronger community colleges for current year. ◆ Reviewed host university/college’s fields of study for potential new fields (non-duplicative of fields at home institutions); added criminal justice as a community college field and are better scrutinizing fields where material already received at home institution may be repeated in U.S. host institution. ◆ Held re-orientation in-country seminars this summer for students returning home – to help them better assimilate back into their home countries/institutions. Alumni were used in recruitment for this fall’s participants and in the pre-departure in-country orientations – to give current students a real view of the program and studying/living in the United States. ◆ Continuation of providing additional English language training to students who need it, including ESL classes at the host or a nearby university/college. ◆ A special program was started for alumni this year that allows alumni direct access to the alumni coordinator at the grantee organization in Washington, D.C. In addition, a print/electronic journal was developed to increase the outreach to both alumni and current students. ◆ This year more students were placed in dorms versus host families. Host families are now required to sign diversity statements that they will respect students’ religious preferences and cultures. ◆ A list of common ailments and over-the-counter medication names have been included in the orientation materials. ◆ Detailed information about internships is now provided via the FSA Ugrad listserv, including details about potential internship sites (also covered in the fall issue of the FSA Ugrad newsletter). ◆ New reporting mechanism requires students to submit brief reports upon completion of their community service projects, including photos. ◆ This past summer, semi-finalists were invited to attend Welcome Home Receptions for the returning students – hosted by the program organization and involving the Public Affairs Section.

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Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>
Title or Topic	Evaluation of the Freedom Support Act (FSA) Undergraduate Program <i>continued</i>	
Evaluator	Aguirre International, Inc.	
Department Contact	Ted Kniker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs	
Expected Result	<p>Increased program administrative efficiencies through:</p> <ul style="list-style-type: none"> ◆ Increase in number and quality of community colleges. ◆ Improved student-institution matching with a focus on placing students in fields of study not already available to them at their home institution. ◆ Improved engagement and use of program alumni to better benefit both the alumni and current student participants. ◆ Students will increasingly be better prepared to study and live in an English-speaking environment, and thus, acclimate better in their program and being in the United States. ◆ Increased outreach to and engagement of current students and alumni through direct and indirect methods. ◆ Improved selection and monitoring of host families and increased living/housing options for students. ◆ More informed student participants regarding health/medicine. ◆ More informed students in selected internship sites. ◆ Increased monitoring of student compliance with the community service component. ◆ Increased engagement of semi-finalists which also allows them to meet and network with program participants and alumni. 	
Title or Topic	Evaluation of the Russia-U.S. Young Leadership Fellows for Public Service Program	
Evaluator	Aguirre International, Inc.	
Department Contact	Ted Kniker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs	
Major Findings	<ul style="list-style-type: none"> ◆ Program alumni seemed to understand the important elements of civil society, but only 80% of Russians and 72% of Americans interviewed have continued their participation in public service. ◆ Those that have continued their public service, however, appear to be very active, with 80% of those Russians and 70% of those Americans who have continued public service activities reporting themselves as more active than before the program. ◆ 84% of Russians and 82% of Americans supported equal rights for all citizens regardless of ethnicity or circumstance. ◆ Alumni overwhelmingly believe the program improves their leadership abilities (91% of Russians and 81% of Americans) and helps them acquire new skills for professional development (95%; 82%). ◆ Almost all alumni (100% of Russians and 97% of Americans) agreed that they better understand the host country's culture as a result of the program. ◆ The program successfully engenders lasting ties between the alumni and host country natives and institutions. Over 90% of Russians and 95% of Americans had monthly or more frequent email contact with friends in the other country. ◆ Alumni taught their hosts about the culture of their home country and arguably reached a much wider audience than other programs that do not mandate significant public service. ◆ Many alumni moved from their home communities following their program (42% of Russians and 45% of Americans), however, some Russian alumni who relocated were still maintaining contact with their home communities and several were sponsoring community-building projects. 	

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Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>	
Title or Topic	Evaluation of the Russia-U.S. Young Leadership Fellows for Public Service Program		
Evaluator	Aguirre International, Inc.		
Department Contact	Ted Kniker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs		
Major Recommendations	<ul style="list-style-type: none"> ◆ Many Russian alumni recommended that the program result in the receipt of a diploma or a Master’s degree. Alternatively, they would like to see the program expanded to a 2-year program so they can earn a Master’s degree. ◆ Review the selection criteria and the preparation of academic advisors; and consider allowing the students to choose the university that they will attend based on a “short list” provided to them by program organizers. ◆ All participating universities should provide an in-depth orientation and debriefing session for participants to better prepare them for the start of their program and their transitioning back into their home country and culture. Develop an appropriate checklist of topics and issues that should be covered at each critical time period. ◆ Re-examine the appropriateness of the computer science and business/corporate affairs fields of study options. Also, public and community service and internship organizations should be more carefully vetted to ensure that those chosen stress volunteer service in response to community and that the community service activities undertaken can be applied to the development of the public sector. ◆ The community service and internship components of the program should be well planned, take place in an organization that complements the student’s field of study, and clearly be designed as a service component to the program and not as work. ◆ The American side of the program was not meeting all of its legislative and programmatic goals. Some changes would need to be made to the U.S. program to make it more useful and applicable. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The decision to eliminate American participants from the program was made while the evaluation was in process – in part due to some of the preliminary findings of the evaluation. ◆ Medical illness and over-the-counter medication names are now included in the orientation. ◆ In-depth orientations were held in August 2003 for the Russian students. Some sessions focused specifically on what is community service and how to find community service projects in the United States. 		
Expected Result	<ul style="list-style-type: none"> ◆ With the elimination of the U.S. portion of the program, there will be a better focus on the Russian participants and their needs and the implementation of their programs. ◆ Russian participants are better prepared for their U.S. program experience, and as a result, will have a more successful program. 		

Continued



Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>	
Title or Topic	Outcome Assessment of International Professional Exchange Programs in a U.S. Community (Philadelphia)		
Evaluator	T.E. Systems, Inc.		
Department Contact	Ted Kniker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs		
Major Findings	<ul style="list-style-type: none"> ◆ 94% of U.S. host/resource respondents reported having “basic to advanced knowledge” about the culture and country of the foreign visitors immediately after the hosting experience, compared to 75% before the experience. ◆ 80% reported that the hosting experience allows them to share U.S. values and beliefs with foreigners. ◆ 86% of respondents shared information about their hosting experience with family, friends and/or colleagues, and as a result, family/friends (72%) and colleagues (67%) developed a greater appreciation of foreign visitors and countries. ◆ 97% of respondents reported the hosting experience promotes mutual understanding among Americans and foreigners. ◆ 87% reported the hosting experience increases their appreciation of foreign exchange visitors and countries. ◆ 82% of respondents reported that hosting promotes peaceful relations between the United States and other countries. ◆ For every dollar allocated in Fiscal Year 2001 by the State Department to support these exchange programs, an additional \$2.64 was generated by the Philadelphia hosts/resources in monetary and in-kind contributions. This \$1.00 to \$2.64 ratio is the most conservative baseline calculation. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ Develop a more comprehensive and thorough analytic methodology to better determine the economic impact on a local community. ◆ Expand outreach activities while concentrating on a core group of host/resources. ◆ Schedule more informal or social meeting time to promote interactions between foreign exchange visitors and U.S. hosts/resources. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ A follow-on study will be initiated in FY2004 to more rigorously collect, analyze and report on the economic benefits that these exchange programs bring to the Greater Philadelphia area. This methodology will then be applied to other communities. ◆ A second follow-on study is in process in three Iowa cities to assess the impact of seven ECA exchange programs in a multiple-city geographic area. Lessons learned from the Philadelphia study are informing the design and methodology of the more complex study in Iowa. ◆ A more streamlined host/resource database – comprised of updated contact information for the local hosts/resources located during this study – has been forwarded to the the International Visitors Council of Greater Philadelphia. ◆ ECA’s Office of Policy and Evaluation, the two ECA Program Offices involved in this study, and ECA’s private sector partner organizations (the IVC of Greater Philadelphia and the National Council for International Visitors (NCIV)) have all been involved in a variety of outreach activities since the completion of this study in March 2003. Copies of the final report summaries have been distributed at national and regional conferences (NCIV conferences and NAFSA conferences), and information about this study and its findings has also been incorporated into ECA presentations at these conferences. ◆ Study information and products have also been included in ECA promotional materials distributed at training sessions for a variety of ECA’s private sector partner organizations. The study’s products have also been widely disseminated to and used by the 95 Councils for International Visitors in approximately 45 states to better promote the three ECA programs included in this study (the International Visitors Program, Community Connections Program and the partially ECA-funded Sister Cities Program) and to improve the level of support for international exchanges, in general, in their communities. ◆ Information from the study has been used to design follow-on exchange programming to further promote the interaction of American resources and visitors they host. ◆ ECA is working with partner organizations to better track a wider range of private sector cost-sharing. 		

