

FISCAL YEAR 2002 PERFORMANCE AND ACCOUNTABILITY REPORT

APPENDICES

ANNUAL PERFORMANCE GOAL RESULTS 1999 - 2002

For each annual performance goal, the Appendix shows results through FY 2002 using a baseline of 1999, or later if applicable. For each reported 2002 result, the Appendix provides details pertaining to the following elements:

- Data sources and availability
- Data reliability
- Reasons for a reported performance shortfall
- Nature and depth of collaboration with other agencies

Strategic Goal 1 Regional Stability
Annual Performance Goal 1 U.S. Ties With Neighbors and Key Allies are Close, Strong, Utilized, and Effective

PERFORMANCE INDICATOR: EUROPEAN SECURITY RELATIONSHIPS				
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS	
1999 Washington Summit approved Strategic Concept endorsing partners and enhancing European Security Defense Initiative (ESDI).	<p>Allies revised Trans-Atlantic Framework for Strategic Concept, ESDI elements, and Open Door Policy.</p> <p>Membership Action Plan (MAP) launched.</p> <p>NATO-Russian relationship expanded beyond Stabilization Force (SFOR) and Kosovo Force (KFOR).</p>	<p>ESDI resolved non-European Union allies' participation and EU-NATO links.</p> <p>NATO recommitted to Open Door Policy with enlargement round in November 2002.</p> <p>Nations utilized MAP to prepare for NATO membership.</p>	<ol style="list-style-type: none"> Seven new members invited at Prague. Berlin Plus would allow the EU to borrow NATO assets and capabilities for European-led operations; it is not yet agreed. [On Target] Allied Heads of State and Government committed at Prague to enhance military capabilities by filling key shortfalls through the New Capabilities Initiative (NCI). The NCI will focus on filling key shortfalls, encouraging pooling and specialization, introducing the NATO Response force (NRF) and reforming NATO's Command Structure. U.S. export controls with key European allies streamlined to promote transatlantic defense industrial integration. [On Target] NATO-Russia Council and 2002 work plan established in May 2002. [On Target] 	
Details of 2002 Results	Overall	Indicator and title modified from original 2002 Performance Plan language to reflect more accurately progress toward the annual performance goal Data reliability: The data are a matter of public record and are reliable.		
	Result 1	Data sources/availability: Data are the result of the commitments made by Allied Heads of State and Government at the Prague Summit in November 2002. Berlin Plus data are the result of a NATO meeting in Berlin in 1996, and the NATO Summit in Washington in 1999. Partners: Department, OSD, and JCS prepare joint guidance for USNATO. USNATO itself is a joint State/DOD mission and is a model of interagency cooperation.		
	Result 2	Data sources/availability: Data collection on the results of the NCI will continue as Allies implement their commitments in principle. We have seen encouraging progress in the development of European consortia to fill critical shortfalls through polling and specialization. Partners: Assessment of results will be tracked in close coordination with OSD and Joint Staff.		
	Result 3	Data sources/availability: Data are the result of the 2002 NATO-Russia Council work plan and the 2002 NATO-Russia Ministerials in Rome (May) and Prague (November). Partners: Department, OSD, and JCS prepare joint guidance for USNATO. USNATO itself is a joint State/DOD mission and is a model of interagency cooperation.		
PERFORMANCE INDICATOR: BILATERAL SECURITY COOPERATION WITH JAPAN				
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS	
Japan revised Defense Guidelines implementing legislation.	Japan identified replacement site for U.S. military facilities at Futenma. Special Measures Agreement (SMA) negotiations completed.	Japan came close to final decision on location and construction method. SMA ratified and operations began.	Japanese authorities on July 29, 2002, adopted a Basic Plan for the relocation of Futenma Marine Corps Air Station. This Basic Plan reflected U.S. and Japanese agreement on the key parameters for the new facility. [On Target]	
Details of 2002 Results	Overall	Validity: Indicator discontinued during FY2002 in favor of tracking status of U.S.-South Korean relations to reflect more accurately recent regional stability improvements in East Asia.		
	Result	Data sources/availability: Adoption of the Basic Plan was a formal, public act of the Japanese government and local Japanese authorities. Data reliability: As adoption of the Basic Plan was a public act of the Japanese government and local authorities, it is an official act and therefore entirely reliable as a source of data. Partners: The Department coordinated closely with the Department of Defense in the work that led to the successful adoption of the Basic Plan by the Japanese government and local authorities.		

Strategic Goal 1 Regional Stability
Annual Performance Goal 2 Foster Stable and Secure Regional Partners

PERFORMANCE INDICATOR: CHINESE COOPERATION ON REGIONAL SECURITY IN CROSS STRAIT RELATIONS AND IN ENGAGING NORTH KOREA

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Dialogue was initiated but subsequently suspended.	Cooperation on regional security selective and episodic.	Progress slow; continued concern with China's arms buildup across the Taiwan Strait. China cooperated in encouraging North Korean openness and dialogue.	<ol style="list-style-type: none"> China continued to urge Pakistan and India to avoid conflict and reduce tensions. China encouraged North Korea to reform, and limited discussions on other regional issues including the South China sea. China's public statements at APEC were helpful in maintaining a nuclear weapons free Korean Peninsula. [On Target] There is a continuing impasse on Cross-Strait dialogue [Slightly Below Target]
Details of 2002 Results	Overall	Indicator modified in subsequent plans to reflect more accurately progress toward the performance goal through reduced geographic restrictions: <i>Chinese Cooperation on Regional Stability.</i>	
	Result 1	Data sources/availability: China's cooperation on these issues is a matter of public record.	
	Result 2	Data sources/availability: The lack of progress on Cross-Strait dialogue is a matter of public record. Impact of Performance Shortfall: Will continue to encourage China to use dialogue to resolve Cross-Strait issues with Taiwan.	

PERFORMANCE INDICATOR: IMPLEMENTATION OF ADAPTED CONVENTIONAL FORCES IN EUROPE (CFE) TREATY

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
CFE adaptation negotiations continued.	CFE adaptation negotiations successfully completed. Circumstances not ready for Entry into Force (EIF).	Successful Review Conference advanced U.S. and NATO interests. Russia made serious moves toward compliance increasing the possibility of NATO's ratification of CFE Treaty in 2002.	Russia has fulfilled its Istanbul commitment on the Flank Issue, has reduced its flank equipment to adapted Treaty levels and has discharged its Istanbul commitments relating to CFE equipment in Georgia and Moldova. However, Russia must reach agreement with Georgia on remaining issues regarding the Gudauta base and its future use and the duration of Russian presence at Batumi and Alkhalkalai. Russia also needs to continue the destruction/removal of munitions and small arms in Moldova. Therefore, conditions for U.S. ratification of adapted CFE Treaty have not yet been met. [Slightly Below Target]
Details of 2002 Results	Result	Data sources/availability: Data regarding Russia's flank levels comes from Russia, inspection reports, and U.S. and NATO national sources. Data reliability: The data are complete and reliable concerning concrete actions, but not on intentions. Impact of Performance Shortfall: Russia's failure to fulfill all its commitments regarding Georgia and Moldova delays entry into force of the adapted CFE Treaty, which updates the current CFE Treaty for post-Cold War application. While the current CFE Treaty is adequate for ensuring security and confidence through data exchanges and inspections, the long delay in getting the adapted Treaty in place undermines confidence and stability. Russia's failure to fulfill all these commitments also raises questions about Russia's intentions in this region. The U.S. and many allies have contributed toward an OSCE voluntary fund for assisting Russia, Georgia and Moldova to finish the tasks remaining. NATO states will continue to impress upon Russia the importance of completing all Istanbul commitments. Partners: The Department worked closely with the Department of Defense, NSC and the Intelligence Community in developing USG positions, and coordinates with NATO.	

Strategic Goal 1 Regional Stability
Annual Performance Goal 3 Develop and Utilize Effective Conflict Prevention/Conflict Resolution Tools

PERFORMANCE INDICATOR: CONFLICT RESOLUTION, PEACEKEEPING, AND REGIONAL STABILITY EFFORTS IN AFRICA

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
<p>Organization of African Unity (OAU) participation in Congo peacekeeping.</p> <p>Economic Community of West African States (ECOWAS) participation in peacekeeping in Sierra Leone.</p>	<p>Cooperation on regional security selective and episodic.</p>	<p>OAU continued to support peacekeeping efforts in Congo and Ethiopia-Eritrea.</p> <p>Training of battalions for UN Mission in Sierra Leone.</p>	<p>South Africa, a member of the African Union (AU), provided leadership and facilitation for the Democratic Republic of the Congo (DRC) peace process and the AU provided personnel to the Joint Military Commission responsible for working with the UN Observation Mission in the DRC. The war in Sierra Leone was effectively over. Program activities like the West Africa Stabilization Program and the African Contingency Operations Training and Assistance program (formerly the African Crisis Response Initiative) have ensured that West African member states of ECOWAS as well as individual African militaries are more able to meet the demands of peacekeeping operations. [Above Target]</p>
Details of 2002 Results	Overall	Indicator modified in subsequent plans to track the number of African conflicts ongoing and peace support missions withdrawn.	
	Result	<p>Data sources/availability: Data are a matter of record and are publicly available.</p> <p>Data reliability: The data are complete and reliable concerning concrete actions.</p> <p>Partners: The UN, western countries, South Africa, the AU, and other international agencies are all pressing parties in the DRC for a peaceful resolution of the conflict.</p>	

PERFORMANCE INDICATOR: REDUCTION OF TENSION IN SOUTH ASIA

2000 BASELINE	2001 RESULTS	2002 RESULTS
<p>Continued military action by both sides along the Line of Control (LOC). Existing CBM's ignored.</p> <p>Pakistan providing material assistance and training to groups fighting in Kashmir.</p> <p>No good channels of communication.</p>	<p>Suspension of Indian offensive security force operations Nov-May: continued militant infiltration and attacks.</p> <p>Agra Summit broke down over communique wording.</p>	<p>1 Pakistan provided assurances in June that support for infiltration across the Line of Control (LOC) would cease permanently. Infiltration decreases, although indications remain that it is continuing. India begins to demobilize forces following completion of Kashmir state elections in October. Pakistan followed suit. Nuclear test moratoria continued; however, ballistic missile and nuclear programs continued unrestrained. [Slightly Below Target]</p> <p>2 Given Indian and Pakistani hostility to SATF, bilateral approaches by the U.S. and other concerned countries have been more productive. [Significantly Below Target]</p>
Details of 2002 Results	Overall	Indicator retitled in subsequent plans as: Status of relations between Pakistan and India on Kashmir in Regional Stability Performance Goal 4.
	Result 1	<p>Data sources/availability: Data on Government of Pakistan assurances comes from public statements. Other information comes from Governments of India and Pakistan, USG and international press reports. Lack of full access to Line of Control prevents first-hand USG accounts of activities in and around Kashmir.</p> <p>Data reliability: Information regarding government commitment is part of the public record, and is therefore reliable. However, reported levels of infiltration are inherently difficult to verify due to lack of access to the LOC, as well as misinformation on both sides.</p> <p>Impact of Performance Shortfall: Continuing infiltration and high levels of election-related violence in September prevent implementation of CBMs; and require continued U.S. and international pressure on the Government of Pakistan to help control violence. Potential for nuclear or ballistic weapons exchange remains unacceptably high, requiring continued high-level diplomatic engagement.</p> <p>Partners: Through the South Asia PCC, the Department coordinates closely with DOD, NSC and the intelligence community.</p>
	Result 2	Data reliability: The fact that SATF meetings ceased after spring 2002 is reliable.

Strategic Goal 1 Regional Stability
Annual Performance Goal 3 Develop and Utilize Effective Conflict Prevention/Conflict Resolution Tools

PERFORMANCE INDICATOR: IMPLEMENTATION OF OSCE SUMMIT INITIATIVES

2000 BASELINE		2001 RESULTS	2002 RESULTS
<p>Heightened Organization for Security and Cooperation in Europe (OSCE) role in the Balkans.</p> <p>"Assistance Group" (AG) returned to Chechnya as interlocutor on humanitarian issues.</p> <p>Progress to operationalize Rapid Expert Assistance and Cooperation</p>		<p>Successful elections in Kosovo.</p> <p>U.S. portion of REACT fully operational.</p>	<p>1 Elections led to coalition government, functioning, multi-ethnic Assembly. [On Target]</p> <p>2 "Assistance Group" developed closer, stronger working relationships with local, Federal officials and NGOs and provided indispensable reporting on local developments to OSCE and USG. [On Target]</p>
Details of 2002 Results	Overall	Indicator discontinued in subsequent plans in favor of tracking transatlantic relationships, which more fully reflect U.S. efforts in the region.	
	Result 1	<p>Data sources/availability: Department and public sources</p> <p>Partners: Continued support for electoral oversight by the International Foundation for Elections Systems.</p>	
	Result 2	<p>Data reliability: High; the OSCE AG documents its activity and effectiveness in its regular reports to OSCE member states and is reported on by NGOs and foreign diplomats working in Russia.</p> <p>Partners: The OSCE AG coordinates its activities with other international organizations (e.g., UNHRC, ICRC) and with the missions of other OSCE member states in Russia.</p>	

PERFORMANCE INDICATOR: OAS ARMS ACQUISITION TRANSPARENCY CONVENTION

2000 BASELINE		2001 RESULTS	2002 RESULTS
<p>Convention adopted at OAS General Assembly and opened for signature by states' parties.</p>		<p>Three states, Ecuador, Guatemala, and Uruguay ratified the OAS Arms Acquisition Transparency Convention.</p>	<p>In addition to the three states that ratified the convention during FY 2001, three new states (El Salvador, Paraguay, and Peru) ratified the convention during 2002, bringing it into effect. Many ratifying states voluntarily complied with reporting requirements prior to the Convention entering into effect. [Above Target]</p>
Details of 2002 Results	Overall	Indicator discontinued in favor of reporting on the Wassenaar Arrangement, as an indicator to measure progress toward the performance goal.	
	Result	<p>Data sources/availability: This information is publicly available on the OAS website: http://.</p> <p>Data reliability: Data are a matter of public record and are reliable.</p> <p>Partners: Department coordinated closely with members of the OAS.</p>	

Strategic Goal 1 Regional Stability

Annual Performance Goal 3 Develop and Utilize Effective Conflict Prevention/Conflict Resolution Tools

PERFORMANCE INDICATOR: MULTILATERAL ARMS TRANSFER CODE OF CONDUCT

2000 BASELINE		2001 RESULTS	2002 RESULTS
Conduct discussions with major arms producers on the likely nature of the International Arms Sales Code of Conduct Act of 1999 that instructs the President to attempt to negotiate an international regime to promote transparency, and limit, restrict, or prohibit arms transfers.		A draft text for a multilateral Arms Transfer Code of Conduct was developed, but because arms sales reflect national foreign policies, we do not foresee significant non-European adherence to the code in the near- to long-term.	Several influential countries have overcome their reluctance regarding an international arms transfer code of conduct. They are preparing their own versions of such a code and developing strategies for widespread adoption. [Slightly Below Target]
Details of 2002 Results	Overall Result	Indicator discontinued in subsequent plans in favor of the Wassenaar Arrangement, as an indicator to measure progress toward the performance goal.	
		Data sources/availability: Department records Impact of Performance Shortfall: It is to our advantage to let other countries develop their own text for a code before continuing further. Partners: Department continues to build on coordination achieved in previous years.	

PERFORMANCE INDICATOR: ARMS TRANSPARENCY IN UN REVIEW AND WASSENAAR ARRANGEMENT CONTROL LISTS

2000 BASELINE		2001 RESULTS	2002 RESULTS
The Wassenaar Arrangement agrees to a modest increase in arms-transfer reporting requirements beyond the categories covered by the UN Conventional Arms Register. UN Register participation increases to more than 90 states; China continues to not participate; Egypt drops counter-resolution at UN.		Agreement in Wassenaar to add reporting on two new sub-categories of military vehicles. Continued opposition to establishing new Small Arms/Light Weapons category; revised ship tonnage category; enhanced arms transparency in Wassenaar. Pressed harder for reporting of arms and other transfers subject to national reporting requirements. U.S. goals were advanced through discussions in three working-level groups (licensing/enforcement, control lists, and policy). Wassenaar Arrangement Information System expected on-line in early 2002.	<ol style="list-style-type: none"> 1 No new categories were added to Wassenaar Arrangement Control Lists, but progress was made in this multi-year effort. [Slightly Below Target] 2 122 states participated in the UN Register of Conventional Arms Transfers. China still did not participate. [Slightly Below Target]
Details of 2002 Results	Overall Result	Modified in subsequent plans to Effectiveness of Wassenaar Arrangement control lists.	
	Result 1	Impact of Performance Shortfall: This is a multi-year effort. Progress is expected. Partners: Intense coordination and negotiation with other agencies was needed to attain this goal.	
	Result 2	Data sources/availability: The UN Department of Disarmament Affairs maintains the publicly-available Register, which provides information on participation and on national returns. Data reliability: The UN Register depends on national data, which are only as complete and reliable as the input of each participating state. Even with the potential for minor mistakes, the Register gives a reliable indication of transfers. The Register does not include black market transfers. Impact of Performance Shortfall: China continued to refuse to resume participation in the Register, as a protest against U.S. exports to Taiwan. China's refusal means that one of the seven principal arms exporters is still not reporting data to the Register. The U.S. and others will continue to press China to be transparent in its conventional arms transfers and not hide behind the political issue of Taiwan.	

Strategic Goal 1 Regional Stability
Annual Performance Goal 4 Contain and Resolve Outstanding Regional Conflicts

PERFORMANCE INDICATOR: DAYTON ARMS CONTROL

2000 BASELINE		2001 RESULTS	2002 RESULTS
Articles II and IV Agreements are being satisfactorily implemented; Article V negotiations proceeding at a deliberate pace.		Improved implementation of Article II. Mixed results in attempts to improve implementation of Article IV Agreement. Article V negotiations concluded.	Article II implementation continued to improve. The Article IV Parties had a successful third review conference in June 2002. Article V had its first review conference in June 2002, which agreed to rules and procedures for future review conferences. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because all milestones have now been completed and work on this issue will be routine maintenance.	
	Result	<p>Data sources/availability: Information on all Dayton arms control forums comes from the parties themselves at formal meetings, from OSCE reporting and from bilateral contacts with OSCE and the parties. Inspection and data exchange reports indicate whether the parties are in compliance with the letter of the Articles II and IV Agreements. Specifics of all this reporting are restricted to the parties, contact group or OSCE-participating states, but much is publicly available from OSCE.</p> <p>Data reliability: Data are reliable because they come from the parties themselves. However, politics plays a great role in Dayton arms control, so assessments about results can be subjective.</p> <p>Partners: The OSCE has responsibility for managing Dayton Articles II and IV. The Contact Group (the U.S., UK, Germany, France, Italy, and Russia) and the Dayton “witness states” provide support. The U.S. works closely with the OSCE Personal Representative for Articles II and IV, with Contact Group members, and with the Parties to ensure improved implementation of Dayton arms control.</p>	

PERFORMANCE INDICATOR: THE SITUATION ALONG AND NEAR THE KASHMIR LINE OF CONTROL

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Fighting broke out over line of control. Attempts at negotiation made no progress.	Continued military action by both sides along the line of control (LOC). Existing confidence-building measures ignored Pakistan providing materiel assistance and training to groups fighting in Kashmir. No good channels of communication.	Suspension of Indian offensive security force operations November – May. Continued militant infiltration and attacks. Agra Summit broke down over communiqué wording on terrorism.	Major terrorist attacks brought India and Pakistan close to war, but U.S. and UK diplomatic intervention helped ease tensions, and President Musharraf took actions against Kashmir jihadist militants. India successfully holds elections in Kashmir. [Significantly Below Target]
Details of 2002 Results	Overall	Re-titled from “The situation along and near the Kashmir Line of Control” to track Kashmir-related tension between Pakistan and India more accurately.	
	Result	<p>Data sources/availability: USG reporting</p> <p>Data reliability: Data complete regarding actions, but not intentions.</p> <p>Impact of Performance Shortfall: Hostilities prevent dialogue between India and Pakistan on all issues, including Kashmir. Hostilities also prevent dialogue with insurgents.</p> <p>Partners: Through the South Asia PCC, the Department coordinates closely with DOD, NSC and the intelligence community.</p>	

Strategic Goal 2 Weapons of Mass Destruction
Annual Performance Goal 1 Weapons of Mass Destruction and their Means of Delivery are Contained; Proliferation to Other Countries and Terrorists is Prevented, Contained, or Reversed

PERFORMANCE INDICATOR: IMPEDIMENTS TO ACCESS BY STATES OF CONCERN TO WMD, MISSILE EQUIPMENT AND TECHNOLOGY

2000 BASELINE	2001 RESULTS	2002 RESULTS
<p>Russian entities provided technology and assistance to Iran and India.</p> <p>China announced it would not assist other countries in developing ballistic missiles.</p> <p>North Korea negotiated about ending missile exports. Of the twelve NIS countries, only Ukraine enforced export controls.</p>	<p>Partial success in halting Russian assistance to Iran. China implemented 1997 nuclear commitments, but not those of November 2000.</p> <p>North Korea did not export nuclear material or technology, but continued to seek buyers for missile exports.</p> <p>Marked increase in meeting export control standards and in interdicting WMD and related components.</p>	<ol style="list-style-type: none"> 1 Russia/Iran: Technology exports continue; increased attention to problem of Iran [Slightly Below Target] 2 China: Questions remained about China's implementation of its 1997 nuclear commitments; it has not fully implemented its November 2000 missile commitments [On Target] 3 North Korea: No known export of nuclear material or technology; continued exports of ballistic missile-related equipment, components, materials, and technical expertise to the Middle East, South Asia, and North Africa [Below Target] 4 Central European countries developing strengthened export controls; some NIS moving towards controls [Above Target]
<p>Details of 2002 Results</p>	<p>Overall Data sources/availability: Intelligence, reporting cables, PC/DC decisions, decision memos, interagency input, (where appropriate) IAEA, MTCR and AG documents and meetings; (where appropriate) U.S. training sessions. Data reliability: Generally covered all relevant issues and are reliable. Sometimes the ability to seek clarifying information from foreign governments is hampered by the lack of cleared language available to discuss issues in detail.</p> <p>Result 1 Impact of performance shortfall: Russians are still engaged in some WMD activities with Iran that are of concern to the Administration; economic considerations seem to play a large role in Russia's reluctance to halt all nuclear cooperation with Iran; Continued cooperation by Russian entities with Iran is limiting U.S. – Russian nuclear cooperation; U.S. has made clear that substantial economic benefits could accrue from additional cooperation with the U.S. should Russia forego further cooperation with Iran. Partners: The Department collaborated with DOD, DOE, JCS, DOC, NSC, IC, UNSC, IAEA, Congress, NATO, EU, and the G-8.</p> <p>Result 2 Impact of performance shortfall: The U.S. monitors interactions between Chinese and Iranian nuclear entities and bring such interactions to the attention of Chinese authorities. Partners: The Department collaborated with DOD, JCS, DOC, DOE, NSC, IC, Congress, MTCR, and the Zangger Committee</p> <p>Result 3 Impact of performance shortfall: North Korean provision of missile technology to Pakistan is the most visible impact. Partners: The Department collaborated with DOD, DOE, JCS, DOC, NSC, IC, UNSC, IAEA, KEDO, ROK, Japan, Congress, NATO, EU, G-8, OVP, and the MTCR.</p> <p>Result 4 Partners: The Department collaborated with the intelligence community, FBI, U.S. Customs, DOD, DOC, DOE, DHHS, EPA, USDA, Coast Guard, NRC, NSC, academia, Congress and the private sector.</p>	

Strategic Goal 2 Weapons of Mass Destruction
Annual Performance Goal 1 Weapons of Mass Destruction and their Means of Delivery are Contained; Proliferation to Other Countries and Terrorists is Prevented, Contained, or Reversed

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

2000 BASELINE		2001 RESULTS	2002 RESULTS	
Iraq defied UN inspectors. Iran continued WMD development. North Korean moratorium on missile testing and freeze under Agreed Framework continued, but missile exports also continued.		Iraq defied UN inspectors. Iran continued WMD development. North Korean moratorium on missile testing and freeze under Agreed Framework continued, but missile exports also continued.	<ol style="list-style-type: none"> 1 South Asia: No constraints on Indian and Pakistani missile programs. A nuclear testing moratorium continues, but nuclear weapons programs continue. [Slightly Below Target] 2 Middle East: Wide international support for pressure on Iraq to comply with international obligations to include unanimous UN Security Council approval of Resolution 1441. Iraq denied some technologies necessary for WMD and missiles. While some shipments blocked and procurement impeded, Iran's and Iraq's programs both continued to acquire some items. [Above Target] 3 North Korea: While the freeze under the Agreed Framework and missile flight moratorium continued during FY02, no negotiations on implementation of Agreed Framework were held during the same period. North Korea admitted to secret uranium enrichment program for nuclear weapons. [Significantly Below Target] 	
Details of 2002 Results	Overall	<p>Data sources/availability: Intelligence, reporting cables, PC/DC decisions, decision memos, interagency input, (where appropriate) IAEA, MTCR and AG documents and meetings; (where appropriate) U.S. training sessions.</p> <p>Data reliability: Data generally covered all relevant issues and are reliable. Sometimes the ability to seek clarifying information from foreign governments is hampered by the lack of cleared language available to discuss issues in detail.</p> <p>Partners: The Department collaborates with DOD, DOE, JCS, DOC, DOT, NSC, IC, UNSC, IAEA, Congress, NATO, EU, G-8, USUN, the P-5, KEDO, MTCR, AG, NSG, and OVP.</p>		
	Result 1	<p>Impact of performance shortfall: Onward proliferation in South Asia is still a problem, though there is potential for progress, especially with India.</p> <p>Partners: The Department collaborates with the intelligence community, FBI, U.S. Customs, DOD, DOC, DOE, DHHS, EPA, USDA, Coast Guard, NRC, NSC, Australia Group, MTCR, Nuclear Suppliers' Group, IAEA, academia, Congress and private sector.</p>		
	Result 3	<p>Impact of performance shortfall: Continue to seek WMD and missile dialogue in accordance with Administration policy.</p> <p>Partners: The Department collaborates with the Intelligence Community, AID, FBI, U.S. Customs, Treasury, DOD, DOC, DOE, DHHS, EPA, USDA, NRC, NSC, OVP, MTCR, Nuclear Suppliers' Group, UN Security Council, NATO allies, IAEA, European Union members, G-8 members, South Korea, academia, Congress and the private sector.</p>		