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Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS <i>continued</i>	
Title or Topic	Outcome Assessment of International Professional Exchange Programs in a U.S. Community (Philadelphia)		
Evaluator	T.E. Systems, Inc.		
Department Contact	Ted Kniker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs		
Expected Result	<ul style="list-style-type: none"> ◆ The more rigorous economic impact study in the Philadelphia area will provide ECA with better and more sophisticated evidence of the impact of ECA exchange programs on a community's local economy. ◆ The expanded and more complex study in Iowa will provide ECA with key information about the impact of multiple ECA exchange programs on multiple cities in Iowa. This study will also allow ECA to better assess a broader view of why individuals, organizations and communities are supportive of international exchange activities in their communities and how ECA programs help advance international activities already in place in communities. ◆ A more streamlined host/resource database will allow the IVC of Philadelphia to contact and engage their local constituents in a more efficient and effective manner. ◆ Continued outreach activities and dissemination of study products by several ECA offices and ECA's private sector partner organizations will reach and engage a higher volume ECA and CIV stakeholders, and a broader portion of the general public. ◆ ECA stakeholders and the general public are more informed of ECA exchange activities and the impact and benefits of these activities to U.S. communities, hopefully resulting in more support and understanding of ECA exchanges and/or international exchanges in general. ◆ Further promotion of mutual understanding through enhanced exchange follow-on activities. ◆ Increased cost-sharing and cost-leveraging from private sector organizations. 		



Strategic Goal 12		MANAGEMENT AND ORGANIZATIONAL EXCELLENCE	
Title or Topic	Domestic Travel Card Program (AUD/FM-03-022)		
Evaluator	Office of Inspector General, Department of State		
Department Contact	Cameron Weber, Chief, Financial Oversight, Bureau of Resource Management		
Major Findings	<ul style="list-style-type: none"> ◆ Although the Department had instituted a number of initiatives to improve oversight of the travel card program, OIG found that it did not have a process in place to address delinquencies in the 60-day past due category before the cards are automatically suspended. ◆ OIG found that the Department had not done enough to prevent and detect misuse of the cards but was working to establish a process to notify the Bureaus of Human Resources and Diplomatic Security and OIG about misuse and delinquency so that these bureaus could take appropriate action. ◆ OIG found that the Department did not have controls in place to ensure that the administrative oversight of the travel card program was adequate. For instance, the Department needed to ensure that the program coordinators were managing the appropriate number of accounts, transferring or canceling accounts as needed, and identifying multiple accounts. ◆ Also, the Department had not developed measurable performance goals specific to the travel card program. Although performance goals are not required for this program, developing objectives and identifying performance measures are useful management tools. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ OIG recommended that RM develop guidelines to address travel card delinquencies in the 60-day past due category, provide program coordinators with clear written guidance on an Intranet site and through formal training, and improve the oversight of the travel card program by checking for multiple accounts and transferring or canceling travel cards when an employee leaves a bureau. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The Department has already implemented several of OIG's recommendations. The Department has developed written policies and procedures for bureau program coordinators and cardholders and has made them centrally available on an Intranet site. The Department has also developed guidelines for addressing individually billed travel card accounts that are in the 60-day past due category and guidance on when and how to transfer cardholders from one bureau to another or to an overseas mission. 		
Expected Result	<ul style="list-style-type: none"> ◆ If the Department implemented all of OIG's recommendations, it would significantly increase the controls over this high-profile area. 		
Title or Topic	Audit Of The U.S. Department Of State 2002 And 2001 Principal Financial Statements (AUD/FM-03-18)		
Evaluator	Office of Inspector General, Department of State		
Department Contact	Christopher Flagg, Deputy Chief Financial Officer, Bureau of Resource Management		
Major Findings	<ul style="list-style-type: none"> ◆ The financial statements were fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. ◆ Four reportable conditions related to internal controls, of which one is a material weakness regarding information system security. ◆ The Department's financial management systems did not substantially comply with the requirements of the Federal Financial Management Improvement Act of 1996. ◆ Instances of noncompliance with selected provisions of applicable laws and regulations involving the Department's financial management systems. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ This is an opinion on the Department's financial statements and does not include formal recommendations. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ As a result of OIG's efforts and the work of its contractor, the Department was able to meet the accelerated due date of February 1, about one month earlier than the previous year. Also, because of this work, the Department is focusing additional attention on computer security issues. 		
Expected Result	<ul style="list-style-type: none"> ◆ As a result of these annual audits, the Department is significantly improving the accuracy, reliability, and availability of its financial information. In addition, the Department is focusing efforts to address several significant internal control and non-compliance issues, including system security. 		



OMB PART SUMMARIES FOR FY 2004 BUDGET YEAR BY STRATEGIC GOALS

The results from the PART reviews conducted by OMB are detailed as follows by strategic goal. Only the FY 2004 PARTs are addressed as the "major finding/recommendations" and "major actions taken or that will be taken" for the FY 2005 PARTs were not yet final at the time of publication.

Strategic Goal 1	
REGIONAL STABILITY	
Title or Topic Evaluator Department Contact	Peacekeeping Operations - OSCE Office of Management and Budget Program Assessment Rating Tool (PART) Elizabeth Jones, Assistant Secretary, Bureau of European and Eurasian Affairs
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Results Not Demonstrated ◆ FY 2005: Moderately Effective
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ Does not contain adequate annual targets or baseline information. ◆ Performance goals are overly broad and dependent on numerous factors. ◆ Information in performance reports is not linked to performance plan measures or compared against baseline data. ◆ Program managers not held accountable for program performance.
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ USOCE, EUR and PM developed detailed performance indicators for PKO-funded OSCE Missions and Activities. ◆ Performance indicators developed for OSCE-brokered political settlements in Moldova, Nargorno-Karabakh conflict between Armenia and Azerbaijan and U.S. initiatives to improve financial management of the OSCE Secretariat. ◆ FY2005 USOCE Mission Performance Plan (MPP) praised by OMB as a model for clarity of performance-based foreign policy objectives.
PART Performance Measures	<p>Long Term Measures:</p> <ul style="list-style-type: none"> ◆ Number of countries in the Balkans where OSCE field presences can be downsized or closed as a result of contributing effectively to stability, democratization and economic reform. ◆ Extent to which OSCE field presences in the Caucasus and Central Asian regions are effectively contributing to stability. ◆ Change in number of qualified Americans engaged in OSCE missions and programs. <p>Annual Measures:</p> <ul style="list-style-type: none"> ◆ Percentage change in U.S. secondees in Bosnia, Kosovo and the Former Yugoslav Republic of Macedonia (FYRoM). ◆ Percentage change in PKO funds expended in Bosnia, Kosovo and FYRoM.



Strategic Goal 1		REGIONAL STABILITY <i>continued</i>
Title or Topic	Military Assistance to New NATO and NATO Aspirant Nations	
Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)	
Department Contact	Elizabeth Jones, Assistant Secretary, Bureau of European and Eurasian Affairs	
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Moderately Effective ◆ FY 2005: Moderately Effective 	
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ There is no regularly scheduled evaluation of program effectiveness by independent parties. ◆ Department of State and Department of Defense differ on priorities and do not produce coinciding budget schedules. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ USEUCOM 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. 	
PART Performance Measures	<p>Long Term Measures:</p> <ul style="list-style-type: none"> ◆ The proportion of allied nations (new NATO and aspirant countries) that spend at least 2% of GDP on military budget. ◆ FY 2003-70%. Up from 60% in FY 2002. <p>Annual Measures:</p> <ul style="list-style-type: none"> ◆ Percentage of countries that contribute military equipment, (e.g., equipment, units, and forces) or infrastructure (e.g., airfields) for contingencies when requested by the United States. ◆ Twelve of the thirteen countries (92%) provided assistance when requested. 	
Title or Topic	Security Assistance to Sub-Saharan Africa	
Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)	
Department Contact	Charles R. Snyder, Acting Assistant Secretary for African Affairs	
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Results Not Demonstrated ◆ FY 2005: Moderately Effective 	
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ Program did not specify between annual and long-term goals, or include targets and baseline information. ◆ Performance goals are overly broad and dependent on numerous factors. ◆ Information in performance reports is not linked to performance measures or compared against baseline data. ◆ Program managers not held accountable for program performance. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Provided proposed measures to OMB for review. ◆ Provided performance data for use in Department's Performance and Accountability Report. ◆ Incorporated responses to recommendations in FY 2005 BPP. 	
PART Performance Measures	<p>Long Term Measure:</p> <ul style="list-style-type: none"> ◆ U.S. trained African military units are available for global duty in support of peacekeeping/humanitarian response situations. <p>Annual Measures:</p> <ul style="list-style-type: none"> ◆ FY 2003: Number of military and civilian personnel who receive training in IMET programs. ◆ FY 2003: Percent of African military units deployed that have been trained by the United States. 	



Strategic Goal 2		COUNTERTERRORISM
Title or Topic Evaluator Department Contact	Anti-terrorism Assistance Office of Management and Budget Program Assessment Rating Tool (PART) Cofer Black, Assistant Secretary, Counterterrorism Francis X. Taylor, Assistant Secretary, Bureau of Diplomatic Security	
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Moderately Effective ◆ FY 2005: Effective 	
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ Long-term goals do not have performance indicators or other long-term targets. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Establish long-term goals and targets ◆ Establish measures to gauge progress towards long-term goals. 	
PART Performance Measures	<p>Long Term Measure:</p> <ul style="list-style-type: none"> ◆ Anti-terrorism capabilities of participant countries are sufficient to deter, detect, and counter terrorist organizations and threats in support of the Global War on Terrorism. ◆ Strengthen bi-lateral ties of the U.S. with participating countries through engagement in counterterrorism policy development and coordination efforts and by providing anti-terrorism assistance. ◆ Increase respect for human rights by sharing with civilian law enforcement authorities modern, humane and effective anti-terrorism techniques. <p>Annual Measures:</p> <ul style="list-style-type: none"> ◆ Number of planned anti-terrorism courses. ◆ Number of program reviews conducted to ensure that skills taught continue to be retained and used after training is completed. 	

Strategic Goal 3		HOMELAND SECURITY
Title or Topic Evaluator Department Contact	Visa and Consular Services Program/Border Security Office of Management and Budget Program Assessment Rating Tool (PART) Maura Harty, Assistant Secretary, Bureau of Consular Affairs	
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Adequate ◆ FY 2005: Moderately Effective 	
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ Annual goals and targets do not adequately link to the long-term goals or provide relevant performance data. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ CA is making a concerted effort and working with OMB to ensure that annual goals and targets link to the long-term goals and provide relevant performance data. 	
PART Performance Measures	<p>Long-Term Measure:</p> <ul style="list-style-type: none"> ◆ The Department fully uses the consular function as part of a coordinated national effort to manage border security and implement the Immigration and Nationality Act, in order to prevent the travel of those who might present risks to the United States and its citizens and also to facilitate legitimate travel. <p>Annual Measure:</p> <ul style="list-style-type: none"> ◆ Number of other Agencies with access to the Consular Consolidated Database. ◆ Development of a Biometrics Collection Program for U.S. visas. 	



Strategic Goal 10		HUMANITARIAN RESPONSE	
Title or Topic	Refugee Admissions to the U.S.	Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)
Department Contact	Kelly Clements, Deputy Director, Bureau of Population, Refugees, and Migration	Department Contact	Kelly Clements, Deputy Director, Bureau of Population, Refugees, and Migration
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Adequate ◆ FY 2005: Moderately Effective 		
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ Program managers at the Department closely collaborate with grantees and state governments to ensure effective use of funds. ◆ Management should focus on strategic planning. 2003 and prior performance plans had overly broad goals that made it difficult to measure effectiveness. ◆ Overlap was found between functions of DoS and HHS programs. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ OMB will review the relationship between the Refugee Admissions program at the Department of State and the Office of Refugee Resettlement at HHS. ◆ The Department will continue ongoing efforts to improve strategic planning and ensure that goals are measurable and mission-related. 		
PART Performance Measures	<p>Long Term Measure:</p> <ul style="list-style-type: none"> ◆ The refugee admissions ceiling is established based on real assessment of need and thus includes no more than a 5% unallocated reserve by 2005. ◆ The USG identifies the regions/countries from where all refugees will be arriving. <p>Annual Measure:</p> <ul style="list-style-type: none"> ◆ Percentage of sponsoring agencies (grant recipients) that provide standardized essential services (including decent housing, employment opportunities, and education for children) during the period of refugees' initial resettlement in the U.S. ◆ Assist UNHCR to strengthen its capacity to identify appropriate durable solutions (ensuring a safe place to live) including third-country resettlement, for refugees. Measured by number of referrals to U.S. government. 		
Title or Topic	Humanitarian Migrants to Israel	Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)
Department Contact	Kelly Clements, Deputy Director, Bureau of Population, Refugees, and Migration	Department Contact	Kelly Clements, Deputy Director, Bureau of Population, Refugees, and Migration
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Adequate ◆ FY 2005: Moderately Effective 		
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ Program needs continued focus on strategic planning; needs more ambitious targets. ◆ The agency has been working with the United Israel Appeal and the Jewish Agency for Israel to create annual performance goals that meaningfully reflect the program purpose. ◆ The program is making some progress toward achieving its long-term and short-term goals. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Long-term and annual goals agreed with United Israel Appeal in 2003. 		
PART Performance Measures	<p>Long Term Measure:</p> <ul style="list-style-type: none"> ◆ Percentage of humanitarian migrants that are self-sufficient members of Israeli society (Measured by: 100% of humanitarian migrants receive necessary services to help acclimate them to Israeli society). <p>Annual Measure:</p> <ul style="list-style-type: none"> ◆ Percentage of humanitarian migrants from Ethiopia that are assisted in becoming self-sufficient in Israel through provision of effective vocational training (Measured by: percentage employed within four months of receiving training). ◆ Percentage of humanitarian migrants that are assisted in becoming self-sufficient in Israel through provision of effective Hebrew language training by advancing a full grade level (5 mos. for refugees from former Soviet Union, 10 mos. for Ethiopians). 		