PERFORMANCE INDICATOR: PROGRESS TOWARD IMPLEMENTING FISSILE MATERIAL PROJECTS

2000 BASELINE		2001 RESULTS	2002 RESULTS	
U.S.-Russian agreement on plutonium disposition completed.		Plutonium disposition suspended; Plutonium Production Reactor Agreement suspended.	<ol style="list-style-type: none"> 1 Progress made on Russian plutonium stockpile implementation and transparency issues. [On Target] 2 Preparations for negotiations of U.S.-Russian plutonium-disposition multilateral framework are on track. [On Target] 	
Details of 2002 Results	Overall	<p>Data sources/availability: Intelligence, reporting cables, PC/DC decisions, decision memos, and interagency input</p> <p>Data reliability: Data generally covered all relevant issues and are reliable. Sometimes the ability to seek clarifying information from foreign governments is hampered by the lack of cleared language available to discuss issues in detail.</p>		
	Result 1	<p>Partners: The Department collaborated with the intelligence community, DOD, DOE, NSC, and the IAEA.</p>		
	Result 2	<p>Partners: The Department collaborated with the intelligence community, DOD, DOE, NRC, NSC, Nuclear Suppliers' Group, NATO allies, IAEA, European Union members, G-8 members, academia, Congress and the private sector.</p>		

Strategic Goal 2 Weapons of Mass Destruction
Annual Performance Goal 1 Weapons of Mass Destruction and their Means of Delivery are Contained; Proliferation to Other Countries and Terrorists is Prevented, Contained, or Reversed

PERFORMANCE INDICATOR: RUSSIAN / NIS WEAPONS SCIENTISTS REDIRECTED IN CIVILIAN ACTIVITIES; PROGRESS IN DEVELOPING CIVILIAN ALTERNATIVE EMPLOYMENT		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Engaged more than 30,000 scientists in peaceful civilian efforts; moving to support sustainable transition from weapons to civilian work.	Up to 40,000 scientists and several new high-interest institutes engaged.	Engaged cumulatively about 50,000 former WMD scientists, of whom about 26,000 were former WMD scientists. Eight new U.S. industry partners recruited. Three new technological applications brought to market, including Neurok TechSoft (linear differential equation solver), a laser-based fluoro-carbon detector and the Animatek (computer animation) technology. [Above Target]
Details of 2002 Results	<p>Result Data sources/availability: Extensive data collected and maintained in accessible databases by the International Science and Technology Center (ISTC) in Moscow and the Science and Technology Center in Ukraine (STCU) in Kiev; periodic reporting by Embassies Moscow and Kiev; reports by independent outside auditors.</p> <p>Data reliability: The data are reliable, timely, and are reviewed constantly by USG experts.,</p> <p>Partners: The Department collaborated with the intelligence community, DOD, DOC, DOE, DHHS, EPA, USDA, NSC, European Union members, G-8 members, Norway, South Korea, academia, Congress and the private sector.</p>	

Strategic Goal 2 Weapons of Mass Destruction
Annual Performance Goal 2 Reduction of weapons of mass destruction stockpiles, materials, infrastructure; essential foreign support or toleration of U.S. weapons development

PERFORMANCE INDICATOR: STRATEGIC ARMS REDUCTIONS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
START I reductions continued.	START I warhead reductions ahead of schedule.	All strategic arms in Ukraine eliminated; Intermediate-Range Nuclear Forces (INF) treaty inspection regime completed.	<p>1 All parties completed the final START I reductions by the deadline of December 5, 2001. Number of warheads reduced from 10,000 to under 6,000. [On Target]</p> <p>2 START II Treaty never completed ratification; superseded by the Bush Administration's New Strategic Framework between the U.S. and Russia, to include strategic offensive reductions and missile defense. Further offensive reductions codified in the Moscow Treaty of May 2002, requiring deeper nuclear warhead reductions than START II would have (to no more than 1,700-2,200 deployed nuclear warheads each) and providing greater flexibility in how those reductions are made. [Significantly Above Target]</p>
START II not ratified.	START II ratified by Russia.	Former Soviet strategic warheads down from 6,860 to 5,988.	
Details of 2002 Results	<p>Overall Indicator was discontinued in subsequent plans in favor measuring cooperation with Russia on new strategic framework.</p> <p>Result 1 Data sources/availability: From the parties to the agreement, reports of the Joint Compliance and Implementation Commission. While information about discussions is restricted, information about results is publicly available.</p> <p>Data reliability: Data generally covered all relevant issues and is reliable.</p> <p>Partners: The Department worked with DOD, DOE, and the intelligence community.</p> <p>Result 2 Data sources/availability: Internal USG deliberations and intense negotiations with Russia, the details of which remain classified</p> <p>Data reliability: Data based on negotiations are fully reliable</p> <p>Partners: The Department worked with DOD and the intelligence community, with White House guidance.</p>		

Strategic Goal 2 Weapons of Mass Destruction
Annual Performance Goal 2 Reduction of weapons of mass destruction stockpiles, materials, infrastructure; essential foreign support or toleration for U.S. weapons development

PERFORMANCE INDICATOR: MISSILE DEFENSE			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Anti-Ballistic Missile (ABM) Treaty in effect.	U.S. decided not to deploy a limited national missile defense at this time.	Russians accepted U.S. withdrawal from AMB Treaty. Presidents Bush and Putin agreed to continue consultations on establishing a new strategic relationship based on mutual interests and cooperation rather than mutual vulnerability. The U.S.-Russian relationship is much broader than the ABM Treaty. U.S. initiated series of consultations about missile defense with allies, Russia, and China.	USG established the basis of a "New Strategic Framework" for its security relationship with Russia that consists of, among other things, a new approach to deterrence that relies on both offensive and defensive means. The U.S. exercised its right to withdraw from the ABM Treaty, thus removing the principal legal obstacle to pursuing alternative approaches to developing an effective missile defense system. The Department led or participated in more than 125 consultation visits on U.S. missile defense efforts, threat assessments, and ABM Treaty withdrawal, which lead to the formation of cooperative missile defense development programs. The Department instituted a regular dialogue with Russia that was designed to increase transparency and openness in missile defense endeavors. [Above Target]
Details of 2002 Results	Overall	This indicator was discontinued in subsequent plans in favor of a new measure of cooperation with Russia on the New Strategic Framework, which better measure progress toward the performance goal.	
	Result	<p>Data sources/availability: Data come from consultations with allies, Russia, China and others around the world, most of which are classified. National positions on missile defense and the New Strategic Framework are also indicated in national press announcements and communiqués, and in UN First Committee voting.</p> <p>Data reliability: Information from consultations with other governments is, at any given time, complete and reliable; however, this is a political process and government positions can change over time. Press reporting can be unreliable.</p> <p>Partners: Department's efforts were closely coordinated with the NSC, OSD, MDA, and other federal agencies with missile defense jurisdictions.</p>	

Strategic Goal 2 Weapons of Mass Destruction
Annual Performance Goal 3 Foreign Governments Work with the United States to Strengthen Existing Agreements and Negotiate New Multilateral Nonproliferation and Arms Control Commitments to Reduce the Weapons of Mass Destruction Threat

NON-PROLIFERATION TREATY (NPT)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Review Conference showed wide support for NPT; 45 countries signed IAEA safeguards protocol.	52 countries have signed IAEA safeguards protocol.	<ol style="list-style-type: none"> 1 PrepCom I for the 2005 NPT RevCon concluded smoothly. [Above Target] 2 IAEA took action on integrated safeguards and emphasized financial needs of 9 more states, bringing the total to 67, of which, 28 have brought their protocols into force. [Above Target] 3 IAEA Board approved multi-year anti-nuclear terrorism program with a substantial increase in funding to \$11 million annually. [On Target]
Details of 2002 Results	Overall	<p>Data reliability: Reliable and highly credible.</p> <p>Partners: Department collaborated with DOE, NRC, DOD, adherents to the NPT, the IAEA, the UN, relevant non-governmental organizations, and the U.S. nuclear industry.</p>
	Result 1	Data sources/availability: Reports from U.S. delegation to PrepCom, subsequent diplomatic consultations with PrepCom participants, international press, NGO publications, cables from the field.
	Result 2	Data sources/availability: IAEA Board decisions and other IAEA documentation, U.S. policy papers and decision documents, diplomatic reporting.
	Result 3	Data sources/availability: IAEA Board decisions and other IAEA documentation, reporting from U.S. Mission to IAEA, other USG personnel involved in supporting program.

Strategic Goal 2 Weapons of Mass Destruction
 Annual Performance Goal 3 Foreign Governments Work with the United States to Strengthen Existing Agreements and Negotiate New Multilateral Nonproliferation and Arms Control Commitments to Reduce the Weapons of Mass Destruction Threat

PERFORMANCE INDICATOR: STRENGTHEN THE CHEMICAL WEAPONS CONVENTION (CWC)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
<p>133 States Parties.</p> <p>Backlog of implementation issues reduced; U.S. begins implementing industry obligations; discussions with Russia on destruction issues remain moribund.</p>	<p>144 States Parties.</p> <p>U.S. fully implemented industry obligations. Some destruction of Russian stocks begun, but Russia requested extension of deadlines. OPCW budget problems prevented full execution of its responsibilities. U.S. began action to restore good management to OPCW.</p>	<ol style="list-style-type: none"> 1 Four additional States Parties (Nauru, Uganda, St. Vincent and the Grenadines, and Samoa) were added to the CWC, and two other states (Libya and Thailand) voiced intent to join [On Target] 2 U.S. fully implemented CWC industry obligations by meeting all declaration and reporting requirements, hosting eight industry inspections, and successfully resolving issues from five previous inspections [On Target] 3 Reportable progress made regarding Russian chemical weapons destruction program. [On Target] 4 In summer 2002, the U.S. succeeded in bringing about a change in the leadership of the OPCW's Technical Secretariat and called for voluntary donations to get the OPCW out of immediate financial crisis. The U.S. set the example by making a \$2 million voluntary contribution. Additionally, the U.S. sought and obtained agreement among the States Parties for a 10 percent increase in the OPCW budget for 2003. The OPCW is alleviating its financial crisis. [Above Target]
Details of 2002 Results	<p>Result 1</p> <p>Data sources/availability: The data are provided by states to the Organization for the Prohibition of Chemical Weapons (OPCW) and are publicly available. Data reliability: The data are reliable.</p>	
	<p>Result 2</p> <p>Data sources/availability: The U.S. chemical industry generates the information the USG uses in making the required declarations and reports. OPCW inspection reports indicate whether there are any implementation issues. This information is proprietary and is not available to the public. Data reliability: The data are reliable and U.S. experts review them constantly. Partners: The Department worked closely with the Departments of Defense and Commerce in the execution of domestic CWC responsibilities.</p>	
	<p>Result 3</p> <p>Data sources/availability: Data on the Russian CW destruction program are available from bilateral consultations, information and reports from the OPCW, and reporting from the U.S. delegation to the OPCW. Impact of Performance Shortfall: Russia had to request extensions of all the CWC destruction deadlines; most likely will be unable to meet these extensions. The longer these weapons exist the longer they pose a proliferation risk as well as a risk to the objective and purpose of the CWC. Data reliability: The data are reliable. Partners: The Department worked with the Department of Defense, and the EU and G-8 on U.S. and international financing.</p>	
	<p>Result 4</p> <p>Data sources/availability: Data come from the OPCW and reporting by the U.S. delegation in The Hague. Impact of Performance Shortfall: The OPCW is not yet out of financial crisis. Without additional voluntary contributions staff, inspection shortfalls will continue. Data reliability: Data are reliable. Partners: The Department worked closely with the OPCW, and has seconded a budget expert to the OPCW to assist its budget reform.</p>	

Strategic Goal 2 Weapons of Mass Destruction
Annual Performance Goal 3 Foreign Governments Work with the United States to Strengthen Existing Agreements and Negotiate New Multilateral Nonproliferation and Arms Control Commitments to Reduce the Weapons of Mass Destruction Threat

PERFORMANCE INDICATOR: INTERNATIONAL MONITORING SYSTEM FOR COMPREHENSIVE TEST BAN TREATY (CTBT) AND FISSILE MATERIALS CUTOFF TREATY (FMCT)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Partial international nuclear-test monitoring system in place. No agreement in Conference on Disarmament for negotiations on FMCT	<p>Ten additional IMS stations certified. Unable to establish FMCT committee at Conference on Disarmament with an acceptable mandate.</p> <p>China, supported by Pakistan and Russia, continued to block FMCT negotiations. General support, apart from China, Pakistan, and Russia, continued for a work program package including negotiation of FMCT.</p>	<p>1 Additional IMS stations certified by the Provisional Technical Secretariat, bringing the total to 34. The number of completed installations (many of which will soon be ready for certification) is now about 140. Of the 50-station primary seismic network, the most important part of the IMS for detection of underground nuclear explosions, 28 have been completed and 13 have been certified. [On Target]</p> <p>2 The Conference on Disarmament failed to agree to resume FMCT negotiations in FY 2002. The 57th UN General Assembly passed a consensus resolution calling for the Conference on Disarmament to resume FMCT negotiations. [Significantly Below Target]</p>
Details of 2002 Results	Overall	The FMCT indicator will be discontinued, at least until there are significant developments to report.
	Result 1	<p>Data sources/availability: Information on IMS progress comes from Provisional Technical Secretariat (PTS) documents, reports to Preparatory Committee meetings by PTS staff, and reporting cables and personal contacts by the U.S. Mission in Vienna. Department staff reviews this information constantly.</p> <p>Data reliability: The data are reliable.</p> <p>Partners: Department experts work with experts at the Departments of Defense and Energy and with the intelligence community to guide progress on activation of the IMS.</p>
	Result 2	<p>Data sources/availability: Data come from Conference on Disarmament documents, reporting from the U.S. Conference on Disarmament Delegation, bilateral consultations with Conference member states, and UN records.</p> <p>Data reliability: The data at any given time are reliable; however this is a political process and national views can change over time.</p> <p>Impact of Performance Shortfall: China continued to block the resumption of FMCT negotiations in the Conference on Disarmament by linking them to negotiations on outer space arms control, which the U.S. opposes, and has refused all attempts at reasonable compromise. The continuing deadlock is undermining the credibility of the CD as the principal forum of the international community to negotiate formal multilateral arms control agreements and issues; losing its credibility would hurt primarily those states who do not have other forums to turn to for addressing these issues, and the U.S. would lose a venue both for educating and persuading other states of U.S. views and positions, and for any future negotiations to conclude multilateral agreements based on those views and positions.</p> <p>Partners: The Department coordinated with the Departments of Defense and Energy on actions at the Conference on Disarmament, and worked with organizations such as the UN, the EU, NATO, the NPT Review Conference Process, and the G-8 to maintain momentum in support of FMCT negotiations.</p>

Strategic Goal 2
Annual Performance Goal 4

Weapons of Mass Destruction
Effective Verification Practices are in Place; Compliance with Arms Control and Nonproliferation Treaties, Agreements, and Commitments is Verified

PERFORMANCE INDICATOR: EFFECTIVE VERIFICATION MEASURES FOR NEW TREATIES AND COMMITMENTS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Major Biological Weapons Convention (BWC) issues unresolved. START III provisions under development.	Alternatives to convention Protocol under development; withdrawal from ABM; new relationship with Russia.	Effective measures to verify North Korea's missile regime and dismantlement of its nuclear weapons capability developed. Other nations' compliance with proliferation commitments assessed. [On Target] .
Details of 2002 Results	Overall	This indicator was revised in subsequent plans in favor of tracking the Physical Protection Convention, which better measures goal progress.
	Result	Data sources/availability: Intelligence, cables, trips, reports, interagency input, USG decisions, direct participation. Data reliability: Data generally cover all relevant issues and is reliable. Partners: The Department collaborated with DOD, DOE, JCS, DOC, NSC, and the IC.
PERFORMANCE INDICATOR: COMPLIANCE WITH EXISTING TREATIES AND COMMITMENTS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Some compliance reports submitted late; substantial number of CWC compliance issues raised; solutions to START issues sought at JCIC; plans under discussion for CTBT TAG; CTBT verification regime policy under development within VMTF.	The original version of the CY 2001 Noncompliance Report as drafted underwent interagency coordination, but was not transmitted to the Congress, pending a review of the conclusions. CWC compliance issues identified; some concerns resolved. Concept of Operations for the Nuclear Verification Information System developed.	<ol style="list-style-type: none"> 1 Reinvigorated the process for preparing and vetting Congressionally mandated arms control and nonproliferation reports; process overhaul has resulted in some reports not being submitted on time; expect dramatic improvement in FY2003. [Slightly Below Target] 2 Consultations conducted and demarches delivered to Chemical Weapons Convention countries of concern; compliance concerns with some States Parties resolved. [On Target] 3 Development of effective measures to strengthen Biological Weapons Convention continued. [On Target] 4 Implementation of START verification regime continues. Compliant implementation of INF Treaty continued. Transparency measures for the Moscow Treaty are being developed as necessary. [On Target] 5 Interagency Verification and Monitoring Task Force (VMTF) develops U.S. verification policy related to nuclear testing; designed and began implementation (beta version installed at State) of independent Nuclear Testing Verification Information System. [On Target]
Details of 2002 Results	Overall	This indicator was discontinued in subsequent plans in favor of indicators that measure more tangible progress toward performance goal. Data sources/availability: Intelligence, cables, trips, reports, interagency input, USG decisions, direct participation, and (where appropriate) input from National Laboratories. Data reliability: Data generally cover all relevant issues and are reliable.
	Result 1	Impact of Performance Shortfall: Robust compliance assessment and submission of reports to the Congress fosters Administration and Congressional dialogue critical to meeting U.S. national security objectives. Partners: The Department collaborated with Congress, congressional staff members, DOD, DOE, JCS, DOC, NSC, and the IC.
	Result 2	Partners: The Department collaborated with DOD, JCS, DOC, NSC, and the IC, and interacts with the OPCW.
	Result 3	Partners: The Department collaborated with DOD, JCS, DOC, NSC, and the IC, and interacts with the CD.
	Result 4	Partners: The Department collaborated with DOD, DOE, JCS, NSC, and the IC
	Result 5	Partners: The Department collaborated with DOD, DOE, JCS, NSC, and the IC, and interacts with the Provisional Technical Secretariat (for IMS).

Strategic Goal 2 Weapons of Mass Destruction
Annual Performance Goal 4 Effective Verification Practices are in Place; Compliance with Arms Control and Nonproliferation Treaties, Agreements, and Commitments is Verified

PERFORMANCE INDICATOR: AVAILABILITY OF NEEDED VERIFICATION AND MONITORING TECHNOLOGY		
2000 BASELINE	2001 RESULTS	
Level of collection resources maintained; V Fund established; NPAC TWG participation full, report issued in October 2000.	During FY 2001 critical collection sensors were funded and provided information for treaty verification. Pushed to fund future collection systems to ensure that there will be no gaps in coverage. Pushed for a budget allocation, including reprogramming efforts, to support the Verification Assets Fund (V Fund), but internal Department priority was given to other programs. Stay the course; try again in FY 2002. The Nonproliferation and Arms Control Technology Working Group (NPAC TWG) continued to foster the development of key research and development activities that may contribute to verifying arms control and nonproliferation agreements. The NPAC TWG Report will be issued in the spring of 2002.	
	While minimally funded, the V Fund, established by the Congress to preserve critical assets and to identify and develop new R&D verification projects, was used to support the COBRA JUDY radar and an additional key project; impact on verifiability of agreements and commitments to changes in asset coverage assessed. [Slightly Below Target]	
Details of 2002 Results	Overall	This indicator was revised in subsequent plans in favor of indicators that measure more tangible progress toward performance goal.
	Result	<p>Data sources/availability: Intelligence, cables, trips, reports, interagency input, USG decisions, direct participation.</p> <p>Data reliability: Data generally cover all relevant issues and are reliable.</p> <p>Impact of Performance Shortfall: Greater endowment of the V Fund would improve our ability to support key verification assets and R&D critical to implementing USG arms control and nonproliferation objectives.</p> <p>Partners: The Department collaborated with DOD, DOE, JCS, DOC, NSC, and the IC.</p>
PERFORMANCE INDICATOR: TIMELY TREATY-MANDATED COMMUNICATIONS		
2000 BASELINE	2001 RESULTS	
New Government-to-Government Communications Link agreements signed with Kazakhstan and Ukraine.	Government-to-Government Communications Link (GGCL) Agreement with Ukraine signed in September 2001. Government-to-Government Communications Link Agreement with Kazakhstan signed in December 2001.	
	START partners (former Soviet nuclear states) consider completed U.S. proposal for replacement of the current Government-to-Government Communications Links (GGCL) system. [On Target]	
Details of 2002 Results	Result	<p>Data sources/availability: Continual, in form of ongoing, treaty and agreement-based successful notification exchanges via current GGCLs, CWC Network and OSCE Network.</p> <p>Data reliability: Recently increased level of interaction at the Technical Experts' Meeting has led to more direct, reliable information being exchanged regarding the replacement proposal; INA undergoing testing on the international level.</p> <p>Impact of Performance Shortfall: NRRC system replacement must be fully operational in 2005, when present system will be obsolete. Coordination of system replacement dependent on high level of IRM responsiveness to VC/NRRC requirements and interaction in continuing development, presentation and testing of the system proposal.</p> <p>Partners: The Department collaborated with DOD, DOE, JCS, DOC, NSC, and the IC.</p>

Strategic Goal 2 Weapons of Mass Destruction
 Annual Performance Goal 5 International Nuclear cooperation is Promoted Under Stringent Nonproliferation and Safety Standards

PERFORMANCE INDICATOR: REACTOR CLOSURES AND NUCLEAR WASTE IMPROVEMENTS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Reactor closures agreed for several in NIS and Eastern Europe; negotiations held on nuclear waste framework agreement.	Several NIS plants closed; G-7 adopted goal of pressuring Russia to close unsafe reactors.	<ol style="list-style-type: none"> Mixed results in Eastern Europe: Lithuania, Armenia, and Ukraine positive; Bulgaria questioned its commitment to closure. [On Target] Liability agreement reached with Russia allowing U.S. participation in waste cleanup; implementing agreements negotiated. [On Target]
Details of 2002 Results	Result 1 Data sources/availability: Intelligence, reporting cables, PC/DC decisions, decision memos, interagency input, and (where appropriate) IAEA documents and meetings. Data reliability: Data generally cover all relevant issues and are reliable. Partners: The Department collaborates with OVP, NSC, DOE, NRC, AID, Treasury and the EPA.	
	Result 2 Data sources/availability: Cables, Trip Reports, Direct Participation. Data reliability: Data cover all relevant issues and are reliable. Impact of Performance Shortfall: The smaller cask will mean less capacity for waste cleanup. Partners: The Department collaborated with DOD, DOE, NRC, and DOT.	
PERFORMANCE INDICATOR: EXTENSION OF BENEFITS OF NUCLEAR COOPERATION TO U.S. PARTNERS AND IMPLEMENTATION OF PROVISIONS OF EXISTING COOPERATION AGREEMENTS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
U.S. had nuclear cooperation agreements with IAEA, EU, and 25 other nations; new nuclear technology transfers to China stalled; U.S. conducted regular consultations on protection of U.S.-supplied nuclear material; U.S. reached necessary agreements on security arrangements for transfer from Europe to Japan; Generation IV International Forum (GIF) on innovative reactor designs begun well.	U.S.-China discussions made substantial progress; GIF successfully drafted approved; no significant issues about security of U.S.-origin nuclear materials; U.S. continued as reliable partner in nuclear cooperation.	<ol style="list-style-type: none"> U.S.-China Agreement for Cooperation being implemented successfully. U.S.-China discussions on retransfer consents concluded, but agreement not yet in force. [On Target] The Generation IV International Forum (GIF) has developed list of new technologies for international development and continues as a leading forum for international cooperation in advanced reactor development for safety, sustainability, and proliferation resistance. [On Target] No security problems arose with U.S.-origin nuclear material. [On Target] U.S. continued as reliable partner in nuclear cooperation. Extended agreement with Morocco, but not Indonesia. Other agreements remained in force. [On Target]
Details of 2002 Results	Overall Data sources/availability: Cables, trip reports, and direct participation Data reliability: Data cover all relevant issues and are reliable.	
	Result 1 Impact of Performance Shortfall: U.S. companies wanting new approvals to sell controlled nuclear technology are unable to do so, but existing licenses meet most needs. Partners: The Department collaborated with OVP, NSC, DOE, NRC, AID, Treasury and the EPA.	
	Result 2 Partners: The Department collaborated with DOE and the IAEA.	
	Result 3 Partners: The Department collaborated with DOD, DOE, NRC, and DOT.	
	Result 4 Partners: The Department collaborated with the NRC, DOC, DOD.	

Strategic Goal 3 Open Markets
Annual Performance Goal 1 A Robust International Framework for Free Trade in Goods, Services, and Investment Ensures the Openness of International Markets for New Technologies

PERFORMANCE INDICATOR: STATUS OF MARKET OPENING NEGOTIATIONS IN THE WTO		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Initial negotiations underway on agriculture and services.	WTO members completed preliminary work to begin negotiations in January 2002.	WTO launched new round in Doha. China and Taiwan joined WTO. [On Target]
Details of 2002 Results	Result Data sources/availability: WTO data. Partners: Department worked closely with USTR and other agencies in the Trade Policy Review Group to coordinate U.S. positions and advance foreign policy and economic goals.	
PERFORMANCE INDICATOR: WTO MEMBERSHIP		
2000 BASELINE	2001 RESULTS	2002 RESULTS
WTO has 136 countries	Oman, Croatia, Lithuania, and Moldova joined during the fiscal year. Progress made in negotiations during the year enabled China and Taiwan to be admitted at the WTO's November 2001 Ministerial in Doha.	China and Taiwan entered WTO. Macedonia accession approved. General Council may approve report on Armenia. 144 total WTO members as of 09/30/02. Russia, Saudi, and other accession processes were more difficult than expected; made less progress than hoped for. [Slightly Below Target]
Details of 2002 Results	Result Data sources/availability: WTO data. Impact of Performance Shortfall: Accession issues were difficult for applicant countries to resolve with WTO and U.S. Failure to accede may delay economic and trade liberalization in accession countries in the short-term but maintaining high standard for accession means more extensive reforms in the future. U.S. will continue to work with applicants and WTO to move accession forward. Partners: Department worked closely with USTR and other Trade Policy Review Group agencies to coordinate U.S. positions and advance foreign policy and economic goals. U.S. embassies played key role.	
PERFORMANCE INDICATOR: CHINA'S WTO ACCESSION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
China is in WTO application process.	Negotiations continued during the fiscal year.	China was admitted to the WTO in November, 2002. China took concrete steps to remove trade barriers and open its markets, but problems emerged in some key sectors. [Slightly Below Target]
Details of 2002 Results	Overall Result This indicator has been discontinued in subsequent plans because China joined the WTO in December 2001. Monitoring China's compliance with its WTO commitments continues. Data sources/availability: U.S. Government and private sources. Partners: Department acted within the interagency group that monitors China's WTO compliance and consults regularly with the private sector. The U.S. embassy in Beijing regularly analyzed and reported on China's implementation.	