Strategic Goal 11		PUBLIC DIPLOMACY AND PUBLIC AFFAIRS
Title or Topic	Educational Exchanges in Near East Asia and South Asia	
Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)	
Department Contact	Ted Knicker, Chief, Evaluation Section, Bureau of Educational and Cultural Affairs	
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Results Not Demonstrated ◆ FY 2005: Effective 	
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ Program needs to strengthen Strategic Planning by taking the following actions: 1. Set long-term goals relative to baseline, 2. Clearly define targets and timeframes for which to measure annual progress, 3. Create regional long-term goals, 4. Tailor its planning by regional/ country to effectively reach target audiences. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Department to provide proposed performance measures and goals as well as a proposed planning process to OMB for review. ◆ Long-term and annual goals are set to established baselines, targets and timeframes now included in performance indicators. ◆ Regional goals established through coordination with regional bureaus. ◆ Program planning tailored by region/ country and target audience. ◆ Partnerships for learning initiative launched. ◆ Performance measurement system, based on PART recommendations in development, FY 2003 pilot testing includes NEA and SA exchanges. ◆ The Department hired an exchanges coordinator, started an exchange working group, and hired a Middle East Initiatives evaluation officer. 	
PART Performance Measures	<p>Long Term Measure:</p> <ul style="list-style-type: none"> ◆ South Asia: Improve US and South Asian democracy, education and development efforts by increasing engagement with important Muslim populations so that these populations better understand US society and values. ◆ Near East Asia: Engender more positive attitudes toward and understanding of the United States and its democratic values and foster the healthy exchange of ideas through expanded exchanges with Arab youth. <p>Annual Measure:</p> <ul style="list-style-type: none"> ◆ Increase the annual number of participants from Near East Asia and South Asia. ◆ The percentage of NEA and SA participants who increase or change their understanding of the host country immediately following their program experience. 	

Strategic Goal 12		MANAGEMENT AND ORGANIZATIONAL EXCELLENCE
Title or Topic	Capital Security Construction	
Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)	
Department Contact	Charles E. Williams, Director, Office of Building Operations	
Scores and Ratings	<ul style="list-style-type: none"> ◆ FY 2004: Moderately Effective ◆ FY 2005: Effective 	
Major Findings/ Recommendations	<ul style="list-style-type: none"> ◆ At the time of the FY 2004 PART review, the effects of management changes in OBO were not yet known. However, these effects were fully documented in the FY 2005 PART and were shown to be highly successful, as evidenced by outstanding results demonstrated by the Capital Security Construction Program. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The Department developed annual and long-range performance goals, which are closely integrated with the budget—one of the positive results from management changes made over the past two years in OBO. 	



DIRECTORY OF KEY OFFICIALS AND SENIOR MANAGEMENT

Colin L. Powell – Secretary of State

Richard L. Armitage – Deputy Secretary of State

John D. Negroponte – United States Permanent Representative to the United Nations

Arms Control and International Security Affairs

John R. Bolton - *Under Secretary*

- Bureau of Arms Control – *Stephen G. Rademaker*
- Bureau of Political-Military Affairs – *Lincoln P. Bloomfield, Jr.*
- Bureau of Non-Proliferation – *John Stern Wolf*
- Bureau of Verification and Compliance – *Paula A. DeSutter*

Economic, Business and Agricultural Affairs

Alan P. Larson - *Under Secretary*

- Bureau of Economic and Business Affairs – *E. Anthony Wayne*

Global Affairs

Paula J. Dobriansky - *Under Secretary*

- Bureau of Democracy, Human Rights and Labor – *Lorne W. Craner*
- Bureau of International Narcotics and Law Enforcement – *Robert B. Charles*
- Bureau of Oceans and Environmental and Scientific Affairs – *John F. Turner*
- Bureau of Population, Refugees and Migration – *Arthur E. Dewey*

Management

Grant S. Green - *Under Secretary*

- Director General of Foreign Service and Director of Personnel – *W. Robert Pearson*
- Bureau of Administration – *William A. Eaton*
- Bureau of Consular Affairs – *Maura Harty*
- Bureau of Diplomatic Security – *Francis X. Taylor*
- Overseas Buildings Operations – *Charles E. Williams*
- Bureau of Information Resource Management, Chief Information Officer – *Bruce Morrison, Acting*
- Foreign Service Institute – *Katherine H. Peterson*

Political Affairs

Marc Grossman - *Under Secretary*

- Bureau of African Affairs – *Charles R. Snyder, Acting*
- Bureau of East Asian and Pacific Affairs – *James A. Kelly*
- Bureau of European and Eurasian Affairs – *A. Elizabeth Jones*
- Bureau of Near Eastern Affairs - *William J. Burns*
- Bureau of South Asian Affairs – *Christina B. Rocca*
- Bureau of Western Hemisphere Affairs – *Roger F. Noriega*
- Bureau of International Organizational Affairs – *Kim R. Holmes*

Public Diplomacy and Public Affairs

Margaret Tutwiler - *Under Secretary*

- Bureau of Public Affairs – *Richard A. Boucher*
- Bureau of Educational and Cultural Affairs – *Patricia De Stacy Harrison*
- Office of International Information Programs – *Stuart Holliday*

Other Senior Officials

- Chief of Staff – *Larry Wilkerson*
- Executive Secretariat – *Karl W. Hofmann*
- Office of Policy Planning – *Mitchell B. Reiss*
- Chief Financial Officer – *Christopher B. Burnham*
- Legal Adviser – *William H. Taft, IV*
- Inspector General – *Anne W. Patterson, Acting*
- Office of Civil Rights – *Barbara S. Pope*
- Bureau of Legislative Affairs – *Paul V. Kelly*
- Bureau of Intelligence and Research – *Charles T. Fingar, Acting*
- Office of Protocol – *Donald B. Ensenat*
- Coordinator for Counterterrorism – *J. Cofer Black*
- Office of War Crimes Issues – *Pierre R. Prosper*
- Counselor – *Vacant*



DEPARTMENT OF STATE LOCATIONS

AMERICAN
EMBASSIES

Abidjan, Côte d'Ivoire	Bogota, Colombia	Hanoi, Vietnam
Abu Dhabi, United Arab Emirates	Brasilia, Brazil	Harare, Zimbabwe
Abuja, Nigeria	Bratislava, Slovak Republic	Helsinki, Finland
Accra, Ghana	Brazzaville, Republic of the Congo	Islamabad, Pakistan
Addis Ababa, Ethiopia	Bridgetown, Barbados	Jakarta, Indonesia
Algiers, Algeria	Brussels, Belgium	Kabul, Afghanistan
Almaty, Kazakhstan	Bucharest, Romania	Kampala, Uganda
Amman, Jordan	Budapest, Hungary	Kathmandu, Nepal
Ankara, Turkey	Buenos Aires, Argentina	Khartoum, Sudan
Antananarivo, Madagascar	Bujumbura, Burundi	Kiev, Ukraine
Apia, Samoa	Cairo, Egypt	Kigali, Rwanda
Ashgabat, Turkmenistan	Canberra, Australia	Kingston, Jamaica
Asmara, Eritrea	Caracas, Venezuela	Kinshasa, Democratic Republic of the Congo (formerly Zaire)
Asuncion, Paraguay	Chisinau, Moldova	Kolonia, Micronesia
Athens, Greece	Colombo, Sri Lanka	Koror, Palau
Baku, Azerbaijan	Conakry, Guinea	Kuala Lumpur, Malaysia
Bamako, Mali	Copenhagen, Denmark	Kuwait, Kuwait
Bandar Seri Begawan, Brunei	Cotonou, Benin	La Paz, Bolivia
Bangkok, Thailand	Dakar, Senegal	Libreville, Gabon
Bangui, Central African Republic	Damascus, Syria	Lilongwe, Malawi
Banjul, The Gambia	Dar es Salaam, Tanzania	Lima, Peru
Beijing, China	Dhaka, Bangladesh	Lisbon, Portugal
Beirut, Lebanon	Dili, East Timor	Ljubljana, Slovenia
Belgrade, Yugoslavia	Djibouti, Djibouti	Lome, Togo
Belize City, Belize	Doha, Qatar	London, England, United Kingdom
Berlin, Federal Republic of Germany	Dublin, Ireland	Luanda, Angola
Bern, Switzerland	Dushanbe, Tajikistan	Lusaka, Zambia
Bishkek, Kyrgyzstan	Freetown, Sierra Leone	Luxembourg, Luxembourg
	Gaborone, Botswana	Madrid, Spain
	Georgetown, Guyana	Majuro, Marshall Islands
	Guatemala City, Guatemala	



Managua, Nicaragua	Praia, Cape Verde	Vienna, Austria
Manama, Bahrain	Pretoria, South Africa	Vientiane, Laos
Manila, Philippines	Quito, Ecuador	Vilnius, Lithuania
Maputo, Mozambique	Rabat, Morocco	Warsaw, Poland
Maseru, Lesotho	Rangoon, Burma	Wellington, New Zealand
Mbabane, Swaziland	Reykjavik, Iceland	Windhoek, Namibia
Mexico City, Mexico	Riga, Latvia	Yaounde, Cameroon
Minsk, Belarus	Riyadh, Saudi Arabia	Yerevan, Armenia
Monrovia, Liberia	Rome, Italy	Zagreb, Croatia
Montevideo, Uruguay	San Jose, Costa Rica	
Moscow, Russia	San Salvador, El Salvador	
Muscat, Oman	Sanaa, Yemen	
N'Djamena, Chad	Santiago, Chile	
Nairobi, Kenya	Santo Domingo, Dominican Republic	
Nassau, The Bahamas	Sarajevo, Bosnia-Herzegovina	
New Delhi, India	Seoul, Korea	
Niamey, Niger	Singapore, Singapore	
Nicosia, Cyprus	Skopje, Macedonia	
Nouakchott, Mauritania	Sofia, Bulgaria	
Oslo, Norway	St. George's, Grenada	
Ottawa, Canada	Stockholm, Sweden	
Ouagadougou, Burkina Faso	Suva, Fiji	
Panama City, Panama	Tallinn, Estonia	
Paramaribo, Suriname	Tashkent, Uzbekistan	
Paris, France	Tbilisi, Georgia	
Phnom Penh, Cambodia	Tegucigalpa, Honduras	
Port Louis, Mauritius	Tel Aviv, Israel	
Port Moresby, Papua New Guinea	The Hague, Netherlands	
Port-au-Prince, Haiti	Tirana, Albania	
Port Louis, Mauritius	Tokyo, Japan	
Port Moresby, Papua New Guinea	Tunis, Tunisia	
Port-au-Prince, Haiti	Ulaanbaatar, Mongolia	
Port-of-Spain, Trinidad and Tobago	Valletta, Malta	
Prague, Czech Republic	Vatican City, The Holy See	



CONSULATES GENERAL

Amsterdam, Netherlands
 Auckland, New Zealand
 Barcelona, Spain
 Belfast, Northern Ireland,
 United Kingdom
 Calcutta, India
 Calgary, Alberta, Canada
 Cape Town, South Africa
 Casablanca, Morocco
 Chengdu, China
 Chennai, India
 Chiang Mai, Thailand
 Ciudad Juarez, Mexico
 Curaçao, Netherlands Antilles
 Dhahran, Saudi Arabia
 Dubai, United Arab Emirates
 Durban, South Africa
 Düsseldorf, Federal Republic of Germany
 Edinburgh, Scotland, United Kingdom
 Florence, Italy
 Frankfurt Am Main, Federal Republic of
 Germany
 Guadalajara, Mexico
 Guangzhou, China
 Guayaquil, Ecuador
 Halifax, Nova Scotia, Canada
 Hamburg, Federal Republic of Germany
 Hamilton, Bermuda
 Ho Chi Minh City, Vietnam
 Hong Kong, China
 Istanbul, Turkey
 Jeddah, Saudi Arabia
 Jerusalem, Israel
 Johannesburg, South Africa
 Karachi, Pakistan
 Krakow, Poland
 Lagos, Nigeria

Leipzig, Federal Republic of Germany
 Marseille, France
 Melbourne, Australia
 Milan, Italy
 Monterrey, Mexico
 Montreal, Quebec, Canada
 Mumbai, India
 Munich, Federal Republic of Germany
 Naha, Okinawa, Japan
 Naples, Italy
 Osaka-Kobe, Japan
 Perth, Australia
 Quebec, Quebec, Canada
 Rio de Janeiro, Brazil
 São Paulo, Brazil
 Sapporo, Japan
 Shanghai, China
 Shenyang, China
 St. Petersburg, Russia
 Strasbourg, France
 Surabaya, Indonesia
 Sydney, Australia
 Thessaloniki, Greece
 Tijuana, Mexico
 Toronto, Ontario, Canada
 Vancouver, British Columbia, Canada
 Vladivostok, Russia
 Yekaterinburg, Russia

CONSULATES

Adana, Turkey
 Bordeaux, France
 Fukuoka, Japan
 Hermosillo, Mexico
 Lahore, Pakistan
 Lille, France
 Lyon, France

Matamoros, Mexico
 Merida, Mexico
 Nagoya, Japan
 Nogales, Sonora, Mexico
 Nuevo Laredo, Mexico
 Peshawar, Pakistan
 Podgorica, Yugoslavia
 Ponta Delgada, Portugal
 Recife, Brazil
 Rennes, France
 Toulouse, France

**BRANCH OFFICES
OF EMBASSIES**

Alexandria, Egypt
 Banja Luka, Bosnia-Herzegovina
 Cluj-Napoca, Romania
 Douala, Cameroon
 Mostar, Bosnia-Herzegovina

**U.S. INTEREST
SECTION**

Havana, Cuba (USINT)

U.S. OFFICE

Pristina, Serbia and Montenegro

U.S. MISSIONS

U.S. Mission to the United Nations,
New York, New York

U.S. Mission to the Organization of
 American States, *Washington, D.C.*



U.S. Mission to the European Union,
Brussels, Belgium

U.S. Mission to the International
Civil Aviation Organization,
Montreal, Canada

U.S. Mission to the North Atlantic
Treaty Organization,
Brussels, Belgium

U.S. Mission to the United Nations
Agencies for Food and Agriculture,
Rome, Italy

U.S. Mission to the Organization for
Economic Cooperation and Development,
Paris, France

U.S. Mission to the International
Organizations in Vienna,
Vienna, Austria

U.S. Mission to the United Nations
Environmental Program,
Nairobi, Kenya

U.S. Mission to the European Office of
the United Nations and Other
International Organizations,
Geneva, Switzerland

U.S. Delegation to the Organization for
Security and Cooperation in Europe,
Vienna, Austria

U.S. Observer Mission to the United
Nations Educational, Scientific, and
Cultural Organization,
Paris, France