Strategic Goal 3 Open Markets
 Annual Performance Goal 1 A Robust International Framework for Free Trade in Goods, Services, and Investment Ensures the Openness of International Markets for New Technologies

PERFORMANCE INDICATOR: STATUS OF NEGOTIATIONS ON BILATERAL FREE TRADE AGREEMENTS (FTAS)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Negotiations on Free Trade Area of the Americas ongoing.	Negotiations initiated with Chile and Singapore. Congress approved FTA with Jordan.	Jordan FTA entered into force. Agreement on core elements of an FTA with Singapore in November 2002. FTA with Chile concluded in December 2002. Morocco, Central America, SACU, and Australia identified as partners for FTAs. [On Target]
Details of 2002 Results	Result	Data sources/availability: USTR Partners: Extensive coordination with USTR, NSC, Treasury, Commerce, OMB, CEA, and others on identifying countries, agreeing to negotiating objectives, and conducting actual negotiations.
PERFORMANCE INDICATOR: STATUS OF INTEGRATED FRAMEWORK (IF) FOR TRADE-RELATED CAPACITY BUILDING ROUNDTABLES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
None of needs yet met, as identified in IF needs-assessment funded roundtables.	Pilot trade capacity needs diagnostic projects in three least developed countries (Cambodia, Madagascar, Mauritania) were successfully completed as the IF was reenergized by member agencies. Eleven additional countries have been identified for diagnostic studies.	Donors and recipients used country trade integration studies to determine needs and how to use liberalization to reduce poverty. [On Target]
Details of 2002 Results	Result	Data sources/availability: Integrated Framework/WTO/World Bank Partners: Department worked closely with USAID and other USG agencies to coordinate U.S. positions and find ways to provide technical assistance that will boost recipients' ability to use trade and economic liberalization to reduce poverty. (The Foreign Operations Act bars direct USG assistance to the government of Cambodia.)
PERFORMANCE INDICATOR: STATUS OF BILATERAL INVESTMENT TREATY (BIT) NEGOTIATIONS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Continued discussions with 25 countries and active negotiations with 12.	Continued discussions with 25 countries and active negotiations with 12.	BIT discussions continued with Venezuela, Peru, Colombia, and South Korea. [Significantly Below Target]
Details of 2002 Results	Result	Data sources/availability: Department. Impact of Performance Shortfall: The impact of the shortfall, while not insignificant, did not reflect an inactive BIT program. U.S. currently in the process of updating the Model BIT text used to negotiate agreements; this process has been underway for several years, but is close to completion and will reflect the guidance on investment chapters in free trade agreements from the recently-passed Trade Act of 2002; BIT discussions and exchanges of information with well over a dozen countries will allow expected negotiations with some key countries once the updated model is ready. Partners: Department and USTR share the lead on the BIT program and negotiations; Commerce and Treasury also have input in the process.

Strategic Goal 3 Open Markets
Annual Performance Goal 1 A Robust International Framework for Free Trade in Goods, Services, and Investment Ensures the Openness of International Markets for New Technologies

PERFORMANCE INDICATOR: STATUS OF MULTILATERAL POLICY DIALOGS

2000 BASELINE		2001 RESULTS	2002 RESULTS
Launch OECD analytical study of investment policy changes in 21st century; expand adherents to OECD Declaration on Investment and Multilateral Enterprises.		OECD expanded its investment outreach work with China, Russia, and other nonmember countries. Latvia, Israel, Singapore, and Venezuela are in the pipeline to adhere to the Declaration on Investment and Multilateral Enterprises.	Russia Deputy Minister of Economic Development and Trade stated investment policy will become increasingly a top priority in Russia-U.S. and Russia-OECD dialogues. U.S. and China jointly agreed to host a Foreign Direct Investment (FDI) for Development Conference. [On Target]
Details of 2002 Results	Overall	This indicator was discontinued in subsequent plans because it was incorporated into indicators that better demonstrate progress toward goal.	
	Result	Data sources/availability: OECD and Department. Partners: Departments of Treasury, Commerce, USTR, Labor and EPA.	

PERFORMANCE INDICATOR: NUMBER OF COUNTRIES AGREEING TO "OPEN SKIES" AVIATION AGREEMENTS

2000 BASELINE		2001 RESULTS	2002 RESULTS
46		53	58 Open Skies agreements; 3 other liberalized agreements. [Above Target]
Details of 2002 Results	Overall	This indicator has been discontinued in subsequent plans because it was determined an inappropriate indicator of performance progress.	
	Result	Data reliability: 100% reliable: Signed open skies or other bilateral agreements; increased flight frequencies published. (Department). Partners: Department works closely with Departments of Transportation and Commerce.	

PERFORMANCE INDICATOR: STATUS OF INTELSAT PRIVATIZATION

2000 BASELINE		2001 RESULTS	2002 RESULTS
Assembly of parties considering final privatization documents.		INTELSAT was privatized July 18, 2001.	INTELSAT privatization accomplished. [On Target]
Details of 2002 Results	Overall	This indicator has been discontinued in subsequent plans because INTELSAT privatization was accomplished in July 2001.	
	Result	Data sources/availability: Department and other public sources Partners: The Department, as mandated by statute, coordinated among a half dozen agencies all of the activities required to reach the successful result.	

PERFORMANCE INDICATOR: NUMBER OF COUNTRIES AGREEING TO LIBERALIZE TELECOM EQUIPMENT CERTIFICATION AND STANDARDS REGIMES

2000 BASELINE		2001 RESULTS	2002 RESULTS
28		33	36 [Above Target]
Details of 2002 Results	Overall	This indicator has been discontinued in subsequent plans because it was subsumed in Global Economic Growth indicators.	
	Result	Data sources/availability: Department; FCC no longer collects/publishes data to measure this indicator; some data available from APEC, EU and CITEI sources Data reliability: Reliable but incomplete. Partners: Coordinated with Federal Communications Commission.	

Strategic Goal 3 Open Markets
Annual Performance Goal 1 A Robust International Framework for Free Trade in Goods, Services, and Investment Ensures the Openness of International Markets for New Technologies

PERFORMANCE INDICATOR: NUMBER OF COUNTRIES AGREEING TO ESTABLISH INDEPENDENT TELECOM REGULATORY AGENCIES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
5	8	15 [Above Target]
Details of 2002 Results	Overall	This indicator has been discontinued in subsequent plans because it was subsumed in Global Economic Growth indicators.
	Result	Data sources/availability: International Telecommunication Union and the Department. Partners: Federal Communications Commission.

Strategic Goal 4 U.S. Exports
Annual Performance Goal 1 U.S. Companies Compete Successfully for Worldwide Sales

PERFORMANCE INDICATOR: NUMBER OF OUTREACH MEETINGS AND BUSINESS BRIEFINGS HELD		
2000 BASELINE	2001 RESULTS	2002 RESULTS
160	228	360 [Above Target]
Details of 2002 Results	Overall	Indicator discontinued because it was deemed an inappropriate measure of the Department's performance progress, never actively utilized or tracked, and consists of strategies rather than results.
	Result	Data sources/availability: Department. Partners: Department of Commerce, the U.S. Chamber of Commerce, and other governmental and non-governmental organizations.

PERFORMANCE INDICATOR: NUMBER OF BUSINESS CONFERENCES ATTENDED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
48	63	100 [Above Target]
Details of 2002 Results	Overall	Indicator discontinued because it was deemed an inappropriate measure of the Department's performance progress, never actively utilized or tracked, and consists of strategies rather than results.
	Result	Data sources/availability: Department. Partners: Department of Commerce.

PERFORMANCE INDICATOR: NUMBER OF COMPANIES FOR WHOM ADVOCACY SERVICES WERE PROVIDED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
48	63	100 [Above Target]
Details of 2002 Results	Overall	Indicator discontinued because it was deemed an inappropriate measure of the Department's performance progress, never actively utilized or tracked, and consists of strategies rather than results.
	Result	Data sources/availability: Department. Partners: Department of Commerce.

Strategic Goal 4 U.S. Exports
 Annual Performance Goal 1 U.S. Companies Compete Successfully for Worldwide Sales

PERFORMANCE INDICATOR: NUMBER AND TYPE OF TRAINING OPPORTUNITIES

2000 BASELINE	2001 RESULTS	2002 RESULTS
Commercial orientation 10/99.	Training completed 10/01	No data. Training was completed in 2001. [Not Rated]
Details of 2002 Results	Overall This Indicator was discontinued because training was completed in 2001. Indicator was deemed an inappropriate measure of the Department's performance progress, never actively utilized or tracked, and consists of strategies rather than results.	

PERFORMANCE INDICATOR: STATUS OF INTRANET WEB SITE

2000 BASELINE	2001 RESULTS	2002 RESULTS
New project – no baseline	Intranet website running	No data. Work was completed in 2001. [Not Rated]
Details of 2002 Results	Overall This indicator was discontinued in subsequent plans because it was incorporated in overall exports of goods and services data.	

PERFORMANCE INDICATOR: TELECOM AND IT EQUIPMENT SALES

2000 BASELINE	2001 RESULTS	2002 RESULTS
\$115 billion	\$130 billion	Data not yet available. [Not Rated]
Details of 2002 Results	Overall Result This indicator was discontinued in subsequent plans because it was incorporated in overall exports of goods and services data. Data sources/availability: Department of Commerce export statistics by sector.	

PERFORMANCE INDICATOR: MINUTES/MESSAGES OF OVERSEAS SERVICE PROVIDED BY U.S. TELECOM OPERATORS INCLUDING SATELLITE COMPANIES

2000 BASELINE	2001 RESULTS	2002 RESULTS
27.5 billion minutes; 5.2 billion messages	29.2 billion voice minutes; 6.6 billion data messages.	Data not yet available. [Not Rated]
Details of 2002 Results	Overall Result This indicator was discontinued in subsequent plans because it was incorporated in overall exports of goods and services data. Data sources/availability: FCC Report – Trends in Telephone Services. Partners: FCC.	

Strategic Goal 4 U.S. Exports
Annual Performance Goal 1 U.S. Companies Compete Successfully for Worldwide Sales

PERFORMANCE INDICATOR: OIL AND GAS SECTOR EXPORTS			
2000 BASELINE		2001 RESULTS	2002 RESULTS
Exports of oil and gas field equipment steady in response to a firming of world oil prices and some recovery in global exploration and production expenditures		Exports in sector increased.	Groundbreaking for Caspian Main Export Pipeline (Baku-Tbilisi-Ceyhan) underway. U.S. firms in Ecuador began construction on major new export pipeline, as Brazil tendered major offshore oil blocks to U.S. and international energy firms, U.S. investments in Venezuelan heavy oil came on stream. Trinidad and Tobago expanded its vast LNG capacity. Saudi Arabia awarded 20 billion dollars in natural gas development contracts to U.S. and international oil companies. [Above Target]
Details of 2002 Results	Overall	This indicator was discontinued in subsequent plans because it was incorporated in overall exports of goods and services data.	
	Result	Data sources/availability: Petroleum Equipment Suppliers Association Oil and Gas Field Equipment Exports Summation, U.S. embassy reporting. Partners: Departments of Energy and Commerce.	
PERFORMANCE INDICATOR: AGRICULTURAL EXPORTS			
2000 BASELINE		2001 RESULTS	2002 RESULTS
\$ 50.9 billion		\$53.0 billion	\$53.3 billion. [Slightly Below Target]
Details of 2002 Results	Overall	This indicator was discontinued in subsequent plans because it was incorporated in overall exports of goods and services data.	
	Result	Data sources/availability: Department of Agriculture. Partners: USTR, Departments of Agriculture and Commerce.	

Strategic Goal 5 Global Economic Growth
Annual Performance Goal 1 Countries Around the Globe Adopt and Maintain Growth-Oriented Economic Policies; Economic Crises are Less Likely and Less Severe.

PERFORMANCE INDICATOR: GLOBAL GDP GROWTH			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
3.4%	4.2%	2.4% (slowed by impact of September 11)	2.8% [Slightly Below Target]
Details of 2002 Results	Overall	This indicator has been discontinued in subsequent plans because there was little direct Department influence over this broad global-level indicator.	
	Result	Data sources/availability: IMF. Impact of Performance Shortfall: Negative, but an improvement over previous year.	

Strategic Goal 5
Annual Performance Goal 1

Global Economic Growth
Countries Around the Globe Adopt and Maintain Growth-Oriented Economic Policies; Economic Crises are Less Likely and Less Severe

PERFORMANCE INDICATOR: KEY COUNTRIES IMPLEMENTING IMF REFORM PROGRAMS

1999 BASELINE		2000 RESULTS	2001 RESULTS	2002 RESULTS
Brazil, S. Korea, Indonesia, Thailand, Russia, Ukraine.		Indonesia, Brazil, S. Korea, Argentina, Thailand.	Indonesia, Argentina, Brazil, S. Korea, Nigeria, Russia, Thailand, Ukraine, Pakistan, Turkey implement IMF reform programs. Nigeria failed to implement IMF reform.	Indonesia, Brazil, Uruguay, Russia, Thailand, Ukraine, Pakistan, Turkey, Yugoslavia implemented IMF reform programs. [Slightly Below Target]
Details of 2002 Results	Overall	This indicator has been discontinued in subsequent plans because it was subsumed in new indicator for debt-crisis countries, a more objective and accurate measurement of Department output.		
	Result	Data sources/availability: IMF. Impact of Performance Shortfall: Failed programs in Nigeria and Argentina have increased human misery in those countries; Argentina's economic crisis has negatively affected financing for other emerging market countries. Partners: Treasury and other departments and agencies.		

PERFORMANCE INDICATOR: NUMBER OF INTERNATIONALLY APPROVED TELECOM "RECOMMENDATIONS" ADOPTED BY ITU MEMBER STATES

1999 BASELINE		2000 RESULTS	2001 RESULTS	2002 RESULTS
No consensus		40	360	385, an increase of 25. [Slightly Below Target]
Details of 2002 Results	Overall	Approved recommendations indicate willingness of member states to improve their telecom systems.		
	Result	Data sources/availability: ITU. Impact of Performance Shortfall: Although below target level, largely reflecting the economic problems in the industry, an improvement overall. Partners: USTR, Departments of Commerce and Defense, FCC, other agencies, and the private sector.		

PERFORMANCE INDICATOR: STATUS OF NEW TRADE ROUND

1999 BASELINE		2000 RESULTS	2001 RESULTS	2002 RESULTS
No data		No consensus reached to launch new round.	Consensus built for decision to launch new round.	WTO launched new round in Doha. China and Taiwan joined WTO. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because a new round was launched in Doha; and this indicator repeats Open Markets Indicator #1.		
	Result	Data sources/availability: WTO. Partners: Department worked closely with USTR and other agencies in the Trade Policy Review Group to coordinate U.S. positions and advance foreign policy and economic goals.		

PERFORMANCE INDICATOR: NUMBER OF COUNTRIES LIBERALIZING REGIMES FOR FACILITATING E-COM/INTERNET

1999 BASELINE		2000 RESULTS	2001 RESULTS	2002 RESULTS
No Data unavailable.		3	No Data unavailable.	No work tracked. Indicator moved to Open Markets. [Not Rated]
Details of 2002 Results	Overall	Indicator was discontinued in subsequent plans because it was redundant of indicator in Open Markets goal.		

Strategic Goal 6 Economic Development
 Annual Performance Goal 1 Developing and Transition Economies Experience Broad-Based, Sustainable Economic Growth

PERFORMANCE INDICATOR: AVERAGE DEVELOPING COUNTRY GDP GROWTH RATE

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
3.5%	4.8%	5.3% (estimate, actual not available)	5.1% [Slightly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of the Department's overall performance progress and was never effectively utilized or tracked.	
	Result	Data sources/availability: World Bank. Impact of Performance Shortfall: Estimated shortfall likely due to global economic factors beyond the control of Department. Partners: Treasury, USAID, USTR, Department of Agriculture, and other departments and agencies.	

PERFORMANCE INDICATOR: AVERAGE TRANSITION COUNTRY GDP GROWTH RATE

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
0.8%	2.6%	3.0% (estimate, actual not available)	3.3% [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of the Department's overall performance progress and was never effectively utilized or tracked.	
	Result	Data sources/availability: EBRD. Partners: Treasury, USAID, USTR, Department of Agriculture, and other departments and agencies.	

PERFORMANCE INDICATOR: REDUCTION OF WORLD POPULATION LIVING IN ABJECT POVERTY

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
1.2 billion people	1%	1-2%	Data unavailable. [Not Rated]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of the Department's overall performance progress and was never effectively utilized or tracked.	
	Result	Data sources/availability: World Bank. 2002 data for this indicator is not yet available due to time lags in collecting raw data from multiple, often unreliable sources and collating it. Partners: Treasury, USAID, USTR, Department of Agriculture, and other departments and agencies.	

PERFORMANCE INDICATOR: NUMBER OF COUNTRIES RECEIVING HIPC DEBT RELIEF

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
1.2 billion people	1%	1-2%	26 [Significantly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of the Department's overall performance progress and was never effectively utilized or tracked.	
	Result	Data sources/availability: Department. Impact of Performance Shortfall: Non-participating economies will continue debt burden. Partners: Treasury, NSC, CEA, and other departments and agencies.	

Strategic Goal 7 American Citizens
Annual Performance Goal 1 U.S. Citizens Have the Information, Services, and Protection they Need to Reside or Travel Abroad

PERFORMANCE INDICATOR: ACCURACY AND AVAILABILITY OF CONSULAR INFORMATION

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
<p>Website received 55.7 million hits (30 million more than in FY '98), averaging 147,821 per day. Website featured new sections on student safety abroad and crisis awareness, preparedness, and response. Website received "best of the Web" kudos from Ask Jeeves (Silver Platter Site) and GovSpot (Spotlight Award). Website promoted as the best place to obtain consular information and an authoritative source of travel safety information. Planning for call center began.</p>	<p>Website averaged almost 240,000 hits per day (87.2M in FY 2000); 90% of users found information helpful; added section on road safety abroad. One of 16 "Best Feds on the Web" (Government Executive). Issued 40 Travel Warnings, 138 Public Announcements, and 150 Consular Information Sheets.</p>	<p>Website averaged 324,226 hits per day (117,990,124 in FY '01). Ninety percent of users found information helpful. We added a Passport Acceptance Facility Database searchable by ZIP Code to help customers locate the nearest place to apply for a passport. We also added a section on the new V and K visas. We issued 65 Travel Warnings, 120 Public Announcements, and 189 Consular Information Sheets. We issued a Request for Proposal to establish a Consular Contact Center to handle citizens' services, passport, and visa public information programs. We drafted scripts for contact center operators and posted them on the Intranet, where posts reviewed them and supplemented them with post-specific information.</p>	<p>Five fillable passport applications were added to the web site for international travelers.</p> <p>The website received 128 million hits (10M more than in FY 2001), averaging 347,254 hits per day. 94.3% of users participating in an on-line survey found the web site helpful, up from 90% in the past 3 years.</p> <p>Issued 56 travel warnings, 97 public announcements, and 196 consular information sheets (86% of countries updated).</p> <p>Pilot software was developed for an Internet-based system that will allow Americans to register overseas travel itineraries at a central website.</p> <p>A consular call center began operations in the aftermath of the September 11 terrorist attacks to handle the large volume of calls about travel safety. It took over 60,000 calls in FY02. [Above Target]</p>
<p>Details of 2002 Results</p>	<p>Overall Indicator has been discontinued in subsequent plans in favor of indicators from other facets of the consular information program, deemed better measures of performance progress.</p> <p>Result Data sources/availability: Department records. Data reliability: Data are complete and reliable.</p>		

Strategic Goal 7 American Citizens
 Annual Performance Goal 1 U.S. Citizens Have the Information, Services, and Protection they Need to Reside or Travel Abroad

PERFORMANCE INDICATOR: AVAILABILITY OF AUTOMATED CASE-TRACKING INFORMATION

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Data exist, but systems lack ability to track trends or report.	The ACS system in OCS and all operating consular sections made a successful transition to Year 2000. Sixty additional posts began replicating data to and from Washington. Thirty-seven overseas posts gained electronic access to passport issuance information. Initial work on identifying user needs completed.	The International Parental Child Abduction application module was deployed. CA conducted a successful test phase of the U.S. Government comprehensive case management tracking system for international parental child abduction cases. CA and INS coordinated efforts to create an inter-agency adoption tracking system. Requirements analysis/validation and development of a system design concept for the adoptions tracking system began. Data from the American Citizens Service (ACS) system (including U.S. passports) at all consular posts worldwide is now transmitted in near-real time to a Consolidated Consular Database (CCD) in Washington, D.C. This data is then available via a Web interface to Washington and consular managers. The latest ACS release includes improvements to arrest services, and the reporting functionality is facilitated through establishment of the CCD. CA has used Access programs to obtain an overall picture of the mistreatment of Americans incarcerated overseas and to share that information with DRL. We have begun the process of tracking the manner of death of Americans who die overseas. We deployed the Crisis Management module for use by the domestic task force staff to improve our service to Americans during crises. We piloted a Consular Lost and Stolen Passport database.	<ol style="list-style-type: none"> 1 Case-management software developed for international parental child abduction cases and in use by the Office of Children’s Issues. 2 American Citizens Services case management system (ACS) updated to collect data on mistreatment of and consular access to U.S. arrestees abroad and to permit compliance with a new requirement in PL 107-228 to publish information about overseas deaths of Americans from non-natural causes. Detailed system requirement analysis for the complete re-engineering of the ACS system was completed, to replace current software with a state-of-the-art program enabling greater information sharing among posts. 3 Modernized version of CRISIS. 4 Consular Lost and Stolen Passport System (CLASP) deployed to all overseas posts and domestic passport agencies. 5 Software to manage international adoption cases was delayed to accommodate the Department’s new responsibilities as Central Authority under the Hague Convention on adoptions. 6 Detailed system requirements have been written, and development is scheduled for completion in 2004. <p>[On Target]</p>
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans in favor of indicators from other facets of the consular information program deemed better measures of performance progress.	
	Result	Data sources/availability: Department records. Data reliability: Data are complete and reliable.	

Strategic Goal 7 American Citizens
Annual Performance Goal 2 Timely and Effective Passport Issuance; With Document Integrity Assured

PERFORMANCE INDICATOR: PASSPORT APPLICATIONS					
1999 BASELINE		2000 RESULTS		2001 RESULTS	2002 RESULTS
6.7 million passports issued.		7.3 million passports issued.		7.4 million passports issued.	7.132 million passports issued. [Slightly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it does not address the timeliness or effectiveness of passport issuance			
	Result	Data sources/availability: Department records. Data reliability: Data are complete and reliable. Impact of Performance Shortfall: The number of passport applications continued to be impacted by the downturn in the economy, concern about terrorism abroad, and the lingering effects of the events of 9/11, all of which made Americans less likely to seek passports for international travel.			
PERFORMANCE INDICATOR: STATUS OF PASSPORT PHOTODIGITIZATION					
1999 BASELINE		2000 RESULTS		2001 RESULTS	2002 RESULTS
Operational at 2 passport facilities. 45% of issued passports are digitized.		Installed at 4 more passport facilities. 70% of issued passports are digitized.		Installed at 8 more passport facilities. 93% of issued passports are digitized.	Photo-digitized passport issuance system (TDIS-PD) installed in Washington and Chicago, finalizing the conversion of all 16 domestic facilities. All but emergency passport issuance shifted to U.S. to take advantage of photo-digitization. TDIS-PD updated to include Consular Lost and Stolen Passport System (CLASP) software and Social Security matrix to assist in validating Social Security numbers and birth data provided by applicants. American Citizens Services (ACS) and Passport Services systems were modified to allow future direct, electronic transmission of passport data and photographs from overseas posts to the National Passport Center in New Hampshire, which will greatly enhance speed and security in issuance of passports for overseas applicants. [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because the photodigitization installation program was completed in FY 2002.			
	Result	Data sources/availability: Department records. Data reliability: Data are complete and reliable.			