CONSULAR AGENCIES

Acapulco, Mexico

Antigua & Barbuda, Antigua

Bali, Indonesia

Barranquilla, Colombia

Belém, Brazil

Bremen, Federal Republic of Germany

Cabo San Lucas, Mexico

Cancun, Mexico

Cebu, Philippines

Ciudad Acuna, Mexico

Cochabamba, Bolivia

Cozumel, Mexico

Cuzco, Peru

Fortaleza, Brazil

Funchal, Portugal

Galapagos, Equador

Geneva, Switzerland

Genoa, Italy

George Town, Cayman Islands

Haifa, Israel

Honiara, Solomon Islands

Ixtapa, Mexico

La Coruña, Spain

Las Palmas, Spain

Malabo, Equatorial Guinea

Malaga, Spain

Manaus, Brazil

Maracaibo, Venezuela

Martinique, France

Mazatlan, Mexico

Montego Bay, Jamaica

Nice, France

Oaxaca, Mexico

Palermo, Italy

Palma de Mallorca, Spain

Piedras Negras, Mexico

Porto Alegre, Brazil

Poznan, Poland

Puerta Plata, Dominican Republic

Puerto Vallarta, Mexico

Reynosa, Mexico

Salvador da Bahia, Brazil

Salzburg, Austria

San Luis Potosi, Mexico

San Miguel de Allende, Mexico

San Pedro Sula, Honduras

Santa Cruz, Bolivia

Seville, Spain

Trieste, Italy

Valencia, Spain

Victoria, Seychelles

Zurich, Switzerland

PASSPORT AND VISA CENTERS

National Passport Center,
Portsmouth, New Hampshire

National Visa Center,
Portsmouth, New Hampshire

Kentucky Consular Center,
Williamsburg, Kentucky

Boston Passport Agency

National Passport Center,
Charleston, South Carolina

Chicago Passport Agency

Honolulu Passport Agency

Houston Passport Agency

Los Angeles Passport Agency

Miami Passport Agency

New York Passport Agency

New Orleans Passport Agency

Norwalk Passport Agency

Philadelphia Passport Agency

San Francisco Passport Agency

Seattle Passport Agency

Special Issuance Agency

Washington Passport Agency



MAJOR DEPARTMENT OF STATE PUBLICATIONS

Annual Budget Requests

Summary and Highlights provides information about the International Affairs category of the federal budget, called Function 150, which includes funding for the programs and activities of four cabinet departments, seven independent agencies, three foundations, and numerous other international organizations. Budget in Brief provides more specific information about the Department of State budget. Congressional Budget Justification provides detailed information about the Foreign Operations portion of Function 150.

Battling International Bribery

Annual report by the Department of State on enforcement and monitoring of the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions of the Organization for Economic Cooperation and Development (OECD).

Consular Notification and Access

Instructions for Federal, state, and other local law enforcement and other officials regarding foreign nationals in the United States and the rights of consular officials to assist them.

Country Background Notes

These handy guides provide information on a country's leaders, politics, economy, and relations with the U.S.
Note: Background Notes appear on the Department's web site before they are sent to press for GPO subscribers.

Country Commercial Guides

Country Commercial Guides (CCGs) are prepared annually by U.S. embassies with the assistance of several U.S. Government agencies. These reports present a comprehensive look at countries' commercial environments, using economic, political and market analysis. The CCGs were established by recommendation of the Trade Promotion Coordinating Committee, a multi-agency task force, to consolidate various reporting documents prepared for the U.S. business community.

Country Reports On Economic Policy and Trade Practices

Annual report submitted to the Congress with economic policy and trade practices of countries with which the United States has significant economic or trade relationships.



Country Reports on Human Rights Practices

Annual report submitted to the Congress by the Department of State regarding the status of internationally recognized human rights practices.

Diplomatic List

This publication contains the names of the members of the diplomatic staffs of all missions and their spouses. Members of the diplomatic staff are the members of the staff of the mission having diplomatic rank. These persons, with the exception of those identified, enjoy full immunity under provisions of the Vienna Convention on Diplomatic Relations.

Foreign Consular Offices in the U.S.

This publication contains a complete and official listing of the foreign consular offices in the United States, and recognized consular officers.

Foreign Relations of the United States

This historical record of American foreign policy is produced by the State Department's Office of the Historian. First published in 1861, Foreign Relations of the United States preserves a key part of American history in more than 350 individual volumes. Each volume documents the major foreign policy decisions and diplomatic activity of the U.S. Government and contains declassified records from the White House, the Department of State, and other foreign affairs agencies.

International Narcotics Control Strategy Report

Annual report submitted to the Congress by the Department of State, in accordance with the Foreign Assistance Act, which describes the efforts of countries, including those that received U.S. assistance, in the fight against drugs, and Presidential narcotics certification determinations on drug producing and transit countries.

International Religious Freedom Report

The Annual Report to Congress on International Religious Freedom describes the status of religious freedom in each country, government policies violating religious belief and practices of groups, religious denominations and individuals, and U.S. policies to promote religious freedom around the world. It is submitted in compliance with P.L. 105-292 (105th Congress) and is cited as the International Religious Freedom Act of 1998.

Key Officers of Foreign Service Posts

This directory lists key officers and their telephone and fax numbers from the Departments of State and Commerce and other U.S. agencies at Foreign Service posts that assist American business representatives around the world. Only available on the Internet.



Patterns of Global Terrorism

Annual report submitted to the Congress on detailed assessments of countries where significant terrorist acts occurred, and countries about which Congress was notified pursuant to the Export Administration Act of 1979 (the so-called terrorism list of countries that have repeatedly provided state support for international terrorism).

Testimony

Collection of transcripts from testimony by Department Officials appearing before the Congress.

State Magazine

Published monthly by the Department to facilitate communication between management and employees at home and abroad and to acquaint employees with developments that may affect operations or personnel.

The Great Seal of the United States

A publication on the history and official use of The Great Seal of the United States. This publication, No. 10411, is available for sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

The U.S. Department of State: A Guide to Doing Business

Lists useful information concerning the Department's procurement opportunities, points of contact, subcontracting opportunities, etc. This can be obtained in hard copy from the Superintendent of Documents.



GLOSSARY OF ACRONYMS

A/LM	Logistics Management	CBP	Customs and Border Protection
AACR	African Armed Conflicts Resolved	CBW	Chemical and Biological Weapons
AAMVA	American Association of Motor Vehicle Administrators	CCD	Consular Consolidated Database
ABM	Anti-Ballistic Missile	CCP	Classified Connectivity Program
ACDA	Arms Control and Disarmament Agency	CD	Community of Democracies
ACOTA	African Contingency Operations Training and Assistance Program	CDC	U.S. Center for Disease Control
ACI	Andean Counterdrug Initiative	CSD	U.N. Commission on Sustainable Development
ACS	Access Control Systems	CEA	Council of Economic Advisors
ADB	Asian Development Bank	CEAR	Certification of Excellence in Accountability Reporting
AF	African Affairs	CEQ	Council on Environmental Quality
AGA	Association of Government Accountants	CFE	Conventional Forces in Europe
AIDS	Acquired Immune Deficiency Syndrome	CFMS	Central Financial Management System
APEC	Asia-Pacific Economic Cooperation Forum	CFO	Chief Financial Officer
AphA	American Pharmaceutical Association	CFP	Common Fisheries Policy
API	Advance Passenger Information	CFPS	Central Financial Planning System
ASEAN	Association of Southeast Asian Nations	CFT	Customer Focus Team
ATA	Anti-Terrorism Assistance	CGSS	Consultative Group on Strategic Security
AU	African Union	CHR	Commission on Human Rights
AV	Armored Vehicle	CIA	Central Intelligence Agency
BBG	Broadcasting Board of Governors	CIO	Chief Information Officer
BCC	Border Crossing Card	CIP	Critical Infrastructure Protection
BCBP	Bureau of Customs and Border Protection	CIS	Commonwealth of Independent States
BIC	Bilateral Implementation Commission	CIS	Consular Information Sheets
BII	Bioindustry Initiative	CITEL	Inter-American Telecommunications Commission
BIMC	Beltsville Information Management Center	CITES	Convention on International Trade in Endangered Species of Fauna and Flora
BITs	Bilateral Investment Treaties	CJCS	Chairman of the Joint Chiefs of Staff
BPP	Bureau Performance Plan	CMR	Crude Mortality Rates
BPR	Business Process Reengineering	CNC	CIA Crime and Narcotic Center
BSC	Balance Score Card	COE	Council of Europe
BW	Biological Weapons	CPA	Certified Public Accounting
BWC	Biological Weapons Convention	CPDF	Central Personnel Data File
C&A	Certification and Accreditation	CPPNM	Physical Protection Convention
CA	Consular Affairs	CRDF	U.S. Civilian Research & Development Foundation
CAFTA	U.S.-Central American Free Trade Agreement		
CBM	Confidence Building Measures		