Strategic Goal 8 Travel & Migration
 Annual Performance Goal 1 Timely and Effective Visa Issuance; Reduction of Visa Fraud

PERFORMANCE INDICATOR: NUMBER OF IMMIGRANT VISA CASES PROCESSED				
1999 BASELINE		2000 RESULTS		2002 RESULTS
713,000		669,872		608,133 [Slightly Below Target]
Details of 2002 Results	Overall Result	Indicator was discontinued in subsequent plans because it was deemed an inappropriate measure of performance goal progress.		
		<p>Data sources/availability: Department records.</p> <p>Data reliability: Data are reliable.</p> <p>Impact of Performance Shortfall: Immigrant visa case numbers dropped from FY 2001 to FY 2002 due to post-9/11 concerns of the traveling public, the worldwide economic downturn, and increased processing times needed for security clearances on visa applicants. Other agencies' experience with reviewing significantly larger numbers of visa applicants and adjustments to procedures should reduce the backlogs that developed in FY 2002 and improve the visa process in FY 2003.</p> <p>Partners: The Department is on the frontlines of the fight to protect U.S. homeland security and, in the aftermath of the events of 9/11, coordination with other agencies increased. The Department has worked closely with the intelligence agencies and particularly with the Department of Justice and the FBI to double the size of the name check database used to screen visa applicants. The cases of expanded categories of applicants are now screened by other agencies as part of the clearance process. The Immigration and Naturalization Service is a partner with the Department in the adjudication of immigrant visa petitions. The Department participated in numerous projects with other agencies to improve homeland security.</p>		
PERFORMANCE INDICATOR: NUMBER OF NON-IMMIGRANT VISA CASES PROCESSED				
1999 BASELINE		2000 RESULTS		2002 RESULTS
9,100,000		9,550,000		8,367,861 [On Target]
Details of 2002 Results	Overall Result	Indicator was discontinued in subsequent plans because it was deemed an inappropriate measure of performance goal progress.		
		<p>Data sources/availability: Department records.</p> <p>Data reliability: Data are reliable.</p> <p>Partners: The Department is on the frontlines of the fight to protect U.S. homeland security and, in the aftermath of the events of 9/11, coordination with other agencies increased. The Department has worked closely with the intelligence agencies and particularly with the Department of Justice and the FBI to double the size of the name check database used to screen visa applicants. The cases of expanded categories of applicants are now screened by other agencies as part of the clearance process. The INS, which works with the Department on petition-based nonimmigrant visa applications and whose officers at ports of entry determine whether and for how long visitors may be admitted to the U.S., now has access to the Consular Consolidated Database. The Department worked with INS to strengthen the tracking of students and other foreigners. The Department participated in numerous projects with other agencies to improve homeland security.</p>		

Strategic Goal 9 **Countering Terrorism**
Annual Performance Goal 1 **Reduced Danger of Terrorist Attacks on American Citizens and Interests; Effective International Cooperation and Efforts Curtail the Capabilities of Would-be Terrorists and Punish Known Offenders**

PERFORMANCE INDICATOR: NUMBER OF BILATERAL AND MULTILATERAL CT CONSULTATIONS COMPLETED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
6	9	13 [On Target]
Details of 2002 Results	Overall	This indicator was created following the events of 9/11 to reflect more accurately the Department's counterterrorism policy and programs and better measure progress toward thereflect performance goal.
	Result	Data reliability: The data are reliable because the Office of Counterterrorism (S/CT) conducts a review of all bilateral and multilateral engagements to ensure that they occur. Partners: In coordinating bilateral and multilateral consultations with foreign partners, the Department included representatives from other government agencies to include the DOD, Justice, Treasury, the FBI, CIA, and NSC to ensure that appropriate subject matter experts are present and all enjoy the benefits of a valuable information exchange.
PERFORMANCE INDICATOR: NUMBER OF STATES THAT HAVE REPORTED TO THE UN SECURITY COUNCIL ON THEIR EFFORTS TO IMPLEMENT UNSCR 1373		
2000 BASELINE	2001 RESULTS	2002 RESULTS
The United Nations was not monitoring implementation in 2000.	The United Nations Counterterrorism Committee (CTC) was established to monitor and assist members in implementing UNSCR 1373.	179 [Above Target]
Details of 2002 Results	Overall	This indicator was created following the 9/11 attacks, to more accurately reflect the Department's counterterrorism policy, programs and better measure progress toward the performance goal.
	Result	Data sources/availability: 12 states have not submitted reports to the UN Counterterrorism Committee (CTC). Data reliability: The data are reliable because the determination was made by the CTC after reviewing the reports provided by states.
PERFORMANCE INDICATOR: ANTI-TERRORISM TRAINING ASSISTANCE (ATA) COURSES PROVIDED TO PRIORITY STATES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
117 ATA courses provided to 42 states; 5 program reviews conducted 18 months after training.	135 ATA courses provided to 49 states; 14 reviewed 18 months after training.	160 ATA courses provided to 41 states; 160 reviewed 18 months after training. [On Target]
Details of 2002 Results	Overall	This indicator was created following the 9/11 attacks, to more accurately reflect the Department's counterterrorism policy and programs and better measure progress toward the performance goal.
	Result	Data sources/availability: No data on program reviews exist because the 18-month time frame after training was provided has not yet expired. Data reliability: The data are reliable because ATA produces an annual report that details the accomplishments of the program. In order to ensure that the training is having its intended effect, ATA conducts a program review in which it will use a course-specific evaluation to assess the unit's skills in the areas for which it was trained.

Strategic Goal 9 **Countering Terrorism**
Annual Performance Goal 1 **Reduced Danger of Terrorist Attacks on American Citizens and Interests; Effective International Cooperation and Efforts Curtail the Capabilities of Would-be Terrorists and Punish Known Offenders**

PERFORMANCE INDICATOR: DEGREE OF SUPPORT FOR COMBATANT COMMANDERS' CT EXERCISE PROGRAMS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Deployed the Foreign Emergency Support Team (FEST) to two of the Combatant Commanders' International CT exercises.	Deployed the FEST to two of the Combatant Commanders' International CT exercises and the Chairman of the Joint Chiefs of Staff (CJCS) no-notice exercise.	No exercises scheduled because of Operation Enduring Freedom. Co-chaired the CSG Exercise Sub-Group and developed the next 18-month, National- and International-Level exercise schedule. Finalized Exercise Sub-Group's Operating Charter. [On Target]
Details of 2002 Results	Overall	This indicator was created following the events of 9/11 to reflect more accurately the Department's counterterrorism policy and programs and better measure progress toward the performance goal.
	Result	<p>Data sources/availability: No Exercises scheduled because of Operation Enduring Freedom.</p> <p>Data reliability: The data are reliable because the CSG Exercise Sub-Group will track the progress of both the domestic and international CT exercise program. The International CT Guidelines, signed by the National Security Advisor in January 2001, provides guidance and instructions on carrying-out international CT response.</p> <p>Partners: In providing support to the Combat Commanders' CT exercises, the Department coordinated primarily with DOD, FBI, CIA, and the Department of Energy.</p>
TIMELINESS OF THE REVIEW OF GROUPS DESIGNATED AS FOREIGN TERRORIST ORGANIZATIONS (FTOS) PURSUANT TO U.S. LAW		
2000 BASELINE	2001 RESULTS	2002 RESULTS
29 groups designated as FTOS pursuant to US law.	31 groups designated as FTOS pursuant to US law.	Five additional organizations designated as FTOS. One additional group was redesignated. Five groups were under review for possible FTO designation. [On Target]
Details of 2002 Results	Overall	This indicator was created following the events of 9/11 to reflect more accurately the Department's counterterrorism policy and programs and better measure progress toward the performance goal.
	Result	<p>Data sources/availability: Designation is published in the Federal Register.</p> <p>Data reliability: Reliable. The Secretary of State designates FTOS in accordance with section 219 of the Immigration and Nationality Act (INA), as amended.</p> <p>Partners: The Secretary designated FTOS in consultation with the Attorney General and the Secretary of the Treasury.</p>

* Note: None of the indicators used in the FY2001/2002 Performance Plan is reported on in this FY2002 Performance Report. These indicators were dropped from this Strategic Goal because the September 11 attacks led the Department to reformulate its CT policies and priorities completely in order to respond to a radically new and unanticipated situation in which substantial new responsibilities have been added to the Department's CT portfolio. As a result, the indicators used in previous performance reports are no longer valid. The new indicators shown here accurately reflect the Department's CT policy and programs and provide a realistic means for measuring progress.

Strategic Goal 10 International Crime
Annual Performance Goal 1 More Effective Criminal Justice Institutions and Law Enforcement in Targeted Countries

PERFORMANCE INDICATOR: NUMBER OF INTERNATIONAL LAW ENFORCEMENT ACADEMIES (ILEAS) ESTABLISHED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
2	4	4 [Significantly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of performance progress.
	Result	Impact of Performance Shortfall: Agreement has been reached to establish a 5th ILEA in Costa Rica but the agreement has not yet been ratified by the Costa Rican Legislature. Partners: While the Department funds all the ILEAs, different U.S. agencies have the lead in the different ILEAs. (e.g., the FBI in ILEA-Budapest, Hungary; DEA in ILEA-Bangkok, Thailand; Treasury in ILEA-Gaborone, Botswana). Staffing and trainers are provided by the FBI, DEA, Environmental Protection Agency, U.S. Customs, Secret Service, Bureau of Alcohol, Tobacco, and Firearms, as well as the Departments of Justice, Treasury, Defense, and Energy. Several other countries, as well as INTERPOL and the EU, also provide instructors.
PERFORMANCE INDICATOR: NUMBER OF STUDENTS TRAINED – ILEA AND OTHER PROGRAM STUDENTS TRAINED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
1,100 ILEA 11,700 Other	1,412 ILEA 14,581 Other	2,210 ILEA [Significantly Above Target] 9,500 Other [Significantly Below Target]
Details of 2002 Results	Result	Sources/availability: ILEA and Department records. Impact of Performance Shortfall: The number of student trained through bilateral programs (“Other”) dropped drastically following 9/11 as USG training agencies redirected training resources to counterterrorism operations and programs. In addition, in FY 2003 the Department (INL) began shifting away from short-term, and in some cases “off-the-shelf”, training courses toward project-oriented training. Training classes for the latter are often specially tailored and normally smaller. Partners: Department coordinated with a broad range of other agencies, including DEA, FBI, U.S. Customs, Treasury, Justice, INS, Secret Service, Commerce, and Defense.
PERFORMANCE INDICATOR: ASSESSMENTS FOR AFRICAN ANTI-CRIME PROGRAM REQUIREMENTS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
0	6	6 [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of performance progress. Several assessments were carried out in FY 2002; however, the Department determined that such assessments were not really useful as performance indicators because assessments took place at an early stage in the process of upgrading the skills and performance of local laws enforcement bodies.
	Result	Partners: In conducting anti-crime assessments and programs in Africa, the Department worked with FBI, DEA, U.S. Customs, Treasury, Secret Service, and Justice.

Strategic Goal 10 International Crime
Annual Performance Goal 1 More Effective Criminal Justice Institutions and Law Enforcement in Targeted Countries

PERFORMANCE INDICATOR: ANTI-SMUGGLING/TRAFFICKING OPERATIONS BY THE MIGRANT SMUGGLING AND TRAFFICKING IN PERSONS COORDINATION CENTER (MSTCC)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
0	0	0 [OnTarget]
Details of 2002 Results	Result	The interagency Migrant Smuggling and Trafficking in Persons Coordination Center (MSTCC) has begun monitoring international smuggling and trafficking operations but has not yet provided support for any disruption operations. Disruptions operations will usually include, inter alia, sending an interagency team to work with foreign government officials to break up an on-going smuggling/trafficking operation.
	Partners:	The MSTCC is jointly run by the Departments of State and Justice and includes staffing and liaison positions from several other law enforcement and intelligence agencies, including FBI, INS, Coast Guard, and selected agencies of the intelligence community.

Strategic Goal 10 International Crime
Annual Performance Goal 2 Transportational Cooperation and Action to Counter Crime

PERFORMANCE INDICATOR: STATUS OF CONVENTION AGAINST TRANSNATIONAL ORGANIZED CRIME (TOCC) AND SUPPLEMENTAL PROTOCOLS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Negotiations of all instruments were ongoing.	Main convention and all three protocols were completed.	24 states ratified by the end of FY 2002 [Above Target]
Details of 2002 Results	Result	
	Sources/availability: UN Partners: To assist requesting states in the development of policies, legal regimes and law enforcement operations necessary to meet the standards of the Convention, the Department coordinated with Justice, Treasury, FBI, Customs, and the UN Center for International Crime Prevention (CICP).	

PERFORMANCE INDICATOR: STATUS OF CONVENTION AGAINST CORRUPTION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
UN Center for International Crime Prevention Secretariat received mandate to complete study of corruption.	Study completed. Began defining terms of reference by expert group.	Three negotiating sessions took place and made progress. [On Target]
Details of 2002 Results	Result	
	Sources/availability: UN and Department records. Partners: The Department led the U.S. delegation and coordinated with Justice, Treasury, Commerce, and the Office of Personnel Management. The Department also worked closely with the UN Center for International Crime Prevention (CICP), which staffed the negotiations, and with key allies.	

Strategic Goal 10 International Crime
Annual Performance Goal 2 Transportational Cooperation and Action to Counter Crime

PERFORMANCE INDICATOR: OVERALL LEVEL AND SOURCES OF FUNDING OF UN CENTER FOR INTERNATIONAL CRIME PREVENTION (CICP)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Approximately 15 countries contribute approximately \$2.5 million annually.	Voluntary contributions increased by 8 percent due to management problems at CICP.	<ol style="list-style-type: none"> 1 Department estimates that 2002 target on contribution will be reached. [On Target] 2 Two additional countries become donors. [On Target]
Details of 2002 Results	<p>Overall Result Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of performance progress.</p> <p>Data sources/availability: UN and Department data. Contributions from some countries, including some major donors, not yet received because the fiscal year has not yet ended.</p> <p>Impact of Performance Shortfall: The effort to increase the number of donors was frustrated by other countries' reluctance to increase support until it is clear that the new Director of the UN Office of Drugs and Crime, who took office in the late spring, represents a clear improvement over the discredited management practices of the former leadership.</p> <p>Partners: The Department coordinated with Justice and Treasury on CICP issues and worked closely with key foreign government donors in supporting the CICP.</p>	
PERFORMANCE INDICATOR: LEVEL OF U.S. FUNDING TO UN CENTER FOR INTERNATIONAL CRIME PREVENTION (CICP)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
\$750,000	\$2.5 million	\$1.7 million [Above Target]
Details of 2002 Results	<p>Overall Result Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of performance progress.</p> <p>Partners: The Department provided the U. S. funding for CICP and coordinated with Justice and Treasury on substantive issues and programs.</p>	
PERFORMANCE INDICATOR: LEVEL OF COOPERATION IN MULTILATERAL FORUMS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
National and regional differences frequently dominate cooperative efforts, despite acknowledgment of shared problems.	Negotiators developed plan of action; negotiations started off on good basis.	Negotiations on international corruption instrument progressed with high degree of cooperation during three negotiating sessions. [On Target]
Details of 2002 Results	<p>Overall Result Indicator has been discontinued in subsequent plans because it was redundant with Status of Convention against Corruption indicator and deemed an inappropriate measure of performance progress.</p> <p>Result Sources/availability: United Nations and Department records.</p> <p>Partners: The Department led the U.S. delegation and coordinated with Justice, Treasury, Commerce, and the Office of Personnel Management. The Department also worked closely with the UN Center for International Crime Prevention (CICP), which staffed the negotiations, and with key allies.</p>	

Strategic Goal 11 Countering Illegal Drugs
 Annual Performance Goal 1 Reduced Foreign Cultivation of Opium Poppies, Coca and Marijuana

PERFORMANCE INDICATOR: NUMBER OF HECTARES OF ILLICIT COCA UNDER CULTIVATION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
183,000	233,700	210,000 [Slightly Below Target.]
Details of 2002 Results	Result	<p>Sources/availability: CIA Crime and Narcotics Center (CNC). Final CNC figures are not available. CNC estimates can be misleading because of inherent limitations in the type of data collected, which cannot measure the impact eradication has on yearly production or long-term effects on cultivation.</p> <p>Data reliability: Data are reliable in terms of gross numbers of hectares but cannot distinguish between mature or dying plants. Data do not measure the impact of eradication on production and supply. The Department is looking at ways to derive reliable predictions that factor in the number of newly planted or replanted hectares, which should provide a more reliable indicator of the effectiveness of eradication efforts.</p> <p>Impact of Performance Shortfall: The shortfall was more apparent than real – the CNC estimates cover cultivation, not production. The number of hectares of mature plants, which are more productive, has decreased significantly, while the overall cultivation area increased. The spray program in Colombia will intensify in 2003 due to increase in equipment and the opening up of regions previously off limits due to political considerations by previous Colombian government.</p> <p>Partners: DOD provided training and equipment for selected counternarcotics military units and equipment support for the Department’s Airwing program. CNC provided analysis of cultivation. DEA provided operational support, intelligence, and training. USAID managed alternative development programs.</p>
PERFORMANCE INDICATOR: NUMBER OF HECTARES OF ILLICIT OPIUM UNDER CULTIVATION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
178,755	143,918	161,000 [Significantly Below Target]
Details of 2002 Results	Result	<p>Sources/availability: UN and CIA Crime and Narcotics Center (CNC). There are some differences between data provided by the U.S. and the United Nations, due primarily to differences in methodology used in data collection.</p> <p>Data reliability: The data are reliable; some differences between figures provided by CNC and the United Nations are due to differences in methodology.</p> <p>Impact of Performance Shortfall: In 2002, Afghanistan once again became the world’s leading producer of opium poppy. The Afghan government’s ability to prevent or reduce planting of the 2003 spring crop will depend to a large degree on its ability to extend central authority throughout the country and especially to the major poppy cultivation regions. The U.S., UK, and others are reviewing current eradication/alternative development programs to increase effectiveness and speed implementation.</p> <p>Partners: The Department coordinated with many other agencies and, in many cases, funded their assistance programs and efforts. CNC provided analysis and information. USAID managed alternative development programs. DEA provided operational support. UN Office of Drugs and Crime provided coordination, program assistance.</p>
PERFORMANCE INDICATOR: NUMBER OF HECTARES OF MARIJUANA UNDER CULTIVATION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
8,700	8,900	6500 [On Target]
Details of 2002 Results	Result	<p>Sources/availability: Data are estimates. CNC numbers will not be available until early spring. CNC conducted surveys of marijuana cultivation only in selected countries such as Mexico and Colombia and otherwise depended on host government estimates. Most experts believe that most of the marijuana consumed in the United States is domestically produced.</p> <p>Data reliability: The data for Mexico and other Central or South American countries are generally reliable.</p> <p>Partners: CNC provided analysis and information.</p>

Strategic Goal 11 **Countering Illegal Drugs**
Annual Performance Goal 1 **Reduced Foreign Cultivation of Opium Poppies, Coca and Marijuana**

PERFORMANCE INDICATOR: NUMBER OF REGIONAL AND INTERNATIONAL PREVENTION SUMMITS			
	2000 BASELINE	2001 RESULTS	2002 RESULTS
	2	3	None [Slightly Below Target.]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of performance progress and was never effectively utilized or tracked.	
		Impact of Performance Shortfall: This indicator has been dropped because the holding of summits is a sporadic and ad hoc process that does not necessarily correlate with improved international counternarcotics cooperation, which has been improving in recent years. This does not mean that such conferences are not useful, simply that they lack the desired value as a performance indicator. Following the events of 9/11, the U.S. and international focus on terrorism made it more difficult to organize such conferences at the summit level.	

Strategic Goal 11 **Countering Illegal Drugs**
Annual Performance Goal 2 **Criminal Justice Sectors of Foreign Governments Break up Major Drug Trafficking Organizations and Effectively Investigate, Prosecute, and Convict Major Narcotics Criminals.**

PERFORMANCE INDICATOR: PARTIES TO THE 1988 UN DRUG CONVENTION			
	2000 BASELINE	2001 RESULTS	2002 RESULTS
	152	162	165 [On Target]
Details of 2002 Results	Result	Sources/availability: UN.	
		Partners: Major coordination efforts were with the United Nations and other governments.	

PERFORMANCE INDICATOR: NUMBER OF LAW ENFORCEMENT OFFICIALS RECEIVING COUNTERNARCOTICS TRAINING			
	2000 BASELINE	2001 RESULTS	2002 RESULTS
	1,200	1,662	1,800 [On Target]
Details of 2002 Results	Result	Sources/availability: Internal Department program monitoring.	
		Data reliability: Data are reliable. However, they are indirect measures and there are several other potential factors for determining success for this goal. Partners: The Department coordinated with several other agencies and provided funding for many of their assistance programs. DEA provided training, intelligence, and operational support; DOD provided training, equipment and support, and intelligence; FBI provided training; Coast Guard provided training and operational support; Treasury provided training; DOJ provided training and legal support; intelligence community provided intelligence support.	

Strategic Goal 12 Democracy and Human Rights
 Annual Performance Goal 1 New Democracies Move Toward Political and Economic Stability; Authoritarian Regimes Carry Out Liberalizations

PERFORMANCE INDICATOR: SIZE OF HUMAN RIGHTS AND DEMOCRACY FUND					
2000 BASELINE		2001 RESULTS		2002 RESULTS	
\$9 million		\$13 million		\$13 million [Slightly Below Target]	
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because of restructuring of the program.			
	Result	Data sources/availability: DRL conducted monthly project reviews and required semi-annual, annual, and final written evaluations. Also monitored through site visits to projects. Data reliability: Very good. Impact of Performance Shortfall: With additional, non-earmarked funding, it would be possible to undertake additional democracy and human rights promotion activities in Latin America and sub-Saharan Africa.			
PERFORMANCE INDICATOR: TRAINING FOR STATE DEPARTMENT AND U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT OFFICERS WORKING ON DEMOCRACY					
2000 BASELINE		2001 RESULTS		2002 RESULTS	
Regular DRL/DP presentations in Global Issues Courses..		Presentations were made in political tradecraft and global issues courses.		Under Secretary for Global Affairs spoke at the Ambassadorial/Training Seminars. Democracy and Human Rights was part of the presentation. [On Target]	
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans in favor of more tangible measures, including FSI training for Department officers.			
	Result	Data sources/availability: Information on Under Secretary's involvement is from the dean of the Foreign Service Institute.			
PERFORMANCE INDICATOR: UNITED NATIONS RESOLUTIONS ON THE RIGHT TO DEMOCRACY					
2000 BASELINE		2001 RESULTS		2002 RESULTS	
UN Commission on Human Rights passed a resolution on the right to democracy for the second straight year.		UNCHR resolution on promotion of democracy was passed; similar resolution passed in UNGA plenary; U.S.-sponsored resolution on supporting UN democracy programs passed with more co-sponsors than previously.		No progress. The U.S. was not a member of the UNCHR in 2002; re-elected as member for 2003. [Significantly Below Target]	
Details of 2002 Results	Result	Sources/availability: UNCHR and UNGA records. Impact of Performance Shortfall: U.S. not a member of UNCHR in 2002; objectives postponed. Partners: Major coordination efforts were with the UN and other governments.			

Strategic Goal 12 Democracy and Human Rights
Annual Performance Goal 1 New Democracies Move Toward Political and Economic Stability; Authorization Regimes Carry Out Liberalizations

PERFORMANCE INDICATOR: COMMUNITY OF DEMOCRACIES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Community of Democracies holds its first ministerial in Warsaw.	Caucus at UNGA was established and met.	Follow-up Ministerial took place in Seoul. [On Target]
Details of 2002 Results	Result Impact of Performance Shortfall: The Ministerial was successful. There would have been greater impact if the Secretary had been able to attend as scheduled, but urgent business made it necessary for him to remain in Washington.	

Strategic Goal 12 Democracy and Human Rights
Annual Performance Goal 2 Greater Respect for Human Rights Around the World

PERFORMANCE INDICATOR: LEAHY AMENDMENT LIMITS ON SECURITY ASSISTANCE		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Leahy amendment made operational by DRL.	Leahy monitoring was partially implemented, and was effective for certain countries. A Department-wide vetting procedure was in place.	While implementation was not uniform, all posts are making an effort to comply. Worldwide quantitative analysis is not currently possible. [On Target]
Details of 2002 Results	Overall Result Indicator has been discontinued because the mechanism to accurately quantify compliance was not in place. A database to accomplish this is in the planning stages. Impact of Performance Shortfall: Compliance procedures at some posts were so stringent as to exceed Leahy standards. However, some programs that should have been covered were not. Although the Department was not aware of an instance where gross violators received training or funds in violation of Leahy, lack of 100% compliance in all categories makes this a possibility. The new Leahy guidance cable addressed this shortfall. Additional work on monitoring implementation will need to be done.	

PERFORMANCE INDICATOR: COUNTRY-SPECIFIC RESOLUTIONS AT THE UNITED NATIONS COMMISSION ON HUMAN RIGHTS (UNCHR)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Commission action on country-specific resolutions subject to political factors; most U.S.-supported resolutions passed.	Resolutions were passed with one exception: China.	No data available. The U.S. was not a member of the UNCHR in 2002; re-elected as member for 2003. [Not Rated]
Details of 2002 Results	Result Data sources/availability: No data available.	

Strategic Goal 12 Democracy and Human Rights
 Annual Performance Goal 2 Greater Respect for Human Rights Around the World

PERFORMANCE INDICATOR: ENHANCED TRAINING FOR U.S. GOVERNMENT OFFICIALS ON COMBATING TRAFFICKING			
2000 BASELINE		2001 RESULTS	2002 RESULTS
No training provided.		Presentations were provided in Political Tradecraft, A-100, and Global Issues courses at the National Foreign Affairs Training Center (NFATC).	G/TIP conducted five presentations at these courses, explaining USG efforts on Trafficking in Persons (TIP). [On Target]
Details of 2002 Results	Overall Indicator has been discontinued in subsequent plans because the function has been transferred to the Office to Monitor and Combat Trafficking in Persons.		
PERFORMANCE INDICATOR: ANTITRAFFICKING PROTOCOL TO THE CRIME CONVENTION			
2000 BASELINE		2001 RESULTS	2002 RESULTS
Negotiations were underway, but were bogged down in debate over definition of prostitution.		U.S. signs anti-trafficking protocol. Negotiations resolve debate over definition of prostitution.	Protocol has not been submitted to Congress for ratification. [Slightly Below Target]
Details of 2002 Results	Overall Indicator has been discontinued in subsequent plans because the function has been transferred to the Office to Monitor and Combat Trafficking in Persons.		
PERFORMANCE INDICATOR: INSTITUTIONALIZATION OF REPORTING ON TRAFFICKING			
2000 BASELINE		2001 RESULTS	2002 RESULTS
Separate section on trafficking introduced.		The new <i>Trafficking in Persons</i> report required by legislation was issued in July 2001; the trafficking section of the <i>Country Reports on Human Rights Practices</i> was expanded.	No conclusion has been reached. [Slightly Below Target]
Details of 2002 Results	Overall Indicator has been discontinued in subsequent plans because the function has been transferred to the Office to Monitor and Combat Trafficking in Persons.		

Strategic Goal 12 Democracy and Human Rights
Annual Performance Goal 3 Greater Observation and Protection of Worker Rights; Reduction of Child Labor; Elimination of Sweatshops Producing Goods for the U.S. Market

PERFORMANCE INDICATOR: WORK OF SECRETARY'S ADVISORY COMMITTEE ON LABOR DIPLOMACY (ACLD)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
ACLD issues initial report, makes initial recommendations.	Charter extended to 12/31/2001. The Department accepted the majority of the ACLD recommendations; some have been implemented.	Nine recommendations issued, three implemented, one approved and five still under consideration. [Slightly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans and integrated into the ongoing work of office, departments, or bureaus involved.
	Result	Impact of Performance Shortfall: Progress delayed in implementing recommendations.
PERFORMANCE INDICATOR: FUNDING OF U.S. GOVERNMENT ANTI-SWEATSHOP INITIATIVE		
2000 BASELINE	2001 RESULTS	2002 RESULTS
\$4 million	\$4 million	\$4 million [Slightly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans and integrated into the ongoing work of office, departments, or bureaus involved.
	Result	Data sources/availability: Annual reports by grant recipients; high reliability. Impact of Performance Shortfall: Anti-sweatshop efforts rely on convincing private sector and NGOs to craft voluntary approaches and monitor results. Partners: Coordination with Department of Labor and USAID.
PERFORMANCE INDICATOR: U.S. GOVERNMENT SUPPORT FOR INTERNATIONAL PROGRAM ON THE ELIMINATION OF CHILD LABOR (IPEC)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
U.S. provides \$30 million to support IPEC.	\$45 million for IPEC	No progress due to staffing shortages. [Significantly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans and integrated into the ongoing work of office, departments, or bureaus involved.
	Result	Impact of Performance Shortfall: No real progress in advancing worker rights.

Strategic Goal 12 Democracy and Human Rights
 Annual Performance Goal 4 Worldwide Acceptance of Freedom of Religion and Conscience

PERFORMANCE INDICATOR: STATE DEPARTMENT-WIDE AWARENESS OF U.S. RELIGIOUS FREEDOM POLICY		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Department conference on religion and foreign policy.	A conference on Islam and Foreign Policy was held in November 2000.	No conferences held. [Significantly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans and integrated into the ongoing work of office, departments, or bureaus involved.
	Result	Impact of Performance Shortfall: The projected benefits of the conferences – increasing level of knowledge of religious freedom concerns in various countries, and of the role of religious freedom concerns in U.S. foreign policy – were not obtained. Shortfall occurred because new Ambassador-at-Large for International Religious Freedom was appointed significantly later than was assumed when plan was drafted.
PERFORMANCE INDICATOR: FOREIGN ASSISTANCE PROGRAMMING		
2000 BASELINE	2001 RESULTS	2002 RESULTS
No foreign assistance programming devoted to promoting religious freedom; planning for religious reconciliation programs begins.	Discussions were held with USAID but no decisions were reached.	Druze-Christian reconciliation was facilitated in three villages in Lebanon. Funding shortages prevented the establishment of reconciliation programs in Indonesia. [Slightly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans and integrated into the ongoing work of office, departments, or bureaus involved.
	Result	Data sources/availability: Lebanon: Washington-based NGO Institute of World Affairs monthly progress reports; assessments by USAID-Beirut Mission. Impact of Performance Shortfall: Indonesia: project funding ended; sectarian violence continued.
PERFORMANCE INDICATOR: OUTREACH TO FAITH-BASED COMMUNITIES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Islamic Roundtable outreach program.	The Islamic Roundtable met several times. A new outreach program, the Hindu Roundtable, met for the first time. Reaching out to the Muslim community, the Secretary hosted an Iftaar.	No programs established. Shortfall was due to the significantly later-than-expected arrival of the new Ambassador-at-Large for International Religious Freedom. [Significantly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans and integrated into the ongoing work of office, departments, or bureaus involved.
	Result	Impact of Performance Shortfall: Expected benefits did not occur. Shortfall was due to the significantly later-than-expected arrival of the new Ambassador-at-Large for International Religious Freedom. New Ambassador is instituting new priorities for DRL/IRF office.

Strategic Goal 13 Humanitarian Assistance
Annual Performance Goal 1 Equal Access to Protection; Effective and Coordinated Assistance; and Promotion of Durable Solutions (Including Voluntary Repatriation) for Refugees and Victims of Conflict.

PERFORMANCE INDICATOR: CRUDE MORTALITY RATES (CMR)			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
No reports of excessive mortality rates based on set criteria.	No reports of excessive mortality rates based on set criteria.	Prolonged suffering not reported. CMR rate exceeded 1 per 10,000/day for a short time (e.g. Afghanistan, Angola). Better measurement tools created.	Where data were available, refugee crises did not exceed a CMR of 1/10,000 people/day for an extended period. Department/PRM and USAID developed tools to measure and track CMR and under 5 child nutritional status; a training workshop for practitioners was held in July. [On Target]
Details of 2002 Results	<p>Result Data sources/availability: Results were incomplete. Data are not available worldwide. CMR was not reported in all refugee crises. Data collection is not yet standardized.</p> <p>Data reliability: Available data came from reliable sources and were useful to program officers.</p> <p>Partners: The Bureau of Population, Refugees and Migration Affairs collaborated with USAID, CDC, WHO, Refugee Nutrition Information System, World Food Program, Canadian International Development Assistance, UNICEF, UNHCR, IFRC, ICRC and NGOs to establish a standardized methodology for measuring CMR and nutritional status at a workshop in July.</p>		
PERFORMANCE INDICATOR: NUMBER OF UNHCR REPATRIATION PROGRAMS ENDED 2 YEARS AFTER A MAJORITY OF REFUGEES RETURN OR FIND OTHER DURABLE SOLUTIONS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Both Guatemala and Mali repatriations were concluded in 1999, but only after extensions that served to pull UNHCR further into reintegration and development than is preferred.	Refugee repatriation and reintegration programs in Kosovo and East Timor were phasing out.	<p>UNHCR's repatriation programs for East Timorese refugees were almost over and turned over to development agencies. UNHCR planned for FY 2002 a 1-year program to facilitate the local integration or repatriation of the remaining East Timorese in West Timor.</p> <p>Repatriation programs for Kosovar Albanians concluded and continuing reintegration needs were turned over to development agencies. UNHCR completed most of its assistance programs for refugee returnees, but continued to provide protection and assistance to some 220,000 minority IDPs in Kosovo and Serbia. Returns of Serbian IDPs to Kosovo had just begun.</p>	No data. Indicator discontinued and was not tracked. [Not Rated]
Details of 2002 Results	<p>Overall Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of performance progress and was never effectively tracked or utilized.</p>		

Strategic Goal 13 Humanitarian Assistance
Annual Performance Goal 2 Mitigation, Preparedness, and Early Warning of Natural Disasters and Complex Emergencies.

PERFORMANCE INDICATOR: GLOBAL DISASTER INFORMATION NETWORK (GDIN)			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Network still in early stages of testing and development.	Partners reported that GDIN products and services were timely and valuable tools worth further investment.	Attempts were made to obtain information-sharing agreements among data-sharing partners.	<ol style="list-style-type: none"> 1 GDIN community delayed establishment of an operations center but agreed on a design of the center and a more appropriate timeline. [Slightly Below Target] 2 GDIN Community agreed on a new approach to set up five specific services in the 2002-2004 time frame: 1) conference/ workshops; 2) infectious disease analysis; 3) early warning and response; 4) portal service; 5) pilot projects. [On Target]
Details of 2002 Results	Overall	Data sources/availability: Available on the project website, . No problems with data collection.	
	Result 1	Data reliability: Complete and reliable. Data are available on the project web site or accessible by request via email. Impact of Performance Shortfall: GDIN community was excited about the change of plans which was based on advice of governments, the UN, and other partners. In GDIN's opinion, the new approach is more realistic. Partners: Department of Commerce and NASA helped develop a pilot project called PeaceWing. Department of Defense helped develop the GDIN infectious disease service. Department of Transportation, USGS and USAID provided advice.	
	Result 2	Partners: Department/L provided guidance on the role of the GDIN Executive Director and Department officers, and on the establishment of the incorporated elements of the project.	

Strategic Goal 13 Humanitarian Assistance
Annual Performance Goal 3 Elimination of Deployed Landmines and Reduction of Civilian Casualties in Mine-Affected Countries

PERFORMANCE INDICATOR: NUMBER OF COUNTRY PROGRAMS FUNDED BY U.S. NADR APPROPRIATIONS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
31	37	40	32 countries funded by U.S. NADR appropriations. [Slightly Below Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed an inappropriate measure of performance progress and was never effectively tracked or utilized.	
		Data sources/availability: Data from PM/HDP records of programs funded limited to countries that received FY 2002 assistance. Impact of Performance Shortfall: The number of countries targeted included all countries receiving assistance from all Department accounts or in which programs were administered by the Office of Humanitarian Demining Programs. The total number of countries receiving assistance was 39. There was no impact as a result of the shortfall. Data reliability: Reliable. Partners: DOD, USAID, UN (UNDP, UNICEF), OAS, partner countries and various international and local NGOs. Each program was tailored to host nation's needs.	



Strategic Goal 13 Humanitarian Assistance
Annual Performance Goal 3 Elimination of Deployed Landmines and Reduction of Civilian Casualties in Mine-Affected Countries

PERFORMANCE INDICATOR: NUMBER OF U.S.-FUNDED HOST NATION PROGRAMS ACHIEVING MINE-SAFE STATUS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
0	1	2	1 [Slightly Below Target]
Details of 2002 Results	Result	<p>Impact of Performance Shortfall: People continued to be at risk in mine-affected regions of the country; may need additional funding to meet impact-free status goal.</p> <p>Partners: DOD, USAID, UN (UNDP, UNICEF), OAS, partner countries, and various international and local NGOs. Each program was tailored to host nation's needs.</p>	
PERFORMANCE INDICATOR: REDUCTION OF CIVILIAN CASUALTIES IN COUNTRIES WHERE HUMANITARIAN DEMINING PROGRAMS EXIST			
2000 BASELINE	2001 RESULTS	2002 RESULTS	
5%	7%	14% [Above Target]	
Details of 2002 Results	Result	<p>Data sources/availability: Landmine Monitor Report 2002.</p> <p>Data Reliability: Collecting accurate data is difficult because providers of data based collection on calendar year, not U.S. fiscal year. U.S. funding often supplements that of other international donors, so it is difficult for U.S. to claim full credit for outcomes. Some countries do not have the capacity to maintain accurate records. In some cases it is difficult to establish numerically a direct link between activity and subsequent multiple benefits.</p> <p>Partners: DOD, USAID, UN (UNDP, UNICEF), OAS, partner countries, and various international and local NGOs. Each program was tailored to host nation's needs.</p>	
PERFORMANCE INDICATOR: HECTARES/SQUARE KILOMETERS OF LAND RETURNED TO PRODUCTIVE USE			
2000 BASELINE	2001 RESULTS	2002 RESULTS	
3,000 sq. km	3,500 sq. km	8,897 sq. km land returned to productive use. [Above Target]	
Details of 2002 Results	Result	<p>Data sources/availability: Landmine Monitor Report 2002.</p> <p>Data Reliability: Collecting accurate data is difficult because providers of data based collection on calendar year, not U.S. fiscal year. U.S. funding often supplements that of other international donors, so it is difficult for U.S. to claim full credit for outcomes. Some countries do not have the capacity to maintain accurate records. In some cases it is difficult to establish numerically a direct link between activity and subsequent multiple benefits.</p> <p>Partners: DOD, USAID, UN (UNDP, UNICEF), OAS, partner countries, and various international and local NGOs. Each program was tailored to host nation's needs.</p>	
PERFORMANCE INDICATOR: NUMBER OF LANDMINES AND AMOUNT OF UNEXPLODED ORDNANCE REMOVED			
2000 BASELINE	2001 RESULTS	2002 RESULTS	
10,000	20,000	100,000 [Significantly Above Target]	
Details of 2002 Results	Result	<p>Data sources/availability: Landmine Monitor Report 2002.</p> <p>Data Reliability: Collecting accurate data is difficult because providers of data based collection on calendar year, not U.S. fiscal year. U.S. funding often supplements that of other international donors, so it is difficult for U.S. to claim full credit for outcomes. Some countries do not have the capacity to maintain accurate records. In some cases it is difficult to establish numerically a direct link between activity and subsequent multiple benefits.</p> <p>Partners: DOD, USAID, UN (UNDP, UNICEF), OAS, partner countries, and various international and local NGOs. Each program was tailored to host nation's needs.</p>	

Strategic Goal 14 Environment
 Annual Performance Goal 1 Donor Countries and International Financial Institutions Support U.S. Positions and Efforts to Make Trade and Environment Policies Mutually Supportive

PERFORMANCE INDICATOR: CONTENT AND STATUS OF THE FREE TRADE AGREEMENT FOR THE AMERICAS (FTAA)

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Parties negotiating the FTAA create a Governmental Committee on Civil Society that can recommend how concerns for sustainable development can be incorporated into the FTAA.	FTAA negotiators endeavor to insert language supporting environmental/sustainable development concerns into the investment chapters of the proposed agreement.	Progress was made in garnering support for consideration of environmental provisions in the FTAA process. However, some countries still question the need to address environmental issues in trade discussions.	Negotiations are ongoing, as are negotiations for 3-4 bilateral FTAs. The Trade Act of 2002, passed during the last quarter of FY02, authorized the President to negotiate trade agreements subject to an up-or-down vote in Congress. Negotiations continued in FY 2002, with a ministerial meeting in November 2002. FTAA negotiators agreed to incorporate within the Quito Ministerial declaration language that included protecting the environment as an FTAA goal. [Slightly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	<p>Data sources/availability: Incomplete. FTAA negotiations are ongoing, as are negotiations for 3-4 bilateral FTAs.</p> <p>Impact of Performance Shortfall: While environmental concerns were incorporated into the declaration of the Nov. 2002 Ministerial summit, they are not yet incorporated into the draft FTAA text. Since the Trade Promotion Authority Act has set this target as a top objective for any final FTAA agreement, it will most likely be reached – but probably not in FY 2003. Increased attention to bilateral FTAs and to the Doha Round of WTO negotiations has reduced the strategic attention paid to FTAA. While the U.S. continues to make the incorporation of environmental concerns into FTAA a top priority, the manpower and resources have shifted to bilateral FTAs. While FTAA remains one of the Department's targets, given the slow pace of negotiations on the environmental aspect of FTAA, resources will be directed toward the growing number of bilateral FTA negotiations, which have more ambitious timelines.</p> <p>Partners: USTR continued to pursue public outreach efforts to promote its views on making trade and environmental policies mutually supportive. A session for civil society organizations was scheduled in parallel to the November 2002 ministerial meeting.</p>	

PERFORMANCE INDICATOR: STATUS AND IMPACT OF JORDAN'S ENVIRONMENTAL INSTITUTIONAL CAPACITY, ITS LAWS AND REGULATIONS

2000 BASELINE	2001 RESULTS	2002 RESULTS	
Negotiation of U.S.-Jordan Free Trade Agreement (FTA).	U.S.-Jordan FTA signed and ratified. While making some preparations in FY '01, Jordan did not establish its new Environment Ministry. U.S. technical experts from EPA met with Jordanian officials for consultations on the new Ministry, but the U.S.-Jordan Environment Working Group has not yet been formally constituted.	Though it declared its intention, the Government of Jordan has not yet established the Ministry of the Environment, and it is unclear when it might do so. The Jordanian Government's General Corporation for Environmental Protection (GCEP) continues to operate and developed bylaws during 2002. USAID funded an environmental management capacity assessment for Jordan. Regional Environment Office supported workshop for environmental NGOs and GCEP on proposal/grant preparation. [Significantly Below Target]	
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	<p>Impact of Performance Shortfall: This target was developed to support capacity building for Jordan's anticipated new Environment Ministry. Until a ministry is in place, it will be hard to meet this target. Without new Environment Ministry in place and operating, impact of USG activities was lessened. Impact of environmental management capacity assessment will not be known until 2003.</p> <p>Partners: USAID/Amman funded the environmental management assessment.</p>	

Strategic Goal 14 Environment
Annual Performance Goal 1 Donor Countries and International Financial Institutions Support U.S. Positions and Efforts to Make Trade and Environment Policies Mutually Supportive

PERFORMANCE INDICATOR: COMPLIANCE WITH WORLD BANK CHAD-CAMEROON PIPELINE SOCIAL/ENVIRONMENTAL PROGRAM			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
<p>Governments of Chad and Cameroon, World Bank, and consortium agree on programs promoting sustainable development as part of pipeline project.</p> <p>Establish key priorities for project monitoring.</p>	<p>Governments of Chad and Cameroon and World Bank begin capacity-building training, establish project-monitoring boards</p> <p>Formal mechanisms for consultation, conflict resolution established between local communities and consortium, WB, and local officials.</p>	<p>Chadian local development plan completed.</p> <p>Development board established. Baseline survey of Cameroon's Pygmy communities and implementation of community-based compensation projects completed.</p>	<ol style="list-style-type: none"> 1 Slow progress in improving infrastructure due to lack of capacity and political will, but some progress nonetheless [Slightly Below Target] 2 Successful management of population influxes without excessive environmental impact. [On Target] 3 After successful surface/groundwater contaminant mitigation in Chad, Consortium developed plan illustrating effects of potential pollution sources and how to prevent similar problems in the future. [On Target] 4 Oil will likely begin to flow into pipeline in June 2003. [Above Target] [Summary Rating: On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	<p>Data sources/availability: Independent Inspection Panel conducted assessment in spring 2002 at request of Chadian citizens and Government. Including Independent Panel Report, all data available from World Bank.</p> <p>Impact of Performance Shortfall: Slow progress in improving infrastructure.</p>	
PERFORMANCE INDICATOR: INTERNATIONAL PRIVATE CAPITAL FLOWS FOR THE SOUTH-NORTH WATER PROJECT IN CHINA INCORPORATE ENVIRONMENTAL PROTECTION			
2000 BASELINE	2001 RESULTS	2002 RESULTS	
<p>China announced plan to initiate South-North Project.</p>	<p>Interagency participation with Chinese Ministry of Water Resources in conference on environmental-protection practices in the South-North Water Project. Interagency coordination tracking environmental impact and management of the South-North Water Project.</p>	<p>South/North Water Transfer (SNWT) environmental advocacy in early 2001 continued to resonate, and strengthened the hand of those most concerned with the environmental aspects of the project. In November 2002, media reports indicated that preliminary construction of the project was scheduled to begin by the end of the year. [Slightly Below Target]</p>	
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	<p>Data sources/availability: Embassy reporting. Data on this performance goal were largely unavailable (except as noted above) due to an overall lack of public information released on this project by the host government. Outside of tightly controlled press announcements, planning for this project has not taken place in a public or otherwise accessible environment. Embassy Beijing has examined this topic several times since January and indicated that new developments were not forthcoming. Press reporting on SNWT continued to be the primary source of data on environmental assessments of this project.</p> <p>Impact of Performance Shortfall: FY 2002 progress in assessing this goal was limited because of slow development of the project by Chinese planners and delays in releasing information to the public about specific aspects of the plan. Indications were that most aspects of the project were undergoing significant environmental impact assessment (EIA) reviews.</p> <p>Partners: Specific coordination on SNWT with other USG agencies did not take place in 2002. However, there was broad coordination, through a number of interagency working groups, on water issues. Agencies involved include: USGS, EPA, OSTP, Agriculture, and DOC (including NOAA).</p>	

Strategic Goal 14 Environment
 Annual Performance Goal 1 Donor Countries and International Financial Institutions Support U.S. Positions and Efforts to Make Trade and Environment Policies Mutually Supportive

PERFORMANCE INDICATOR: NUMBER OF COUNTRIES' EXPORT CREDIT AGENCIES THAT AGREE TO COMMON ENVIRONMENTAL GUIDELINES.		
2000 BASELINE	2001 RESULTS	2002 RESULTS
OECD consultations continue.	OECD Export Credit Group held five rounds of negotiations on common environmental guidelines.	OECD countries disagreed with USG concepts for strong, common environmental guidelines. USG chose not to join OECD agreement because it is not sufficiently transparent and lacking common standards. [Slightly Below Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress
	Result	<p>Data sources/availability: Virtually all OECD governments have reported using World Bank environmental guidelines to benchmark project proposals. Given absence of alternative standards, we expect all OECD governments will de facto adopt uniform environmental standards. Key point will be ensuring Export Credit Agencies do not simply benchmark (i.e., use guidelines as a reference point), but use the standards as a decision point for approving/disapproving project proposals.</p> <p>Data reliability: Data on implementation in other OECD countries have been anecdotal until now. Other governments were required to report data on CY 2002 implementation at the end of December 2002. Can judge completeness, quality and reliability of data after December 2002.</p> <p>Impact of Performance Shortfall: Although negotiations were unable to secure OECD agreement to strong, common and mandatory environmental guidelines, Department succeeded in setting the terms of debate, maintaining negotiating leverage and position eventually to convince other countries to agree to what they are already practicing—evaluating project proposals against what are strong World Bank environmental guidelines.</p> <p>Partners: Close interagency consultations with Treasury, Export-Import Bank, and, when necessary, the White House. Regular contact with environmental NGOs and American export business community.</p>

Strategic Goal 14 Environment
 Annual Performance Goal 2 International Treaties and Agreements that Protect the Environment are Negotiated, Implemented, and Enforced

PERFORMANCE INDICATOR: RESPONSE OF THE INTERNATIONAL COMMUNITY TO ALTERNATIVE APPROACHES TO THE ADMINISTRATION'S NEW APPROACH TO CLIMATE CHANGE		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Parties progress in elaborating components of the Kyoto Protocol. General modalities for CDM and other mechanisms become clearer.	Administration confirmed that it would not join the Kyoto Protocol because it is not a sound approach to addressing climate change. The Department has continued to participate actively within the UN Framework Convention on Climate Change, as well as bilaterally and regionally to promote effective approaches to climate change.	New partnerships announced or initiated with Australia, Canada, the EU, India, Korea, and China. Implementation of partnerships with Japan (more than 30 projects in science, technology, and policy cooperation identified), Central American countries, Italy (more than 20 projects relating to climate science and technology), and Australia (19 projects initiated). Key working groups established; specific projects and project-related activities agreed to and begun. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress. Indicator was formerly entitled <i>Response of the International Community to Alternative Approaches to the Kyoto Protocol</i> .
	Result	<p>Data reliability: The data are reliable, consisting largely of bilaterally agreed work plans and announcements, project lists, and lists of implemented projects.</p> <p>Partners: Bilateral and regional climate change partnerships involve extensive inter-agency cooperation. The Department worked with agencies including DOE, EPA, NOAA, CEQ, DOC, USDA, NASA, USGCRP, and NSF.</p>

Strategic Goal 14 Environment
Annual Performance Goal 2 International Treaties and Agreements that Protect the Environment are Negotiated, Implemented, and Enforced

PERFORMANCE INDICATOR: EFFECT OF PRIOR INFORMED CONSENT CONVENTION

2000 BASELINE		2001 RESULTS	2002 RESULTS
Submit to Senate for advice and consent.		Senate has not yet considered the Prior Informal Consent Convention.	Made progress with Congress toward ratification of the Rotterdam Convention. [Slightly Below Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for purpose of tracking general Department progress	
		<p>Impact of Performance Shortfall: There will be no negative impact from this shortfall because not enough other countries have ratified the Rotterdam Convention for it to enter into force in 2002. As a result, the U.S. did not face a potential situation where it would be disadvantaged by not yet being a party to this agreement. We have made good progress in working with Congress in the goal of ratification of the Rotterdam Convention. We believe the process is well on track for the Senate to provide advice and consent and the Congress to pass the necessary implementing legislation in 2003.</p> <p>Partners: Department continues to work actively with EPA and other federal agencies to garner Senate advice and consent to ratification and passage of the necessary implementing legislation for this agreement.</p>	

PERFORMANCE INDICATOR: CONVENTION TO COMBAT DESERTIFICATION MITIGATES THE EFFECTS OF DROUGHT ON ARID, SEMI-ARID, AND DRY SUBHUMID LANDS

2000 BASELINE		2001 RESULTS	2002 RESULTS
Senate provides advice and consent.		Senate gave its advice and consent to ratify the Deserts Convention in October 2000. U.S. instrument of ratification deposited with the UN November 17, 2001. Under the terms of the treaty, the U.S. became a Party to the Convention on February 15, 2001.	Department promoted U.S. scientists to the UNCCD Roster of Experts, and emphasized the importance of the focus on applied research, synthesis work and networking on concrete implementation issues for the committees of the UNCCD. Seven U.S. scientists serve on UNCCD's Roster of Experts, one U.S. scientist on UNCCD's Committee for Science and Technology, and language in the National Action Programs supporting education and information sharing [On Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
		<p>Data sources/availability: Data is not yet available. The UNCCD's Committee for Science and Technology Group of Experts and the Committee for the Review of the Implementation of the Convention have just recently met, and no documents are yet available.</p> <p>Data reliability: With the number of universities involved and the amount of sharing of information globally will be difficult to capture. The number of participants in IARC and FEWSNET, only two of many possible measures of expanded sharing of technical expertise for desertification, can be tallied as the Department continues its work with UNCCD.</p> <p>Partners: Department coordinates with USAID, BLM, USDA, the Smithsonian, NOAA, and USGS in its technical and policy work in the UNCCD forum.</p>	

PERFORMANCE INDICATOR: STATUS OF RATIFICATION OF STOCKHOLM CONVENTION ON PERSISTENT ORGANIC POLLUTANTS (POPS) CONVENTION

2000 BASELINE		2001 RESULTS	2002 RESULTS
Under negotiation		The President, in a Rose Garden ceremony, endorsed the POPS Convention. United States signed Convention in May 2001 and began preparing documentation to request Senate advice and consent.	U.S. Congress is still considering necessary steps to allow U.S. ratification to proceed. [Slightly Below Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
		<p>Impact of Performance Shortfall: This shortfall will not have a negative impact because not enough other countries have ratified the Stockholm Convention for it to enter into force in 2002. As a result, the U.S. did not face a potential situation where it would be disadvantaged by not yet being a Party to this agreement. The Department has made good progress in working with Congress on ratifying the Stockholm Convention. The Department believes the process is well on track for the Senate to provide advice and consent and the Congress to pass the necessary implementing legislation in 2003.</p> <p>Partners: The Department continued to work actively with EPA and other federal agencies to garner Senate advice and consent to ratification and passage of the necessary implementing legislation for this agreement.</p>	

Strategic Goal 14 Environment
Annual Performance Goal 2 International Treaties, Agreements, and Voluntary Initiatives that Protect the Environment are Negotiated, Implemented, and Enforced

PERFORMANCE INDICATOR: STATUS OF FORCE OF UNITED NATIONS FISH STOCKS AGREEMENT AND FAO COMPLIANCE AGREEMENT		
2000 BASELINE	2001 RESULTS	2002 RESULTS
United States completes implementation of the two agreements.	The Compliance Agreement did not enter into force due to the delay by some countries in completing internal procedures. However, the entry into force of the UN Fish Stocks Agreement (FSA), was achieved a year earlier than expected. Department leadership produced an UNGA resolution containing a plan for its implementation.	The U.N. Fish Stocks Agreement entered into force in December, 2001; the UN General Assembly and States party to the UN Fish Stocks Agreement agreed, in principle, to establish a voluntary trust fund for implementation of the Agreement. Department has begun consultations with the other States Party to the Agreement to promote its effective implementation, particularly pertaining to cooperation with developing states. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress
	Result	Data reliability: Reliable data are available on the number of States that have deposited instruments of ratification. In the future, quantitative data on the implementation of the Agreement will be necessary and will be provided for through the reporting process coordinated by the United Nations related to the annual fisheries resolution. Partners: Department coordinated with NOAA, NMFS, the US Coast Guard and a variety of non-governmental organizations and industry groups in implementing the Agreement.
PERFORMANCE INDICATOR: EFFECT OF AN INTEGRATED U.S. GOVERNMENT POSITION ON THE WORLD SUMMIT ON SUSTAINABLE DEVELOPMENT		
2000 BASELINE	2001 RESULTS	2002 RESULTS
United States begins to develop interagency position on substantive issues and strategies for addressing procedural questions to reach a consensus USG position.	Consensus Summit position evolved as part of integrated USG international development policy, in close coordination with related development events (FFD, G-8, and Food Summit +5). Department-led interagency policy coordination subcommittee identifying USG deliverables and priority initiatives for Summit.	USG successfully secured international support for its position through unanimous adoption of the Johannesburg Plan of Implementation and the Johannesburg Commitment to Sustainable Development at the World Summit on Sustainable Development (Johannesburg, South Africa, September 2002). [Significantly Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress
	Result	Data sources/availability: Reliable data available: Agencies published interagency policy document "Vision Statement for the World Summit on Sustainable Development." U.S. joined consensus on Johannesburg Plan of Implementation and Johannesburg Commitment to Sustainable Development, both of which endorse U.S. policy objectives. WSSD documents endorsed public-private partnerships concept and participants announced the creation of over 200 such partnerships for sustainable development. Partners: Extensive interagency coordination, including: regular policy- and working-level meetings, coordinated outreach efforts, including briefings, diplomacy, public diplomacy, establishing a Summit training institute and creating a U.S. exhibit at the Summit, development of 20 U.S. partnership initiatives, including four "signature" sustainable development partnerships on water, energy, hunger, and forests.