CRMS	Central Resource Management System	ECOWAS	Economic Community of West African States
CS	Civil Service	EIPC	Enhanced International Peacekeeping Capabilities
CSBMs	Confidence and Security Building Measures	EOD	Explosive Ordnance Detection
CSCS	Capital Security Cost Sharing	EPA	Environmental Protection Agency
CSD	United Nations Commission on Sustainable Development	ERMA	Emergency Refugee & Migration Assistance
CSG	Counter-Terrorism Security Group	ESDI	European Security and Defense Initiative
CSH	Child Survival & Health Programs Fund	ESDP	European Security and Defense Program
CSI	Container Security Initiative	ESF	Economic Support Fund
CT	Counterterrorism	EU	European Union
CW	Chemical Weapons	EUR	Bureau of European and Eurasian Affairs
CWC	Chemical Weapons Convention	EX	Executive Office
CY	Calendar Year	EXIM	Export Import Bank
D&CP	Diplomatic and Consular Programs	FAIR Act	Federal Activities Inventory Reform Act
DA	Development Assistance	FAO	United Nations Food and Agriculture Organization
DEA	Drug Enforcement Agency	FAS	Foreign Agricultural Service
DHHS	Department of Health and Human Services	FASAB	Federal Accounting Standards Advisory Board
DHS	Department of Homeland Security	FATF	Financial Action Task Force
DIA	Defense Intelligence Agency	FBI	Federal Bureau of Investigations
DOC	Department of Commerce	FCC	Federal Communications Commission
DoD	Department of Defense	FDD	Forces for the Defense of Democracy
DOE	Department of Energy	FEMA	Federal Emergency Management Agency
DOI	Department of the Interior	FEST	Foreign Emergency Support Team
DOJ	Department of Justice	FFMIA	Federal Financial Management Improvement Act
DOL	Department of Labor	FISMA	Federal Information Security Management Act
DoPs	Declaration of Principles	FMF	Foreign Military Financing
DOS	Department of State	FMFIA	Federal Managers' Financial Integrity Act
DOT	Department of Transportation	FMFS	Fissile Material Storage Facility
DPRK	Democratic Peoples Republic of Korea (North Korea)	FOIA	Freedom of Information Act
DRC	Democratic Republic of the Congo	FOTA	Future of the Alliance
DRI	Diplomatic Readiness Initiative	FPC	Foreign Press Center
DRL	Bureau of Democracy, Human Rights and Labor	FR	Facial Recognition
DS	Diplomatic Security	FROG	Free Rocket Over Ground
DSM	Domestic Staffing Model	FRUS	Foreign Relations of the United States
DTRA	Defense Threat Reduction Agency	FS	Foreign Service
EAP	Bureau of East Asian and Pacific Affairs	FSA	Assistance for the Independent States of the Former Soviet Union
EC	Economic Community		
ECA	Education and Cultural Affairs		



FSAT	Financial Systems Assessment Teams	HSC	Homeland Security Council
FSC	Financial Service Center	HST	Harry S Truman Building
FSI	Foreign Service Institute	I/P	Initiative/Program
FSRA	Foreign Service Retirement Actuarial	IAA	Inter-country Adoption Act of 2000
FSRDF	Foreign Service Retirement and Disability Fund	IACAC	Continued Implementation of the Inter-American Anticorruption Convention
FSWE	Foreign Service Written Exam	IAEA	International Atomic Energy Agency
FTA	Free Trade Agreements	IBB	International Board of Broadcasting
FTAA	Free Trade of the Americas	IBWC	International Boundary and Water Commission
FTO	Foreign Terrorist Organizations	IC	Intelligence Community
FY	Fiscal Year	ICAO	The International Civil Aviation Organization
G-8	Group of Eight (major industrialized nations)	ICASS	International Cooperative Administrative Support Services
GAAP	Generally Accepted Accounting Principles	ICCAT	International Commission for the Conservation of Atlantic Tunas
GAO	U. S. General Accounting Office	ICOC	International Code of Conduct
GCA	Global Coalition for Africa	ICRC	International Committee of the Red Cross
GCI	Growth Competitiveness Index	ICRI	International Coral Reef Initiative
GDIN	Global Disaster Information Network	IDPs	Internally Displaced Persons
GEF	Global Environmental Facility	IEA	International Energy Agency
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria	IFIs	International Financial Institution
GGCL	Government -to-Government Communications Links	IG	Inspector General
GHSAG	Global Health Security Action Group	IHR	International Health Regulations
GIF	Generation IV International Forum	ILEAs	International Law Enforcement Academies
GMRA	Government Management Reform Act	ILMS	Integrated Logistics Management System
GPO	Government Printing Office	ILO	International Labour Organization
GPRA	Government Performance and Results Act	IMET	International Military Education & Training
GSA	General Services Administration	IMF	International Monetary Fund
GWOT	Global War on Terrorism	INA	Integrated Notification application
HACU	Hispanic Association of Colleges & Universities	INCLE	International Narcotics Control and Law Enforcement
HBCU	Historically Black Colleges & Universities	INS	Immigration and Naturalization Service
HCI/Base	Pure Cocaine	IO	International Organizations
HHS	Health and Human Services	IO&P	International Organizations & Programs
HIV	Human Immunodeficiency Virus	IOB	Interim Office Building
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome	IOC	Initial Operating Capability
HMA	Humanitarian Mine Action	IOM	International Organization for Migration
HR	Human Rights	IPR	Intellectual Property Rights
HRDF	Human Rights and Democracy Fund	IRF	International Religious Freedom
HRR	Human Rights Report	IRFA	International Religious Freedom Act