Strategic Goal 14 Environment
Annual Performance Goal 2 International Treaties, Agreements, and Voluntary Initiatives that Protect the Environment are Negotiated, Implemented and Enforced

PERFORMANCE INDICATOR: TRADE DECISIONS ASSISTED BY BIOSAFETY PROTOCOL IMPLEMENTATION

2000 BASELINE		2001 RESULTS	2002 RESULTS
Biosafety Protocol implementation proceeds effectively with emphasis on information sharing.		The Intergovernmental Committee for the Cartagena Protocol met for the first time in December 2000 to begin preparations for entry into force of the treaty. We were successful in gaining agreement to develop and launch the pilot phase of the Biosafety Clearing House, which was made operational in FY 2001 due largely to U.S. financial and technical support.	The Biosafety Protocol did not enter into force in 2002 as some expected. Nevertheless, the USG developed a biotechnology regulatory web page to share relevant information for environmentally informed trade decisions. USG further supported the development of the Protocol's Biosafety Clearing House, which will become operational when the Protocol enters into force. The Department's work created the mechanism for information sharing and established a model for other countries to follow which is in place ahead of schedule. [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for purpose of tracking general Department progress	
	Result	Data sources/availability: No data because the Protocol has not yet entered into force, and so has not been implemented by States Parties. Partners: The Department continued to collaborate closely with other interested agencies, including the USDA, EPA, FDA, USGS, DOC, and NIH. The Biosafety Interagency Working Group maintained regular contact with both industry representatives and non-governmental organizations on biosafety issues.	

PERFORMANCE INDICATOR: EFFECT OF FAO INTERNATIONAL PLANS OF ACTION FOR SEABIRD BY CATCH AVOIDANCE, FOR SHARK CONSERVATION AND MANAGEMENT, AND FOR FISHING VESSEL CAPACITY REDUCTION BY FAO MEMBERS

2000 BASELINE		2001 RESULTS	2002 RESULTS
While some countries are taking action, none have established National Plans of Action to implement international plans.		<p>The United States fulfilled its commitments on publishing National Plans of Action on Seabirds and Sharks. A number of other countries also published plans.</p> <p>National Plans of Action on fishing capacity are not due until 2003. However more needs to be done before all countries establish and implement International Plans of Action (IPOAs).</p> <p>In 2001, the United States successfully led the effort to adopt an IPOA on combating IUU fishing.</p>	A regional fisheries management organization rebuilding plan contributed to the recovery of the North Atlantic Swordfish. APEC workshop on shark conservation and management, was held to build capacity for APEC economies to implement the FAO IPOA, a regional fisheries management organization adopts the first limitations on fishing capacity, Southern Ocean Albatross and Petrel Agreement enters into force, and further progress toward establishing a regime to conserve and manage highly migratory fish stocks in central and western Pacific Ocean. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	Data sources/availability: Accurate data on the status of fish stocks and the level of bycatch of associated and dependent species are difficult and expensive to gather, given the realities and logistics of commercial fishing operations. Limited or variable data can affect the ability of scientists to make accurate assessments regarding the status of fish stocks and associated and dependent species. Data reliability: Fisheries data collection and reliability varies from fishery to fishery and region to region; it is difficult to measure fishing capacity; and data on the level of bycatch of associated and dependent species (such as sharks) are limited and also varied considerably from region to region. Partners: Department coordinates with NOAA, NMFS, USFWS, the US Coast Guard, and a variety of non-governmental organizations and industry groups in advancing US interests and objectives at the global and regional level.	

Strategic Goal 14 Environment
Annual Performance Goal 3 International Financial and Multilateral Institutions and Donor Countries Provide Greater Development Assistance Dealing with Key Environmental Issues

PERFORMANCE INDICATOR: ACTIVITY OF CFC-PRODUCING ENTERPRISES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
All seven CFC-producing enterprises halt production.	CFC producers destroy production line equipment.	CFC producers in Russia have properly disposed of all ozone-depleting products. [On Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress Data sources/availability: Data are collected and available through the World Bank and the Global Environment Facility, which oversaw the projects to ensure Russia's phase out of ozone depleting chemicals. Partners: Department has closely coordinated with EPA, USAID, and Treasury on the Russian phase-out projects.
PERFORMANCE INDICATOR: REGIONAL ENVIRONMENTAL CENTERS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Kiev and Chisinau Regional Environmental Centers (RECs) established. Tbilisi and Almaty REC agreements being finalized.	Tbilisi REC successfully established by U.S. and operational. Water management conference brought together government and civil society from the three Caucasus countries to discuss management of shared water resources. Almaty REC established by EU; work plans are being developed. Moscow REC established and operational.	All RECs operational. EU provided additional donor support to all RECs; other donor support at or above target for RECs in Georgia, Hungary and Almaty, and is being explored for RECs in Moldova, Russia and Ukraine. RECs promoted progress regionally on implementation of Agenda 21 (from the 1992 United Nations Conference on Environment and Development), and water management, helped organize regional participation in international conferences, with participation by governments, NGOs and private sector. [Above Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress Data sources/availability: Department, USAID, and published REC reports on donor contributions and implementation, when available. Data reliability: Reliable. Data are corroborated by information from other donors, institutions, and USG observation. Partners: EPA, as the US Executive Agency to the bilateral agreements on the REC-Kiev, REC-Caucasus, and Central Asia Regional Environmental Center (CAREC), and as the primary manager of US funding for the RECs. EPA's initial funding to the CAREC (\$220,800) has supported the regional grants program for Central Asian NGOs, the CAREC involvement in regional preparation for WSSD and now Kiev 2003 Ministerial, development of a training program for CA environmental journalists, and also allowed for program coordination with other NRECs, all of which were catalysts for drawing other donor activities.

Strategic Goal 14 Environment
Annual Performance Goal 3 International Financial and Multilateral Institutions and Donor Countries Provide Greater Development Assistance Dealing with Key Environmental Issues

PERFORMANCE INDICATOR: PROGRESS AMONG U.S. GOVERNMENT, DONORS AND RIPARIANS IN ADDRESSING TRANSBOUNDARY WATER ISSUES IN KEY REGIONS

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
No data.	Riparians met infrequently and unproductively. Donors met but little coordination.	Riparians in the Nile and Mekong met regularly to develop joint project proposals. Donors met to discuss cooperation and coordination. Nile donor conference, held in Geneva, raised \$140 million (U.S.). Initial discussions taking place among the riparians in the Caucasus and Okavango.	The Riparian countries continue to work on a legal framework and have raised more than \$140 million in donor support for joint development projects. Riparian countries have negotiated a framework agreement for navigation on the Sava and begun preparation of joint development activities. Angola, Namibia, and Botswana have participated in joint training on conflict resolution and joint watershed management. Joint projects among NGOs within the Araks and Kura watersheds are underway. Regular regional discussion on joint management of the Amu and Syr Darya Rivers of Central Asia taking place under the auspices of the International Fund to Save the Aral Sea (IFAS) and related organizations. Nile riparian countries established an international organization to facilitate joint management of the watershed. [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	Data sources/availability: Data are premised on reporting from U.S. posts, missions and non-governmental parties involved in the activities. Data reliability: Some outcomes were objective and reliable (i.e., meetings occurred, agreements reached, institutions formed); others were subjective and based on anecdotal information. Most of the above reporting was considered reliable.	

PERFORMANCE INDICATOR: MANAGEMENT OF WATER IN WEST BANK AND GAZA

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Construction of wells and pipelines in West Bank. Wastewater treatment project in Gaza. Planning for Amman system rehabilitation and wastewater treatment plant. Construction of Wadi Musa wastewater system.	Four new wells in West Bank come online. Project to protect Gaza aquifer initiated. Amman system rehabilitation project initiated. West Bank village water project initiated. Wastewater project in Wadi Musa came online.	Intifada-related violence in the West Bank and Gaza made work on water projects there much more difficult. Despite the difficult conditions, initial work on the Hebron wastewater treatment project, the Gaza water carrier, and the Gaza desalination project got underway. In Jordan, preparations for the Amman area wastewater treatment project continued, but financing for the project is complex, progress was slower than planned, and construction will not begin until FY 2002.	Two new wells in the West Bank came online. Designs were developed, to supply new water to 100,000 additional people in West Bank villages. Parties signed an agreement for the Amman As Samra wastewater project. Construction is continuing on the Amman water supply system rehabilitation project. Bidding process for the Gaza carrier, continued, with contract award anticipated for FY2003. Water projects were also completed to supply the Ein Sultan refugee camp near Jericho and villages near Jenin. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	Data sources/availability: USAID reports of project progress Data reliability: Data are reliable and complete, as they come from USAID/Tel Aviv and USAID/Amman, which manage the projects. Partners: USAID is implementing Amman municipal system rehabilitation project in coordination with four other donors (the European Investment Bank, the World Bank, Germany, and Italy). Other donors, including Germany, Japan, and Norway, are involved in water projects in the West Bank and Gaza.	

Strategic Goal 14 Environment
Annual Performance Goal 3 International Financial and Multilateral Institutions and Donor Countries Provide Greater Development Assistance Dealing with Key Environmental Issues

PERFORMANCE INDICATOR: EFFECT OF WATER RESOURCES AND ENVIRONMENT WORKING GROUPS IN MIDDLE EAST

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Key water and environment projects continue to produce results, even in the face of continued slowdown in the peace process; four existing water and environment projects initiate new activities.	Three water and environment projects initiate new activities; current activities continue to make progress.	Poor political climate and Intifada-related violence made all regional activities extremely difficult and progress on all projects slower than planned. One new water activity and one new environment activity were initiated. Regional water center in Amman was not formally established due to the political situation, but work at	The water curriculum for high school students was published in Arabic and Hebrew, and placement in schools began. Middle East experts and officials continued work on multilateral water and environment projects. Rainfall intensity activity was completed in the regional water data banks project, and regional participants agreed on a follow-up activity; one new hydro-geologic activity began, and several more are planned. A new combined water-environment activity in wastewater treatment and reuse was prepared. The USG funded participants in the Dryland Management initiative to attend a workshop on sustainable agroecosystems. Progress on the Waternet electronic network was slowed, with a replacement of the software needed. [On Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress.	
		Data sources/availability: Information for the results comes from project reports and direct discussions with project participants. Data reliability: Results data are complete and reliable. Partners: The Department leads the Middle East multilateral process. The technical activities for projects are carried out by different USG technical agencies, including the US Geological Survey, the Bureau of Reclamation, Department of Agriculture, and the Environmental Protection Agency. Other donor countries and international organizations participate in and contribute to the work of the multilateral process, including France, the Netherlands, Norway, Japan, Korea, the EU, the World Bank, and Canada.	

PERFORMANCE INDICATOR: INTERNATIONAL CONSORTIUM FOR COOPERATION ON THE NILE (ICCON) ACTIVITIES

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Initiate environmental study in Nile Basin in support of preparations for establishment of ICCON.	Nile Basin environmental study completed.	Riparians held ICCON meeting in June 2001 and raised \$140 million for regional and subregional activities. Significant progress has been made in developing regional projects.	Nile riparian countries established an international organization to facilitate joint management of the watershed. The riparian countries continue to work on a legal framework and have raised more than \$140 million in donor support for joint development projects. [Above Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress.	
		Data sources/availability: Data are premised on reporting from U.S. posts, missions, and non-governmental parties involved in the activities. Data reliability: Some outcomes were objective and reliable (i.e., meetings occurred, agreements reached, institutions formed); others were subjective and based on anecdotal information. Most of the above reporting was considered reliable. Partners: All the activities occurred in coordination or partnership with other governmental and non-governmental partners. Partners in the Nile include more than 10 governments, the World Bank, the African Development Bank, GEF, the Islamic Development Bank, UNDP, and several NGOs.	

Strategic Goal 14 Environment
Annual Performance Goal 3 International Financial and Multilateral Institutions and Donor Countries Provide Greater Development Assistance Dealing with Key Environmental Issues

PERFORMANCE INDICATOR: UNEP ASSISTANCE AND CAPACITY BUILDING

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
UNEP agrees on need for more technical assistance on trade-related environmental issues.	U.S. engages support of UNEP leadership for more assistance on trade-related environmental issues.	Governing Council agrees to direct more funds to technical assistance to deal with trade-related environmental issues. U.S. involvement of work of Economic and Trade Unit expands.	UNEP expanded its work in the field of trade-related activities in 2002 in order to participate more fully in work on environmental aspects of the WTO Doha Ministerial Conference. [On Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
		Data sources/availability: Data available through UNEP's Economics Division. Partners: These activities were coordinated closely with USTR, EPA, and other interested USG agencies.	

PERFORMANCE INDICATOR: STATUS OF U.S. – JAPAN GLOBAL ISSUES COOPERATION AND ENVIRONMENTAL POLICY DIALOG

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
The U.S.-Japan global issues cooperation and Environmental Policy Dialog promotes cooperation in developing countries.	The U.S.-Japan global issues cooperation and Environmental Policy Dialog promotes cooperation in developing countries.	Expanded science and technology cooperation on climate change measurement through Array for Real-Time Geostrophic Oceanography(ARGO) and Integrated ocean drilling program (IODP), and coordinated U.S.-Japan approach to transboundary water in developing countries.	IODP US and Japan currently drafting an MOU to deploy the IODP in 2003 ARGO current deployment as of December 4, 2002: 579 Argo floats have been deployed and are operational, of which, 197 have been deployed by the U.S. and 90 by the Japanese. FY 2002 milestones since the initiation of funding in FY 1999 include 1,624 floats funded globally, with the U.S. funding 737 and the Japanese 202 (many floats have been purchased but are not operational yet). Over the next three years (FY 2003 - FY 2005) funding has been proposed for 2,517 floats, with the US contributing 1,313 and Japan 300. Mekong Water Assessment project not yet launched. Fund site scheduled to be established in Manila before the end of 2002. Pre-award audit completed and passed. [On Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress.	
		Data sources/availability: The data were transmitted via satellite, are very reliable, and available within 24 hours to all users via the Internet.	

PERFORMANCE INDICATOR: STATUS OF EU FISHERIES

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
E.U. fisheries' policies dominated by socio-economic concerns; U.S.-E.U. relations in international fisheries forums strained.	E.U. embarked on review of its Common Fisheries Policy (CFP).	Provided the E.U. with detailed feedback on its CFP Green Paper. Fisheries included as an early-warning item in New Trans-Atlantic Agenda discussions and raised with visiting E.U. Parliamentarians. E.U. included conservation as critical focus in draft Green Paper on domestic fisheries. E.U. will finalize the new CFP in the next year.	Department raised U.S. concerns with EU fisheries policies at a high level and in other multilateral fora and continued to work with EU counterparts as the Common Fisheries Policy (CFP) is finalized. [On Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress.	
		Data sources/availability: The data on quantity and kind of development assistance provided by international financial and multilateral institutions and donor countries are generally reliable and available. Partners: Department coordinated with NOAA, NMFS, USFWS, USAID, the US Coast Guard, and a variety of non-governmental organizations and industry groups.	

Strategic Goal 14 Environment
 Annual Performance Goal 3 International Financial and Multilateral Institutions and Donor Countries Provide Greater Development Assistance Dealing with Key Environmental Issues

PERFORMANCE INDICATOR: HAZE POLLUTION SITUATION IN INDONESIA			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Policies and enforcement in Indonesia is negligible.	Government of Indonesia adopts managed burn policy and begins enforcement.	Government of Indonesia adopts managed burn policy and begins enforcement.	No violators were prosecuted. [Significantly Below Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	<p>Data sources/availability: Contacts at the national and local levels; and monitoring the press for the last 5 years has not turned up one example of prosecution for setting forest fires. The Indonesian forest continues to be lost at an increasingly rapid rate due to intentionally set fires; no apparent GOI action taken to prevent it.</p> <p>Data reliability: There has been a marked improvement since 1997-98 in the Government of Indonesia's ability to pinpoint and quantify the extent of fires and the resulting haze, primarily due to the sharing of regional satellite images and other monitoring activities. The problem is not a lack of information but a lack of good governance.</p> <p>Impact of Performance Shortfall: Millions of Indonesians, especially on the islands of Borneo and Sumatra, not to mention additional millions in Malaysia, Singapore and Brunei, continue to suffer ill health from the annual but preventable haze caused by intentionally lit forest fires. The problem is a lack of good Indonesian governance.</p> <p>Partners: USAID funded experts from the Department of Interior to train Indonesian government officials on how to put out fires, but U.S. must now focus on the much more critical and productive exercise of how to encourage the Indonesian government to enforce its own laws against illegal burning.</p>	
PERFORMANCE INDICATOR: STATUS OF UNEP GLOBAL RESOURCES INFORMATION DATABASE (GRID) SIOUX FALLS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
No program.	Interest and support has spread to U.S. Government agencies, private sector and non-governmental organizations.	Possible new donors identified. Contributions made by the GEF and Germany.	U.S., Canadian, and Mexican scientific institutions contribute funding and in-kind resources to GRID Sioux Falls research programs. [On Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was deemed too specific for tracking general Department progress	
	Result	<p>Data sources/availability: Data are available through the UN Environment Program Division of Early Warning and Assessment.</p> <p>Partners: GRID is a cooperative program involving NASA, NOAA, EPA, USGS, and the US Forest Service.</p>	

Strategic Goal 15
Annual Performance Goal 1

Population
Improved Reproductive Health; Reduced Incidence of Maternal Mortality and Other Problems that Particularly Threaten Women; Universal Access to Primary and Secondary Education; and Appropriate Governmental Reaction to World Demographic Changes

PERFORMANCE INDICATOR: MATERNAL MORTALITY AT THE NATIONAL LEVEL

1999 BASELINE		2000 RESULTS	2001 RESULTS	2002 RESULTS
Percentage of births assisted by a skilled birth attendant in the less developed countries is 53 percent. Maternal mortality rate (MMR) in less developed countries is 500 deaths per 100,000 live births (500/100,000).		No data	Two countries (where MMR is over 500/100,000 live births) increased by at least 2 percent the number of births assisted by a skilled birth attendant.	The proportion of births assisted by a skilled attendant increased in 14 countries where the maternal mortality rate is very high: Burundi, Cambodia, Cameroon, Chad, Guinea-Bissau, Haiti, Laos, Lesotho, Malawi, Nepal, Nigeria, Rwanda, Senegal, and Tanzania. [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because the Department does not actually affect these activities.		
	Result	Data sources/availability: Data for 2001 is taken from prior year's report. Data for 2002 is taken from the UN Population Fund's State of World Population 2002, which provides estimates based upon 1995 and subsequent data. This data is neither fully reliable nor wholly up-to-date, in part because the underlying data may be unreliable and may be collected only every few years. Data from this source has been used because it is a single source for all countries and therefore may allow for a certain degree of cross-country comparison. The difficulty of obtaining reliable yearly data played a part in the decision to discontinue this indicator. Partner: USAID.		

PERFORMANCE INDICATOR: AVAILABILITY OF MODERN FAMILY PLANNING AND OTHER REPRODUCTIVE HEALTH CARE FOR INDIVIDUALS REQUESTING SUCH SERVICES

1999 BASELINE		2000 RESULTS	2001 RESULTS	2002 RESULTS
Contraceptive prevalence rate (CPR) in less developed countries is 39 percent (modern methods).		No data	Twenty-two less developed countries increased CPR by (at least) 2 percent.	Over 20 countries increased CPR (modern methods) by 2 percent or more in 2002. Among these, 10 countries increased CPR (modern methods) by at least 10 percentage points: Cambodia, Costa Rica, Czech Republic, Laos, Lesotho, Mongolia, Malawi, Turkmenistan, Uganda, Uzbekistan, and Yugoslavia. [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because the Department does not actually affect these activities.		
	Result	Data sources/availability: Data for 2001 were taken from prior year's report. Data for 2002 were taken from the UN Population Fund's State of World Population 2002, which provides estimates based upon 1995 and subsequent data. Data are neither fully reliable nor wholly up-to-date, in part because the underlying data may be unreliable and may be collected only every few years. Data from this source have been used because it is a single source for all countries and therefore, may allow for a certain degree of cross-country comparison. The difficulty of obtaining reliable yearly data played a part in the decision to discontinue this indicator. Partner: USAID.		

PERFORMANCE INDICATOR: SECONDARY SCHOOL ENROLLMENT RATES AMONG GIRLS

1999 BASELINE		2000 RESULTS	2001 RESULTS	2002 RESULTS
Sixty-three countries had enrollment under 50 percent.		No data	No improvement.	Thirty countries where girls' enrollment in secondary school was less than 50 percent in 2001 increased by 2 percent or more in 2002. [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because the Department does not actually affect these activities.		
	Result	Data sources/availability: Data for 2001 were taken from prior year's report. Data for 2002 were taken from the UN Population Fund's State of World Population 2002, which provides estimates based upon 1995 and subsequent data. Data are neither fully reliable nor wholly up-to-date, in part because the underlying data may be unreliable and may be collected only every few years. Data from this source have been used because it is a single source for all countries and therefore, may allow for a certain degree of cross-country comparison. The difficulty of obtaining reliable yearly data played a part in the decision to discontinue this indicator. Partner: USAID.		

Strategic Goal 16 Health
 Annual Performance Goal 1 Increased Political and Financial Commitment to Health

PERFORMANCE INDICATOR: NATIONS IN TARGETED REGIONS AND DONOR PARTNERS APPOINT EXECUTIVE-LEVEL AIDS ENVOYS TO ENGAGE ON HIV/AIDS ISSUES AT THE HEAD-OF-STATE LEVEL

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Fewer than 8	8	Cooperation increasing at executive level.	Combating HIV/AIDS was a higher priority of U.S. ambassadors, officials of the Department and other U.S. government agencies, and foreign officials. A successful chiefs-of-mission conference in Port-au-Prince in April 2001 resulted in an action plan by the ambassadors to combat the HIV/AIDS pandemic. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was determined to be an inappropriate measure of the Department's overall performance progress, difficult to utilize or track, or not indicative of the Department's role.	
	Result	Partners: The Department coordinated its advocacy activities with other U.S. government agencies involved in the fight against HIV/AIDS, including the White House Office of National AIDS Policy, the U.S. Agency for International Development, the Department of Health and Human Services, the DOD, DOC, and the Department of Labor.	

PERFORMANCE INDICATOR: LONG-TERM TREND IN NATIONAL HEALTH EXPENDITURES/RESPONSIVENESS (E.G., WHO INDEX ON SYSTEM RESPONSIVENESS, PERCENTAGE OF GDP SPENT ON HEALTH) OF COUNTRIES IN TARGETED REGIONS

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
For WHO Country Health System Responsiveness Index: Baseline year for the number of countries in targeted regions.	From 1997 to 1998 (the years for which the most recent data is available), the number of countries in which total expenditure on health as a percentage of GDP increased was 95 (50.26%), while there was a decrease in 64 (33.86%) countries, and no change in 30 (15.87%) countries.	No data.	Thirty-two countries and a multilateral institution pledged over \$2 billion to the Global Fund. Forty sub-Saharan African countries have developed national strategies to fight HIV/AIDS, almost three times as many as in 2000. Nineteen sub-Saharan African countries now have national AIDS councils, a six-fold increase since 2000. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was determined to be an inappropriate measure of the Department's overall performance progress, difficult to utilize or track, or not indicative of the Department's role.	
	Result	Data sources/availability: Information on national health expenditures in 2001-2002 was not available. The information on Global Fund proposals and pledges is from the Global Fund, and is reliable. The information regarding activities of sub-Saharan African countries is from UNAIDS, and is also reliable. Partners: The Department coordinated with the Department of Health and Human Services, the White House Office of National AIDS Policy, USAID, and other agencies on all issues concerning the Global Fund.	

Strategic Goal 16 Health
Annual Performance Goal 1 Increased Political and Financial Commitment to Health

PERFORMANCE INDICATOR: LEVEL OF INTERNATIONAL COLLABORATION AND PARTNERSHIPS TO SUPPORT HEALTH; GLOBAL FUND IS MANIFESTATION OF COLLABORATION AND PARTNERSHIP, BECOMES FULLY OPERATIONAL

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Raised global surveillance in international forums; TB research center established in Baltic States; increased international awareness of malaria and influenza vector control issues and WHO Rollback Malaria Program.	More countries involved in developing alternative malaria and flu vector control methods; increased awareness of Rollback Malaria.	The level of bilateral and multilateral collaboration on global health increased significantly. Negotiations concluded to establish Global Fund to Fight AIDS, Tuberculosis, and Malaria, with pledges exceeding \$1.7 billion. Rollback Malaria reported progress. Stop TB Partnerships Global Drug Facility became operational.	Global Fund began work; negotiations continued to put in place working mechanisms to guarantee program and financial accountability, set rules for procurement, etc. Global Fund had multi-year pledges totaling \$2.1 billion, with approximately \$750 million available for the year; one large contribution from the private sector. [Significantly Above Target]
Details of 2002 Results	<p>Result Data Reliability: Information about Global Fund pledges and receipts is complete and reliable. Partners: The Department coordinated with the Department of Health and Human Services, the White House Office of National AIDS Policy, USAID, and other agencies on all issues concerning the Global Fund.</p>		

PERFORMANCE INDICATOR: DISEASE INCIDENCE RATES HIV/AIDS

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
5.4 million new infections	5.3 million new infections	5.0 million new infections	The number of new HIV/AIDS infections was estimated to have declined from 5.3 million in 2000 to 5 million in 2001, and less than 5 million in 2002. The pandemic is still very strong. [On Target]
Details of 2002 Results	<p>Overall Indicator has been discontinued in subsequent plans because it was determined to be an inappropriate measure of the Department's overall performance progress, difficult to utilize or track, or not indicative of the Department's role.</p> <p>Result Data sources/availability: This result was an estimate of UNAIDS, but is widely used and cited. Data Reliability: Many people do not know whether they are HIV positive; many who do know do not inform public health authorities. Therefore, the exact number of new HIV/AIDS infections is unknown. Partners: The Department coordinated with the Department of Health and Human Services, USAID, DOD, and the Department of Labor in its efforts to fight the HIV/AIDS pandemic.</p>		

PERFORMANCE INDICATOR: DISEASE INCIDENCE RATES FOR POLIO

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
7,142 cases	2,979 cases	537 cases	The number of polio cases is estimated to have decreased from 2000 and 2001 levels. No estimate of the number of cases in 2002 is available yet. [On Target]
Details of 2002 Results	<p>Overall Indicator has been discontinued in subsequent plans because it was determined to be an inappropriate measure of the Department's overall performance progress, difficult to utilize or track, or not indicative of the Department's role.</p> <p>Result Data sources/availability: The number of polio cases was an estimate of the WHO. It is reliable but not exact. Not all polio cases are reported to public health authorities. Therefore, the exact number of polio cases is unknown. Partners: The Department of Health and Human Resources and USAID play the main role in USG's efforts to eradicate polio.</p>		

Strategic Goal 16 Health
 Annual Performance Goal 1 Increased Political and Financial Commitment to Health

PERFORMANCE INDICATOR: NUMBER OF HIPC COUNTRIES COMMITTING TO INCREASE SOCIAL AND HEALTH SPENDING AND TO INCREASE VACCINATION RATES FROM DEBT SAVINGS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
No data available.	10	13	As of September 2002, 26 of 38 heavily indebted poor countries (HIPCs) had qualified for and received interim or final debt relief under the enhanced HIPC initiative. Preliminary documents had been considered for two of the remaining twelve countries. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was determined to be an inappropriate measure of the Department's overall performance progress, difficult to utilize or track, or not indicative of the Department's role.	
	Result	Data sources/availability: Data are from the IMF and are reliable. Partners: The Department coordinated its work on the HIPC initiative with the Department of the Treasury.	

Strategic Goal 17 Mutual Understanding
 Annual Performance Goal 1 Improve and Strengthen the International Relations of the United States by Promoting Better Mutual Understanding between the People of the United States and Peoples of the World through Educational and Cultural Exchange

PERFORMANCE INDICATOR: INDEPENDENT POLLING AND ANALYSIS OF SUCCESS AND POSITIVE PROFESSIONAL PROGRAM EVALUATIONS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
60%	65%	97% participants rated program "highly successful"	94% participants perceived value in their experience [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans and replaced with more tangible indicators of performance progress.	
	Result	Data sources/availability: Responses from 1,921 participants from a cross-section of seven bureau educational and cultural exchange programs, representing alumni from 1976 to 2000. Data reliability: Data are reliable in general; however, collection would be better supported by more resources put into tracking alumni and the addition of staff with performance measurement expertise to the bureau.	

Strategic Goal 18 Human Resources
Annual Performance Goal 1 The Department will Hire and Retain an Adequate Number of Talented, Diverse Foreign Service, Civil Service, and Foreign Service National Employees

PERFORMANCE INDICATOR: NUMBER OF REGISTRANTS FOR THE FOREIGN SERVICE WRITTEN EXAM, THE ALTERNATE EXAM PROGRAM AND STUDENT AND SPECIALIST PROGRAMS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
FSWE 13,667 (Takers of FSWE: 8000) AEP 578 Student 1,450 Specialist 3,028	FSWE 23,459 (FSWE Takers: 13,000) AEP 845 Student 1787 Specialist 3,695	FSWE: 59,000 (Apr 2002, Sept 2002 exams) AEP: 677 Student: 4,000 Specialist: 2,000 [Significantly Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it indicates only initial interest and completion of simple on-line registration.
	Result	Data reliability: While data were complete and reliable, they are not the most critical measures. The Department has determined that the indicator of exam registrants is not a reliable indicator of our outreach efforts. Registration is a simple on-line process while taking the exam shows commitment and therefore indicates how well we have reached our target audiences. In FY 2002, 27,000 people took the FSWE as compared to 13,000 in FY 2001 and 8,000 in FY 2000. This no-show rate is typical. In addition, the Department now tracks minority interest through the percentage who take the FSWE. In FY 2002, 35% of exam takers were minorities, as compared with 27% in FY 2001 and 27% in FY 2000. In deficit areas, there also was success in recruiting. In FY 2002, consular career track takers were 25.7% of FSWE takers and admin career track 16.7%; by comparison in FY 2001, consular was 24.4% and admin was 16% of exam takers; in FY 2000, consular was 28.3% and admin 18.1% of exam takers. With higher overall numbers of exam takers, these percentages translate into a good turnout for those historically deficit career tracks. Partners: Outreach and recruitment activities involved coordination with many associations and conferences, as well as with colleges and universities, and with interagency initiatives such as A Call to Serve.
PERFORMANCE INDICATOR: HIRING LEVELS (TO MEET EXPANDING PRIORITIES AND MANDATES AND TO PROVIDE A PERSONNEL COMPLEMENT.)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Hiring to attrition (Approximately 800 hires)	Overall Hiring: 504 Foreign Service, 351 Civil Service Hiring to attrition: 229 FS, 87 Specialists, 351 Civil Service Hiring above attrition: 101 Security Officers & Engineers; 87 IT- IMS & IMTS	Hired 470 Junior FS officers, more than 700 FS specialists, and over 600 CS employees including over 300 security personnel and 150 IT professionals. (900 above attrition, to begin closing mission-critical gaps overseas) [On Target]
Details of 2002 Results	Result	Data reliability: Useful and reliable data that reflect guiding goals of Department's management team in implementing the Diplomatic Readiness Initiative.

Strategic Goal 18
Annual Performance Goal 2

Human Resources

Develop and Implement Training and Professional Development Programs and Make Them Available to All Full-time Employees Throughout Their Careers

PERFORMANCE INDICATOR: NUMBER OF CIVIL SERVICE EMPLOYEES IN CAREER DEVELOPMENT PROGRAM		
2000 BASELINE	2001 RESULTS	2002 RESULTS
1,040	1,055	No data. Measure was discontinued as program was decentralized. (Not Rated)
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because voluntary programs (i.e. candidates are self-selected) are not an accurate indicator of success in this area. We have continued to support LCDI but have focused more on empowering line managers to use it as a tool in employee development. The new indicators is the number of briefings delivered. The change reflects a desire to transfer ownership of the porcess to the bureaus adn broaden organizational exposure to the initiative. Through active marketing, a total of 21 bureaus received instructional briefings supported with resource material.
	Result	Data sources/availability: Data for this measure were no longer collected.
PERFORMANCE INDICATOR: PERCENTAGE OF LANGUAGE STUDENTS ASSIGNED FOR AT LEAST THE RECOMMENDED AMOUNT OF TIME AND MEET THEIR TRAINING GOAL		
2000 BASELINE	2001 RESULTS	2002 RESULTS
75% [On Target]	77% (Note: 83% figure reported in FY 2001 Report inadvertently was the fill rate, not training success rate)	75% [On Target]
Details of 2002 Results	Overall	Indicator was discontinued because the measure does not tell the full picture of the value the Department gets from its language programs. Indicator was replaced in subsequent plans. Percentage of employees assigned that year to Language-Designated Positions who meet the requirements (88% in FY 2002 met LDP requirements).
	Result	Data sources/availability: Data generated from the Student Training Management System (STMS) and end-of-training proficiency tests and were compiled on an annual basis. Data reliability: The data were based both on actual test scores as recorded in the Department's corporate training database and were complete and reliable as of the date aggregate data were 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 change would be minimal, and unlikely to alter the overall reported result figure. Partners: Other federal agencies and the armed service branches enroll personnel in NFATC training programs.
PERFORMANCE INDICATOR: NUMBER OF FOREIGN SERVICE NATIONALS (FSNS) TRAINED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
1,123	1,487	1,984 Department FSNs received crisis management training; 261 non-Department FSNs also received crisis management training; 2,245 total [Significantly Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because FSN is largely need-based and numbers do not reflect performance progress.
	Result	Data sources/availability: Data generated from the Student Training Management System (STMS) and end-of-training proficiency tests and were compiled on an annual basis Data reliability: Data based on actual enrollments as recorded in the Department's corporate training database and were complete and reliable as of the date aggregate data were compiled. Data rectification can result in change in to overall enrollment totals. However, such change would be minimal and unlikely to radically alter the overall reported result. Partners: Other federal agencies and the armed service branches enroll personnel in NFATC training programs.

Strategic Goal 18 Human Resources
Annual Performance Goal 2 Develop and Implement Training and Professional Development Programs and Make Them Available to All Full-time Employees Throughout Their Careers

PERFORMANCE INDICATOR: STATUS OF UPGRADE OF ANALOG MULTIMEDIA LABORATORIES (INSTALLED IN 1993) TO DIGITAL		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Digital lab not in operation.	First and second digital labs in operation.	Second lab installed ahead of schedule in FY01. Third lab installed in FY02. [Significantly Above Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because lab has been installed and this measure is no longer needed.
	Result	Data sources/availability: The data were tracked through planning schedules, Distance Learning Working Group minutes, visual confirmation of completion, and testing of installed equipment. Data reliability: Reliable.
PERFORMANCE INDICATOR: FORMAL CAPACITY REVIEW		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Review necessary.	Review initiated.	Funding for formal capacity review and construction identified and approved. Informal identification of potential additional space requirements initiated at NFATC and shared with the Bureau of Administration's operations division to use in preparing a Statement of Work for an architecture and engineering contractor to be put out for bid in FY 2003. [Significantly Below Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because it was determined to be an inappropriate measure of performance progress.
	Result	Data sources/availability: The data were tracked through planning schedules and completion of scheduled tasks. Data reliability: Reliable. Impact of Performance Shortfall: FY 2001 target for formal capacity review was delayed by lack of funding, thus pushing back the FY 2002 target.

Strategic Goal 18 Human Resources
Annual Performance Goal 3 Current and New Work-Life Programs Improve the Quality of the Workplace for all Employees and the Quality of Life for Foreign Service Employees and their Dependents Abroad

PERFORMANCE INDICATOR: FOREIGN SERVICE AND CIVIL SERVICE RESIGNATION RATES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
FS generalists 1.1%; FS specialists 1.2%; CS full time 1.8%	FS generalists .67%; FS specialists 1.06%; CS full time 1.79%	Foreign Service generalist 0.5%, Specialist 0.8%, and Civil Service 1.2% [Above Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued in subsequent plans because attrition and resignations are historically low in the Foreign Service and Civil Service; attrition will be caused mostly by retirements. Therefore, we have decided to use measures relating to the success of our spousal employment programs. In FY 2002 we expanded the spousal networking assistance program to nine additional posts. We have added 26 new jobs on the economy in those posts from May through October.
	Result	Data sources/availability: Data consistently available and analyzed. Partners: Other USG agencies with overseas operations, to ensure opportunities for Foreign Service spouses to work overseas, as a factor in Foreign Service retention.

Strategic Goal 19
Annual Performance Goal 1

Information Resources
Secure, Advantageous, Commercial-Quality Information Technology (IT) Supporting the Full Range of International Affairs Activities of the United States.

PERFORMANCE INDICATOR: PERCENTAGE OF COMMERCIAL NETWORKING FACILITIES AVAILABLE FOR UNCLASSIFIED AND CLASSIFIED PROCESSING COMPLETED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Custom-leased telecommunications lines. Limited bandwidth and availability. Enterprise Network Management (ENM) program initiated to consolidate global network and systems management.	Some progress made; 12 Virtual Private Networks (VPNs) installed and OpenNet+ pilot completed. Network availability of 85% baselined by ENM.	<ol style="list-style-type: none"> 1 OpenNet+ (Internet) pilot period completed and lessons learned documented. [On Target] 2 Substantial progress made on deployment to domestic and overseas posts. [On Target] 3 54 Virtual Provider Networks (VPNs) installed. [Above Target] 4 Enterprise Network Management (ENM) improved network availability to 97%. [On Target]
Details of 2002 Results	<p>Result 1 Data sources/availability: Department. Partners: The OpenNet Plus pilot did not include users from other agencies, however, with the implementation of OpenNet Plus worldwide, over 5,400 interagency users will have access to the Internet.</p>	
	<p>Result 2 Data sources/availability: FY 2003 OpenNet Plus Exhibit 300 submission has the most comprehensive description of the OpenNet Plus program. Additionally, up-to-date information can be found on the OpenNet Plus Virtual War Room at http://opennetplus.irm.state.gov. Partners: This project is managed by the Department but among those who received OpenNet Plus in FY 2002 were users from over 23 other agencies that comprise the Overseas Interagency Community. At the completion of the program, over 5,400 interagency members will have access to OpenNet Plus.</p>	
	<p>Result 3 Data sources/availability: OMB Exhibit 300 - Capital Asset Plan for ENM. Partners: This project is managed by the Department but requires close coordination with the Diplomatic Telecommunications Service Program Office (DTSP0) and the end users at the 260 overseas posts served by the DTS network.</p>	
	<p>Result 4 Data sources/availability: OMB Exhibit 300 - Capital Asset Plan for ENM. Data reliability: 97% +/- 2% Partners: This project is managed by the Department but requires close coordination with the Diplomatic Telecommunications Service Program Office (DTSP0) and the end users at the 260 overseas posts served by the DTS network.</p>	
PERFORMANCE INDICATOR: PERCENTAGE OF CLASSIFIED AND UNCLASSIFIED DESKTOP COMPUTERS OLDER THAN 4 YEARS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Unclassified—10% Classified—90%	1,875 desktops and 90 servers replaced; jump-started replacement program for 2002.	Classified program was significantly increased for a surge in installations in 2002 and completion in 2003. 7% of classified desktop computers are slower than the 450MHz standard and 35% of unclassified desktop computers are over four years old. [On Target]
Details of 2002 Results	<p>Result Data sources/availability: All program installation information is collected, validated, and stored in a comprehensive database that utilizes a web-enabled capability to maintain current information from worldwide users. Data reliability: The data maintained by the Classified Connectivity Program (CCP) are very reliable, validated via program quality management processes implemented through all phases of the program. Partners: The CCP initiative, managed by the Department, provides Secure Internet Protocol Router Network (SIPRNET) access to up to 30 other USG agencies at overseas posts. Department, through the CCP, coordinates closely with the posts scheduled for CCP installations in order to provide this seamless infrastructure access to these agencies. In addition, Department has partnered with DIA to provide procurement and deployment support to the DIA elements at posts worldwide, thus ensuring standardization of the infrastructure and appropriate end user training.</p>	

Strategic Goal 19 Information Resources
Annual Performance Goal 1 Secure, Advantageous, Commercial-Quality Information Technology (IT) Supporting the Full Range of International Affairs Activities of the United States

PERFORMANCE INDICATOR: REDUCTION OF OVERSEAS SERVERS		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Average post had 12 servers.	Average post had 16 servers.	Resources were redirected to focus initially on the large domestic portion of the total requirement. The strategy for consolidating overseas servers will be completed at the end of CY 2003. [Significantly Below Target]
Details of 2002 Results	Overall	New indicator will be developed when overseas consolidation strategy is completed at end of CY 2003.
	Result	Data sources/availability: CACI International, a highly respected international consulting firm, completed a domestic cost benefit analysis. The analysis concluded, "the benefits for a customer utilizing the Enterprise Server Operations Center (ESOC) facility represent a clear cost avoidance in both realized and unrealized costs." Partners: It is anticipated that servers in the ESOC will support multi-agency needs; however, for the moment the project is focused on the Department. The project is designed to create a highly secure work area where the Department and other agencies can share access to information. Over time, this project will grow to include all servers that are part of the Department network infrastructure, located at domestic sites and at the Department's 260 overseas posts. Customers will then include all Department employees worldwide and those of foreign affairs agencies overseas and domestically that currently house their servers in Department facilities.
PERFORMANCE INDICATOR: PROGRESS TOWARD ELIMINATION OF THE CURRENT CABLE SYSTEM AND PROCESSES (E.G., ACP-127 AND IRM COMMUNICATIONS CENTERS)		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Current cable system outmoded. CableXpress deployed as an interim solution.	Significant progress made in preparing groundwork for upgrade.	Comprehensive requirements analysis completed, steering committee formed, users consulted to determine requirements, BPR completed, and prototype developed. [On Target]
Details of 2002 Results	Result	Data sources/availability: Produced Business Process Reengineering study. Identified required functionality. Conducted due diligence and explored security options Data reliability: The results of a user review of the prototype will be used to adjust requirements, as necessary. Partners: The solution developed was based on exploration of ongoing initiatives and best practices in messaging. Initiatives within the Department, the Foreign Affairs Systems Integration (FASI) pilot, other government agencies, and commercial organizations were examined and evaluated for their applicability to this project. The SMART project will coordinate required interfaces and services between the Department and other agencies via a working group and interagency committee.

Strategic Goal 20 Infrastructure and Operations
 Annual Performance Goal 1 Protection of Personnel and Information Involved in Diplomatic Pursuits

PERFORMANCE INDICATOR: PERCENTAGE OF 38 EMERGENCY SECURITY BUDGET AMENDMENT PROJECTS COMPLETED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
69%	90%	90% [On Target]
Details of 2002 Results	Result	Data sources/availability: Data verified and compiled quarterly, both through program managers and cable traffic with posts. Data reliability: Cable traffic ensured that countermeasures were delivered and installed to confirm program data accuracy.
PERFORMANCE INDICATOR: PERCENTAGE OF POSTS WITH TECHNICAL SECURITY EQUIPMENT UPGRADES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
4%	36%	58% [Slightly Below Target]
Details of 2002 Results	Result	Data sources/availability: Data verified and compiled quarterly, both through program managers and cable traffic with posts, to ensure deliverables and installation. Data reliability: Tracking projects through their accomplishments provides the information necessary to ensure we achieve our goal of protecting our security information. Impact of Performance Shortfall: The events of 9/11 and anthrax scares led to major shipping delays in providing technical security equipment to overseas posts.
PERFORMANCE INDICATOR: ACCOUNTABILITY REVIEW BOARDS FINDING THAT A SERIOUS INJURY, LOSS OF LIFE, OR SIGNIFICANT DESTRUCTION AT A U.S. GOVERNMENT MISSION WAS DUE TO INADEQUATE SECURITY MANAGEMENT OR COUNTERMEASURES		
2000 BASELINE	2001 RESULTS	2002 RESULTS
0	0	0 [On Target]
Details of 2002 Results	Overall Result	This indicator was discontinued in subsequent plans because it represents an internal bureau goal, not one for the Department as a whole. Data reliability: U.S. diplomatic personnel and information are secured, no incidents due to lack of security management or countermeasures.
PERFORMANCE INDICATOR: NUMBER OF FOREIGN SERVICE NATIONALS TRAINED IN CRISIS MANAGEMENT		
2000 BASELINE	2001 RESULTS	2002 RESULTS
1,123	1,487	No data provided. Indicator discontinued and tracked in Human Resources goal.
Details of 2002 Results	Overall Result	No data provided. Indicator discontinued and tracked in Human Resources goal.
PERFORMANCE INDICATOR: PERCENTAGE OF NEWLY-CLEARED DEPARTMENT EMPLOYEES THAT HAVE RECEIVED AN ANNUAL SECURITY BRIEFING		
2000 BASELINE	2001 RESULTS	2002 RESULTS
80%	92%	99% [Above Target]
Details of 2002 Results	Overall Result	This indicator was modified in subsequent plans to capture newly cleared personnel and the percentage to receive an introductory security briefing. Data sources/availability: The number of new employees briefed with need-to-know access in comparison to the number of employees hired into sensitive positions.

Strategic Goal 20 **Infrastructure and Operations**
Annual Performance Goal 1 **Protection of Personnel and Information Involved in Diplomatic Pursuits**

PERFORMANCE INDICATOR: PERCENTAGE OF NETWORK INTRUSION DETECTION SYSTEMS FOR OPENNET IN PLACE – ABROAD AND DOMESTIC		
2000 BASELINE	2001 RESULTS	2002 RESULTS
40% Abroad 50% Domestic	66% Abroad 87% Domestic	100% [On Target]
Details of 2002 Results	Overall	This indicator was discontinued in subsequent plans because the project has now been completed on schedule.
	Result	Data sources/availability: Data verified and compiled quarterly, both through program managers and cable traffic with posts, to ensure deliverables and installation.
PERFORMANCE INDICATOR: PERCENTAGE OF PERIODIC REINVESTIGATIONS BEING DONE TO MEET 5-YEAR REQUIREMENT OF EXECUTIVE ORDER 12968		
2000 BASELINE	2001 RESULTS	2002 RESULTS
33%	33%	189 reinvestigations per month [Significantly Below Target]
Details of 2002 Results	Overall	Indicator was modified to show the rate that needs to be obtained in order to meet the 5-year rule instead of as a percentage.
	Result	Data sources/availability: The volume of employee reinvestigations; tracked monthly. Data reliability: The conduct of reinvestigations ensures that the goal of protecting sensitive information is achieved.
PERFORMANCE INDICATOR: PERCENTAGE OF ACCESS CONTROL SYSTEM AND NEWLY DESIGNED BUILDING PASSES IN PLACE		
2000 BASELINE	2001 RESULTS	2002 RESULTS
0%	20%	Phase II 85% complete; 75% of personnel data has been gathered and entered into the computer database [Slightly Below Target]
Details of 2002 Results	Overall	Data sources/availability: Data verified and compiled quarterly through program managers, to ensure deliverables and installation.
	Result	Data reliability: Tracking projects through their accomplishments provides the information necessary to ensure that the goal of protecting security information is achieved. Impact of Performance Shortfall The performance shortfall was caused by a three-month delay due to the prime contractor defaulting. This caused the contract to be re-bid and awarded to a new vendor.

Strategic Goal 20 Infrastructure and Operations
 Annual Performance Goal 1 Protection of Personnel and Information Involved in Diplomatic Pursuits

PERFORMANCE INDICATOR: PERCENTAGE OF LEVEL V AND IV FACILITIES WITH SHATTER RESISTANT WINDOW FILM		
2000 BASELINE	2001 RESULTS	2002 RESULTS
0%	22%	Two of three level V facilities completed; the third is being installed. One level IV facility was completed; funding obtained to begin five in next FY 2003. [Significantly Below Target]
Details of 2002 Results	Overall	Indicator was discontinued in subsequent plans because of funding issues and increase in the number of buildings to be included.
	Result	Data sources/availability: Data verified and compiled quarterly, through program managers, to ensure deliverables and installation. Data reliability: Highly reliable; the installation of SRWF helped to ensure that employees are safe from physical harm.

PERFORMANCE INDICATOR: NUMBER OF PROTECTEES THAT SUFFER PHYSICAL HARM WHILE UNDER DS PROTECTION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
0	0	0 [On Target]
Details of 2002 Results	Overall	Indicator was discontinued in subsequent plans because it is an internal bureau indicator and not of overall Department progress.
	Result	Data sources/availability: Bureau of Diplomatic Security.

Strategic Goal 20 Infrastructure and Operations
 Annual Performance Goal 2 Secure, Safe, and Functional Facilities Serving Domestic and Overseas Staff

PERFORMANCE INDICATOR: PHYSICAL SECURITY UPGRADE PROGRAM PROJECTS COMPLETED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
636 projects	315 projects	87% of Physical Security Projects were completed [Above Target] (Represents 1,098 projects of the 1,262 identified in revised plan)
Details of 2002 Results	Overall	Indicator has been discontinued in subsequent plans because it was determined to be an inappropriate measure of the Department's overall performance progress or was changed to reflect new performance measures for the Bureau of Overseas Buildings Operations (OBO).
	Result	Data reliability: Data were complete, reliable, and accurately measured the number of security projects completed. Data used to guide OBO managers in their work, and are measures that assist the Director in evaluating staff performance. Partners: OBO and overseas posts coordinated physical security projects with other overseas agencies and host governments, as applicable.

Strategic Goal 20 Infrastructure and Operations
Annual Performance Goal 2 Secure, Safe and Functional Facilities Serving Domestic and Overseas Staff

PERFORMANCE INDICATORS: 1) NEW CAPITAL CONSTRUCTION PROJECTS AWARDED 2) NEW CAPITAL CONSTRUCTION SITES ACQUIRED		
2000 BASELINE	2001 RESULTS	2002 RESULTS
10 sites 8 projects initiated 4 projects completed	6 NOB sites acquired, 4 under contract 5 projects initiated 3 projects completed	10 new sites acquired for NEC (New Embassy Compound) overseas capital construction projects. [Above Target] 13 new capital construction projects were awarded. [Significantly Above Target]
Details of 2002 Results	Overall	Indicators were discontinued in subsequent plans because they were determined to be inappropriate measures of the Department's overall performance progress or were changed to reflect new performance measures for the Bureau of Overseas Buildings Operations (OBO).
	Result	Data reliability: Data were complete, easily verifiable, and reliable as a means to denote progress towards the Department's performance goal of providing secure, safe, and functional new facilities at overseas posts. Partners: The OBO Long-Range Overseas Buildings Plan (which contains data on new NEC sites) was thoroughly coordinated with the Department's regional bureaus and other agencies
PERFORMANCE INDICATOR: MAJOR REHABILITATION PROJECTS PLACED IN CONSTRUCTION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
11 projects completed 13 projects initiated	6 projects completed 3 projects initiated	14 major rehabilitation projects entered construction [On Target]
Details of 2002 Results	Overall	Indicator was discontinued in subsequent plans because it was determined to be an inappropriate measure of the Department's overall performance progress or was changed to reflect new performance measures for the Bureau of Overseas Buildings Operations (OBO).
	Result	Data reliability: Data were complete and reliable in that they accurately measured the results and provided managers useful information in accessing current performance and determining how to improve overall performance. Partners: Major rehabilitation projects were coordinated with the Department's regional bureaus and with those outside agencies that work in the facilities to be rehabilitated.
PERFORMANCE INDICATOR: MASTER REAL ESTATE PLAN: HST BUILDING AND FOREIGN AFFAIRS CONSOLIDATION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
HST Building phase I – internal demolition; Renovation ongoing	HST Building Phase I on schedule. 97% of demolition complete; remainder to be completed by 1/31/02. Consolidation to be completed in FY 2002.	HST - Phase 1A of Old State demolition was 100% complete; infrastructure construction started. Consolidation was 85% complete; prospectus for addition to American pharmaceutical building reviewed by OMB. [On Target]
Details of 2002 Results	Result	Data sources/availability: Results were preliminary and data were available on an ongoing basis from the Bureau of Administration and/or the General Services Administration. Data reliability: Highly reliable. Impact of Performance Shortfall: The HST Building renovation will require temporary leased space and office relocations for the next several years. IIP and ECA offices will continue to be dispersed until consolidation is complete.