ISTC	International Science and Technology Center	NADR	Nonproliferation, Anti-Terrorism, Demining and Related Programs
IT	Information Technology	NAFTA	North American Free Trade Agreement
ITU	International Telecommunication Union	NAPHSIS	National Association for Public Health Statistics and Information Systems
IUCN	International Union for Conservation of Nature and Natural Resources	NARA	National Archives and Records Administration
IUU	Illegal, Unregulated, and Unreported	NAS	Narcotics Affairs Section
IWC	International Whaling Commission	NASA	National Aeronautics and Space Agency
JCG	Joint Consultative Group	NATO	North Atlantic Treaty Organization
JCIC	Joint Compliance and Inspection Commission	NCCT	Non-Cooperative Countries and Territories
JCS	Joint Chiefs of Staff (DoD)	NCMEC	National Center for Missing and Exploited Children
JFMIP	Joint Financial Management Improvement Program	NEA	Bureau of Near Eastern Affairs
KCC	Kentucky Consular Center	NEC	New Embassy Compound
KFOR	Kosovo Force	NED	National Endowment for Democracy
KM	Knowledge Management	NEPAD	The New Partnership for Africa's Development
LACP	League of American Communications Professionals	NGO	Nongovernmental Organizations
LDPs	Language Designated Positions	NIACAP	National Information Assurance Certification and Accreditation Program
LOC	Lines of Control	NIS	New Independent States
LROBP	Long-Range Overseas Buildings Plan	NIST	National Institute of Standards and Technology
LTTE	Liberation Tigers of Tamil Eelam	NISTCAP	National Institute of Standards and Technology Certification and Accreditation Program
MANPADS	Shoulder-fired Missiles	NIV	Non-Immigrant Visa
MAP	Membership Action Plan	NOAA	National Oceanic and Atmospheric Association
MCA	Millennium Challenge Account	NORINCO	China North Industries Corporation
MCC	Millennium Challenge Corporation	NP	Bureau of Non Proliferation
MCGK	The Department's Chinese-language Internet Service Meiguo Cankao	NPAC TWG	Nonproliferation and Arms Control Technology Working Group
MCSC	Management Control Steering Committee	NPT	Nuclear Non-Proliferation Treaty
MD&A	Management's Discussion and Analysis	NRC	Nuclear Regulatory Commission
MEPI	Middle East Partnership Initiative	NRF	NATO Response Force
MFA	Ministry of Foreign Affairs	NRRC	Nuclear Risk Reduction Center
MOU	Memorandum of Understanding	NSA	National Security Agency
MOX	Mixed Oxide	NSC	National Security Council
MPP	Mission Performance Plan	NSF	National Science Foundation
MRA	Migration and Refugee Assistance	NSG	Nuclear Suppliers Group
MRTDs	Machine Readable Travel Documents	NSTISSI	National Security Telecommunications and Information Systems Security Instruction
MRV	Machine Readable Visa		
MSP	Managing State Projects		
MTCR	Missile Technology Control Regime		
N/A	Not applicable		



NTIA	National Telecommunications and Information Administration	PNR	Passenger Name Record
NTM	U.S. National Technical Means	PPRA	Plutonium Production Reactor Agreement
NVIS	Nuclear Verification Information System	PR	Periodic Reinvestigations
OAS	Organization of American States	PrepCom II	Preparation Communications
OBO	Bureau of Overseas Buildings Operations	PRISM	Passport Records Imaging System Management
OECD	Organization for Economic Cooperation and Development	PRM	Bureau of Population, Refugees and Migration
OES/IHA	Bureau of Oceans and International Environmental and Scientific Affairs/Office of International Health Affairs	PRTR	Pollutant Release and Transfer Register
OGE	Office of Government Ethics	PSI	Proliferation Security Initiative
OIG	Office of Inspector General	PSMC	Peace Support Missions Concluded
OMB	Office of Management and Budget	R&D	Research and Development
ON+	OpenNet Plus	RFMS	Regional Financial Management System
ONAP	Office of National AIDS Policy	RFP	Request for Proposal
ONDCP	Office of National Drug Control Policy	RM	Resource Management Bureau
OP Eds	Opinion Editorials	ROK	Republic of Korea (South Korea)
OPCW	Organization for the Prohibition of Chemical Weapons	S&T	Science and Technology
OPIC	Overseas Private Investment Corporation	S/CT	Coordinator for Counterterrorism
OPM	Office of Personnel Management	SA	Bureau of South Asian Affairs
OSAC	Overseas Security Advisory Councils	SACU	Southern African Customs Union
OSCE	Organization for Security and Cooperation in Europe	SADC	South African Development Community
OSD	Office of Secretary of Defense (DoD)	SALT	Strategic Arms Limitation Talks
OSIS	Open Sources Information System	SAP	Systems Authorization Plan
OSTP	Office of Science and Technology Policy	SARS	Severe Acute Respiratory Syndrome
P4L	Partnerships for Learning	SCI	Secure Compartmentalized Information
PA	Bureau of Public Affairs	SCUD	Short Range Liquid Propellant Surface to Surface Ballistic Missile
PAR	Performance and Accountability Report	SECI	South Eastern Europe Cooperative Initiative
PART	Program Assessment Rating Tool	SEED	Support for East European Democracy
PE	Program Evaluation	SENTRI	Secure Electronic Network for Travelers' Rapid Inspection
PESP	Partnership to Eliminate Sweatshops	SFOR	Stabilization Force
PIERS	Passport Information Electronic Retrieval System	SIPRNET	Secret Internet Protocol Router Network
PKI	Public Key Infrastructure	SMART	State Messaging and Archive Retrieval Toolset
PKO	Peacekeeping Operations	SNAP	Spouse Networking Assistance Program
PM	Bureau of Political-Military Affairs	SOP	Standard Operating Procedures
PM	Prime Minister	SPAW	Specially Protected Areas and Wildlife in the Wider Caribbean Marine Environment
PMA	President's Management Agenda	SSA	Social Security Administration
PMO	Program Management Office	SSPP	Systems Security Program Plan
		START	Strategic Arms Reduction Treaty



STCU	Science and Technology Center in Ukraine	UNSCR	United Nations Security Council Resolution
STMS	Student Training Management System	USAID	United States Agency for International Development
TASO	The AIDS Support Organization	USCG	United States Coast Guard
TBD	To Be Determined	USCIRF	United States Commission on International Religious Freedom
TC	IAEA Technical Cooperation Programs	USCS	U.S. Customs Service
TDA	U. S. Trade and Development Agency	USDA	United States Department of Agriculture
TFCA	Tropical Forest Conservation Agreement	USED	United States Executive Director
TIFA	Trade and Investment Facilitation Agreements	USFWS	U.S. Fish and Wildlife Service
TIP	Terrorist Interdiction Program	USG	United States Government
TOC	UN Convention Against Transnational Organized Crime	USIA	United States Information Agency
TOPOFF	National Level Top Officials	USINFO	United States Information
TSA	Transportation Security Administration	USMS	United States Marshal Service
TSUs	Technical Security Upgrades	USOSCE	United States Organization for Security and Cooperation in Europe
TSWG	Technical Support Working Group	USPS	United States Postal Service
TWG	Technical Working Group	USPTO	United States Patent and Trademark Office
U.S.	United States	USTR	U.S. Trade Representative
UIA	United Israel Appeal	USUN	United States Mission to the United Nations
UK	United Kingdom	VC	Bureau of Verification and Compliance
UN	United Nations	VIG	Vaccinia Immune Globulin
UNAIDS	United Nations Program on HIV/AIDS	VPN	Virtual Private Network
UNCHR	United Nations Commission on Human Rights	VP	Voluntary Principles for Security and Human Rights
UNCTAD	United Nations Conference on Trade and Development	WA	Wassenaar Arrangement
UNDP	United Nations Development Program	WAIS	Wassenaar Arrangement Information System
UNDPKO	United Nations Department for Peacekeeping Operations	WFP	World Food Program
UNEP	United Nations Environment Program	WHA	Bureau of Western Hemisphere Affairs
UNESCO	United Nations Educational, Scientific and Cultural Organization	WMD	Weapons of Mass Destruction
UNFPA	United Nations Population Fund	WMEAT	World Military Expenditures and Arms Transfers
UNFSA	United Nations Fish Stocks Agreement	WRAPS	Worldwide Refugee Admissions Processing System
UNHCR	United Nations High Commissioner for Refugees	WRC	World Radio Communication Conference
UNICEF	United Nations Children's Fund	WSSD	World Summit on Sustainable Development
UNITA	National Union for the Total Independence of Angola	WTO	World Trade Organization
UNMOVIC	United Nations Monitoring, Verification and Inspection Commission		
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East		



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