Strategic Goal 20 Infrastructure and Operations
 Annual Performance Goal 2 Secure, Safe, and Functional Facilities Serving Domestic and Overseas Staff

PERFORMANCE INDICATOR: FOREIGN AFFAIRS CONSOLIDATION		
2000 BASELINE	2001 RESULTS	2002 RESULTS
25 moves/renovations	63 moves/renovations	N/A
Details of 2002 Results	Overall	Validity: Indicator was discontinued because it is more accurately a part of the Master Real Estate Plan, reported in the previous indicator.
PERFORMANCE INDICATOR: USUN CONSTRUCTION AT UN PLAZA		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Search in progress for interim space. 50% of design completed.	On hold pending approval of Department above-standard construction funding. 90% design completed; submitted by GSA and Architecture/Engineering firm to Department.	98% of design completed; interim space sought [Slightly Below Target]
Details of 2002 Results	Result	Data sources/availability: Results were preliminary. Data available from the Bureau of Administration and GSA. Data reliability: Highly reliable. Impact of Performance Shortfall: If the Department cannot meet its funding obligations, the project will not proceed in a timely manner in cooperation with the GSA. Partner: GSA.
PERFORMANCE INDICATOR: CAPITAL IMPROVEMENT PLAN		
2000 BASELINE	2001 RESULTS	2002 RESULTS
Dependent on requested funding.	Unfunded. Requested again in the FY 2003 ESC&M budget request.	First allotment was received in FY 2002; 18 projects completed. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because the number of projects done is totally funds-driven.
	Result	Data sources/availability: Annual funding through Embassy Security, Construction, and Maintenance appropriation. Department ensures that our highest capital improvement priorities are met in a timely manner. Data reliability: Highly reliable. Impact of Performance Shortfall: The safety and security of employees and the viability of Department facilities are at stake without this constant attention. Partners: Local jurisdictions and GSA.

Strategic Goal 20 **Infrastructure and Operations**
Annual Performance Goal 2 **Secure, Safe and Functional Facilities Serving Domestic and Overseas Staff**

PERFORMANCE INDICATOR: FACILITIES READINESS (ANNUAL BBTU REDUCTION RATES)			
2000 BASELINE		2001 RESULTS	
330 BBTU (Billion British Thermal Units) (3% reduction)		An estimated 321.3 BBTU for original facilities in the plan. Have since added Columbia Plaza, Kentucky Consular Center, and Charleston Regional Finance Center, bringing actual total to an estimated 353.2 BBTUs.	
		60 BBTU rate accomplished, a 1% reduction. [Significantly Below Target]	
Details of 2002 Results	Overall	Indicator has been discontinued because this information is reported annually to the DOE.	
	Result	Data sources/availability: Results are preliminary. Data reliability: Highly reliable. Submission of annual report due each January to the DOE. Impact of Performance Shortfall: Inability to meet goal set forth in Executive Order 13123; however, federal buildings undergoing major renovations are exempt. The Department will not reach goal of 35% reduction by 2005, due to renovations. Partners: DOE, GSA, and EPA.	

Strategic Goal 20 **Infrastructure and Operations**
Annual Performance Goal 3 **Adequate Funding to Achieve the Department's Foreign Policy and Diplomatic Readiness Goals is Founded on Results-Oriented Budgeting, Effective Financial Management Systems and Demonstrated Financial Accountability**

PERFORMANCE INDICATOR: TIMELINESS OF BUDGETS AND FINANCIAL STATEMENTS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Not timely	All OMB, passback, and congressional submissions met deadlines.	All OMB, passback, and congressional submissions met deadlines.	FY 2003 budget submission not submitted on time. FY 2002 statements issued on time with "Unqualified" opinion. [Slightly Below Target]
Details of 2002 Results	Overall	Validity: Indicator has been discontinued because it has been incorporated into other indicators with more appropriate measures applied.	
	Result	Data sources/availability: Department records.	

Strategic Goal 20
Annual Performance Goal 3

Infrastructure and Operations

Adequate Funding to Achieve the Department's Foreign Policy and Diplomatic Readiness Goals is Founded on Results-Oriented Budgeting, Effective Financial Management Systems and Demonstrated Financial Accountability

PERFORMANCE INDICATOR: AUDIT OPINION ON PREVIOUS YEAR'S FINANCIAL STATEMENT (REF: CFO ACT)			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
FY 1998 Financial Statements received "Unqualified" opinion, but not issued on a timely basis.	FY 1999 Financial Statements received "Unqualified" opinion, but not issued on a timely basis.	FY 2000 Financial Statements received "Unqualified" opinion and issued by March 1, 2001 due date	FY 2001 Statements issued on time with "Unqualified" opinion. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it has been incorporated into other indicators with more appropriate measures applied.	
	Result	Data reliability: Report by an independent auditor.	
PERFORMANCE INDICATOR: DEPARTMENT'S RESOURCES ALLOCATED BY GPRA PLAN GOALS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
48%	75% (to be adjusted after calculation of base year percent).	90% (to be adjusted after calculation of base year percent).	All line items in the bureaus' budget requests cite goals shown in the Department's latest performance plan. [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it has been incorporated into other indicators with more appropriate measures applied.	
	Result	Data reliability: The Department's planning and budgeting documentation.	
PERFORMANCE INDICATOR: STATUS OF JOINT PROGRAM PLANNING WITH NATIONAL SECURITY COMMUNITY			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Mission partners don't appreciate need for common platforms.	All national security organizations clear issue papers and set shared objectives.	Interagency working groups improved information sharing and program planning. Some coordination of technology acquisition demonstrated.	Partnered with national security community to make improvements in interagency collaboration, budget data exchange, and IT program planning. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it has been incorporated into other indicators with more appropriate measures applied.	
	Result	Partners: USG agencies in the national security community.	

Strategic Goal 20 Infrastructure and Operations
Annual Performance Goal 3 Adequate Funding to Achieve the Department's Foreign Policy and Diplomatic Readiness Goals is Founded on Results-Oriented Budgeting, Effective Financial Management Systems and Demonstrated Financial Accountability

PERFORMANCE INDICATOR: STATUS OF ACCOUNTABILITY REPORT (REF: GMRA)

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Accountability Report signed 10/99, and distributed thereafter.	Accountability Report signed and submitted July 2000.	Accountability Report signed and submitted March 2001 including Performance Plan data.	Report signed and submitted March 2002, including Performance Plan data; Received AGA "Certificate of Excellence in Accountability Reporting." [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it has been incorporated into other indicators with more appropriate measures applied.	
	Result	Data reliability: The 2001 Accountability Report received the Certificate of Excellence in Accountability Reporting Award.	

PERFORMANCE INDICATOR: DEBT COLLECTIONS: QUANTITY

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
1,976 debts	3,837 debts	10,600 debts	7,321 debts [Significantly Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it is inappropriate as an high-level priority indicator.	
	Result	Data sources/availability: Department's Central Financial Management System (CFMS). Data reliability: Reliable.	

PERFORMANCE INDICATOR: DEBT COLLECTIONS: \$ TOTAL

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
\$2,373,595	\$123,442,775	\$679,921,924	\$703,304,323 [Significantly Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it is inappropriate as an high-level priority indicator.	
	Result	Data sources/availability: Department's Central Financial Management System (CFMS). Data reliability: Reliable.	

PERFORMANCE INDICATOR: CREDIT CARD PURCHASES OVERSEAS: QUANTITY

1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
5,874 transactions	22,000 transactions	38,298 transactions	42,000 transactions [Significantly Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it is inappropriate as an high-level priority indicator.	
	Result	Data sources/availability: Department's Central Financial Management System (CFMS). Data reliability: Reliable estimate.	

Strategic Goal 20
Annual Performance Goal 3

Infrastructure and Operations

Adequate Funding to Achieve the Department's Foreign Policy and Diplomatic Readiness Goals Is Founded on Results-Oriented Budgeting, Effective Financial Management Systems and Demonstrated Financial Accountability

PERFORMANCE INDICATOR: CREDIT CARD PURCHASES OVERSEAS: \$ TOTAL			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
\$4,794,125	\$12,095,000	\$16,858,610	\$21,450,000 [Above Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued because it is inappropriate as an high-level priority indicator.	
		Data sources/availability: Department's Central Financial Management System (CFMS). Data reliability: Reliable estimate.	
PERFORMANCE INDICATOR: CREDIT CARD PURCHASES IN U.S.: QUANTITY			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
33,466 transactions	38,200 transactions	47,032 transactions	52,000 [Significantly Above Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued because it is inappropriate as an high-level priority indicator.	
		Data sources/availability: Department's Central Financial Management System (CFMS). Data reliability: Reliable estimate.	
PERFORMANCE INDICATOR: CREDIT CARD PURCHASES IN U.S.: \$ TOTAL			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
\$20,600,000	\$23,200,000	\$29,868,398.68	\$31,264,000 [Significantly Above Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued because it is inappropriate as an high-level priority indicator.	
		Data sources/availability: Department's Central Financial Management System (CFMS). Data reliability: Reliable estimate.	
PERFORMANCE INDICATOR: COLLECTIONS BY CREDIT CARD: \$ TOTAL			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
\$3,749,912	\$5,625,000	\$18,031,974	\$25,000,000 [Significantly Above Target]
Details of 2002 Results	Overall Result	Indicator has been discontinued because it is inappropriate as an high-level priority indicator.	
		Data sources/availability: Department's Central Financial Management System (CFMS). Data reliability: Reliable estimate.	

Strategic Goal 20 **Infrastructure and Operations**
Annual Performance Goal 3 **Adequate Funding to Achieve the Department’s Foreign Policy and Diplomatic Readiness Goals is Founded on Results-Oriented Budgeting, Effective Financial Management Systems and Demonstrated Financial Accountability**

PERFORMANCE INDICATOR: SECURITY ORIENTATION AND TRAINING			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Unknown	75% of all personnel trained.	90% of all personnel trained.	100% of all personnel trained. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it is inappropriate as a high-level priority indicator.	
	Result	Data sources/availability: Staffing Patterns and Department Confirmation Records. Data reliability: Reliable.	
PERFORMANCE INDICATOR: STATUS OF POSTS’ USAGE OF DATA COLLECTED AND TRANSFERRED ON A REGIONAL BASIS TO SUPPORT BUDGET AND FINANCIAL FUNCTIONS			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Global database includes post-by-post data.	Software is developed that captures and transfers data on a regional basis.	Management uses regional data as a resource for making decisions.	All posts incorporated ICASS information into their Mission Performance Plans (MPPs); ICASS data were basis for FY 2004 funding request. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it is inappropriate as a high-level priority indicator.	
	Result	Data sources/availability: Global Database; ICASS Service Center Data Base; and Central Financial Management System (CFMS). Data reliability: Reliable.	
PERFORMANCE INDICATOR: PERCENTAGE OF GRANT PAYMENTS PROVIDED ELECTRONICALLY			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Unknown	Not all grant payments are made electronically.	91% of grant payments are made electronically.	95% of grant payments were made electronically. [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because it is inappropriate as a high-level priority indicator.	
	Result	Data sources/availability: Department’s Central Financial Management System (CFMS). Data reliability: Reliable estimate.	

Strategic Goal 20 Infrastructure and Operations
 Annual Performance Goal 4 Better Business Practices and Increased Focus on Customers Ensure Excellence in Provision of Administrative and Information Services

PERFORMANCE INDICATOR: RECORDS AND PUBLISHING SERVICES REDUCTION OF FOIA STATUTORY BACKLOG			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Not reported	0%	0%	14% reduction [Below Target]
Details of 2002 Results	Result	<p>Data sources/availability: The FREEDOMS database (Bureau of Administration) provides running status regarding the target; preliminary result.</p> <p>Data reliability: High reliability based on FREEDOMS database report, PA Biennial Report, and Compliance Report to the President.</p> <p>Impact of Performance Shortfall: Due to delays in hiring and procurement processes, activity was not fully initiated until last quarter of FY 2002. Hiring is ongoing to achieve full staffing. Reduction will not be achieved until the end, rather than the beginning, of FY 2004; however, no additional resources will be needed beyond those already requested for FY 2003.</p> <p>Partners: National security/foreign policy agencies, Congress, National Archives and Records Administration, and OMB.</p>	
	Overall	Indicator has been discontinued because ILMS implementation was delayed until FY 2003.	
PERFORMANCE INDICATOR: LOGISTICS MANAGEMENT CUSTOMER SATISFACTION, CYCLE TIME, ILMS OPERATION PLAN AND IMPLEMENTATION			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Not reported	70% satisfaction rate. Implementation plan developed.	Plan published 12/00. Commercial Off-the-Shelf Systems selected in FY 2000; conference room pilots completed.	Integrated Logistics Management System (ILMS) Implementation delayed until FY 2003. No work performed. [No Rating]
Details of 2002 Results	Overall	Indicator has been discontinued because ILMS implementation was delayed until FY 2003.	
	Result	<p>Data sources/availability: Return on Investment data collected and analyzed monthly; State/Federal Procurement Data collected daily and analyzed quarterly.</p> <p>Data reliability: ROI data were highly reliable; tracked by the Office of the Procurement Executive (A/OPE). State/Federal Procurement Data System (S/FPDS) data were highly reliable; tracked by the Office of the Procurement Executive (A/OPE) and reported to GSA.</p> <p>Partners: OMB (Office of Federal Procurement Policy), GSA, and U.S. Army.</p>	
PERFORMANCE INDICATOR: E-COMMERCE: NUMBER OF OFFICES AND POSTS ONLINE			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Not reported	39	49	75 [On Target]
Details of 2002 Results	Overall	Indicator has been discontinued because the data have been reevaluated; procurement indicators now based on return on investment over the long term.	
	Result	<p>Data sources/availability: Return on Investment data collected and analyzed monthly; State/Federal Procurement Data collected daily and analyzed quarterly.</p> <p>Data reliability: ROI data were highly reliable; tracked by the Office of the Procurement Executive (A/OPE). State/Federal Procurement Data System (S/FPDS) data were highly reliable; tracked by the Office of the Procurement Executive (A/OPE) and reported to GSA.</p> <p>Partners: OMB (Office of Federal Procurement Policy), GSA, and U.S. Army.</p>	

APPENDIX – PART I

U.S. Department of State - FY2002 Accountability and Performance Report – DRAFT

Performance Results -- 1999-2002

Shown by Annual Goal by Indicator

Strategic Goal 20 Infrastructure and Operations
Annual Performance Goal 4 Better Business Practices and Increased Focus on Customers Ensure Excellence in Provision of Administrative and Information Services

PERFORMANCE INDICATOR: SMALL, DISADVANTAGED BUSINESS UTILIZATION – SMALL, WOMEN-OWNED BUSINESS; DISABLED VETERANS; HISTORICALLY UNDERUTILIZED BUSINESS ZONES			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Not reported	Meet/exceed all targets.	Small women-owned: TBD Disabled Veterans: 2.3% Historically Underutilized Business zones: 0%	FY 2002 data not yet available from the Small Business Administration. [No Rating]
Details of 2002 Results	Overall	Indicator has been discontinued because this information is reported annually to the Small Business Administration (SBA).	
	Result	Data sources/availability: Goal attainment figures furnished by the Small Business Administration March 2003. Data reliability: Highly reliable – published annually by SBA and scrutinized by the Executive and Legislative Branches. Partners: SBA, other USG agencies.	
PERFORMANCE INDICATOR: GENERAL SERVICES MANAGEMENT ALTERNATIVE FUEL VEHICLES ACQUISITION			
1999 BASELINE	2000 RESULTS	2001 RESULTS	2002 RESULTS
Performance Indicator: General	40 AFVs; additional 21 vehicles and 2 natural gas shuttle buses.	Total of 79 AFVs acquired, including one (1) additional natural gas shuttle bus and seven (7) natural gas vans.	101 cars and 2 buses using alternative fuels. [Above Target]
Details of 2002 Results	Overall	Indicator has been discontinued because this information is reported annually to GSA.	
	Result	Data reliability: Highly reliable and reported to the DOE annually. Partners: DOE, and GSA.	

FY 2002 KEY PROGRAM EVALUATIONS BY STRATEGIC GOAL

The following pages provide detailed information on findings, recommendations, and actions the Department will take as a result of selected Program Evaluations and all Program Assessment Rating Tool (PART) reviews completed during FY 2002.

Strategic Goal 1		REGIONAL STABILITY
Title or Topic Evaluator Department Contact	Security Assistance for New NATO and NATO Aspirant Countries Office of Management and Budget Program Assessment Rating Tool (PART) EUR – Nerissa Cook	
Major Findings	<ul style="list-style-type: none"> ◆ Program was given a PART rating of “Moderately Effective.” ◆ Program purpose is clear. ◆ State and Defense Departments formally review strategic goals in a highly structured processes. ◆ Independent parties do not carry out regularly scheduled evaluation of program effectiveness. ◆ The Department and DOD may have differing priorities for the programs. The Department’s and DOD’s budget schedules do not produce simultaneous recommendations. ◆ Program results in many of the countries are positive. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ State and Defense Departments will press nations that are lagging in their reform efforts. ◆ Continued development of an e-government management tool will assist management in seeing where deficiencies appear. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Specific long-term goals and short-term goals and performance indicators identified via PART will be integrated into the FY 2005 Bureau Performance Plans. ◆ During the Bureau Performance Plan Reviews with the Deputy Secretary, there will be an assessment of the progress made on implementing PART recommendations. 	
Title or Topic Evaluator Department Contact	Security Assistance Programs for Sub-Saharan Africa Office of Management and Budget Program Assessment Rating Tool (PART) AF/RA - Michael J. Bittrick	
Major Findings	<ul style="list-style-type: none"> ◆ The program was given a PART rating of “Results not Demonstrated.” ◆ Performance plans set out long-term goals with associated annual targets, but no annual goals. ◆ Performance goals are overly broad, making it difficult to tie the outcome to the specific program. ◆ Program manager reports and program evaluations should be better linked to specific goals in performance plans. ◆ Actual performance information should be included in annual performance reports to compare annual and long-term goals to actual performance. ◆ Performance measurement contracts or other means of manager accountability should be implemented 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Decreased funding due to difficulty measuring program effectiveness. ◆ Restructure performance plans to include separate annual and long-term goals, targets and baseline information. Standardize performance information collection. ◆ Implement measures to hold program managers accountable for program performance. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Specific long-term goals and short-term goals and performance indicators identified via PART will be integrated into the FY 2005 Bureau Performance Plans. ◆ During the Bureau Performance Plan Reviews with the Deputy Secretary, there will be an assessment of the progress made on implementing PART recommendations. 	
Title or Topic Evaluator Department Contact	Peacekeeping Operations (including OSCE and East Timor Programs) Office of Management and Budget Program Assessment Rating Tool (PART) EAP – Richard DeVilla Franca	
Major Findings	<ul style="list-style-type: none"> ◆ The program was given a PART rating of “Results not Demonstrated.” ◆ Performance plans set out long-term goals with associated annual targets, but no annual goals. ◆ Performance goals are overly broad and dependent on a number of factors, making it difficult to tie the outcome to the specific program. ◆ Program manager evaluations should be better linked to performance goals and performance plans. ◆ Clarify which program manager(s) is/are ultimately accountable for program performance. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Decreased funding due to difficulty measuring program performance ◆ Restructure performance plans to include separate annual and long-term goals, targets and baseline information. Performance information should be collected in a standardized manner 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Decreased funding due to difficulty measuring program performance. ◆ Specific long-term goals and short-term goals and performance indicators identified via PART will be integrated into the FY 2005 Bureau Performance Plans. ◆ During the Bureau Performance Plan Reviews with the Deputy Secretary, there will be an assessment of the progress made on implementing PART recommendations. 	

Strategic Goal 2		WEAPONS OF MASS DESTRUCTION
Title or Topic	Nuclear Nonproliferation: U.S. Efforts to Help Other Countries Combat Nuclear Smuggling Need Strengthened Coordination and Planning	
Evaluator	General Accounting Office	
Department Contact	NP - Michael Foughty	
Major Findings	<ul style="list-style-type: none"> ◆ Current multi-agency approach is not well coordinated. No agency leads efforts to prioritize funding and assess recipients' requirements. ◆ Within agencies, including the Department, there are also coordination problems. ◆ While equipment transfers have improved recipients' ability to detect nuclear smuggling, some equipment is not well maintained, accounted for or installed on a timely basis. ◆ There is no systematic approach to obtaining information on smuggling incidents in recipient countries. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Department should take the lead in developing a USG-wide plan to help other countries develop an integrated approach that prevents nuclear smuggling. The plan should include unified USG program goals, definition of agencies' roles, program-wide cost estimates, timeframes, performance measures, equipment maintenance strategies, and exit strategies for each country. ◆ Agencies should consolidate their efforts internally; the Department should establish one program office. ◆ Strengthen efforts to ensure accounting, maintenance, and timely installation of equipment; ensure that information about nuclear materials detected by US-provided equipment is shared with the US. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Department is leading interagency development of a strategic plan for nuclear nonproliferation assistance within a new International Nuclear Detection Interagency Working Group, established in July 2002, that will to meet quarterly. ◆ Strategic plan for nuclear detection assistance has been prepared, including all of the elements recommended by GAO. As part of the process, DOE is preparing a global threat analysis to better inform planning. ◆ All Department radiation detection assistance has been consolidated in one office. ◆ DOE has agreed to accept Department funding to undertake maintenance, repair, and replacement of detection equipment provided by all agencies for non-proliferation purposes. 	
Title or Topic	Chemical Weapons: Organization for the Prohibition of Chemical Weapons Needs Comprehensive Plan to Correct Budgeting Weaknesses	
Evaluator	General Accounting Office	
Department Contact	AC - Jamie Young	
Major Findings	<ul style="list-style-type: none"> ◆ Since establishment in 1997, the ability of the OPCW to carry out key inspection functions has been hindered by inaccurate budget projections and, more recently, budget deficits. ◆ The OPCW has underestimated expenses and overestimated real income from member states. ◆ This has led to significant reductions in inspection activity (primarily at industrial, as opposed to military, sites) in 2001 and 2002. ◆ Although the OPCW and the Department have taken some steps, the OPCW has not developed a comprehensive plan to overcome its inherent budgeting weaknesses. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Department should work with the OPCW to develop a comprehensive plan to address budgeting weaknesses. ◆ Department should report annually to Congress on progress in correcting these budgeting weaknesses. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Numerous measures were taken by the Department at the October 2002 Conference of States Parties that will: <ul style="list-style-type: none"> ◆ Restore normal levels of inspection activity for the last quarter of the calendar year. ◆ Improve the accuracy of income and expenditure projections for 2003. ◆ Provide OPCW with greater liquidity to cope with temporary cash-flow problems. ◆ Department will work with the new Director General of the OPCW to develop a comprehensive plan that assesses the efficacy and adequacy of measures already taken, continues improvement of OPCW budgeting, and institutionalizes changes that are shown to be effective. 	

Strategic Goal 7		AMERICAN CITIZENS	
Title or Topic	Office of American Citizen Services and Crisis Management (ISP-I-02-07 2/02)		
Evaluator	State Department Inspector General		
Department Contact	CA - Leo Wollemborg		
Major Findings	<ul style="list-style-type: none"> ◆ The Office of American Citizen Services and Crisis Management (ACS) rightfully enjoys an excellent reputation for providing the traveling public with a high level of service and timely, accurate information, and support and guidance for consular sections. ◆ Additional attention to management issues, office space, automation, and staff development would improve operations. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ The OIG recommended improvements in standard operating procedures, written guidance, training and employee development, management, and information technology tools. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The recommendations have all been accepted and implemented by CA. ACS updated and improved its orientation and training for new officers, written reference materials, (including the Foreign Affairs Manual), and computer programs. ACS also improved management procedures to utilize the skills and talents of senior Civil Service employees more effectively. 		
Title or Topic	Review of Domestic Passport Operations (ISP-CA-02-32 3/02)		
Evaluator	State Department Inspector General		
Department Contact	CA - Leo Wollemborg		
Major Findings	<ul style="list-style-type: none"> ◆ Although Passport Services has established a comprehensive set of internal control procedures for cashing and blank passport book controls that minimize the risk of malfeasance, the internal control procedures for cashing were not implemented consistently at five of the six passport agencies visited. ◆ CA's management assessment/internal control reviews are not conducted frequently enough to assess adequately whether internal controls have been properly implemented. ◆ OIG recommended that Passport Services review and make changes to internal controls procedures at passport agencies to improve the tracking and monitoring of cash receipts and deposits, and that management assessment/internal controls reviews occur at each passport agency every other year. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ Passport Services developed an internal controls compliance program to ensure that agencies promptly comply with report recommendations. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Passport Services increased internal controls reviews of passport agencies to once every two years, as recommended. 		
Title or Topic	Information Management: Selected Agencies' Handling of Personal Information GAO-02-1058		
Evaluator	September 30, 2002		
Department Contact	General Accounting Office		
	CA - Colombia Barrosse		
Major Findings	<ul style="list-style-type: none"> ◆ The agencies generally complied with the key requirements and guidance pertaining to information collection, privacy, security, and records management. However, GAO identified isolated instances of forms that were not accurate, current, or did not contain the proper privacy notices. Specifically, at the Departments of Labor and State, the forms displayed on the Internet showed expired OMB approvals. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ None for Department. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The DS-11 passport form displayed on the Internet showed an expired OMB approval because the renewal paperwork was approved by OMB after the GAO's initial meetings with Department. An appropriately updated DS-11 is now on the Internet. 		

Strategic Goal 8 TRAVEL AND MIGRATION	
Title or Topic Evaluator Department Contact	Consular Affairs Information Security Program (IT-A-02-04 9/02) State Department Inspector General CA - Leo Wollemborg
Major Findings	<ul style="list-style-type: none"> ◆ CA has developed a comprehensive approach to addressing information security risks. CA's 1999 Modernized Systems Information Systems Security Plan establishes organizational authorities and responsibilities to ensure that specified security requirements are met in its client-server environment, domestically and overseas. CA oversees the development and dissemination of policies and procedures, ensures the development and presentation of user and contractor awareness sessions, conducts both vulnerability and risk assessments, and inspects and spot checks systems and desktops to confirm that consular sections are in compliance with required security configurations. ◆ Seventy percent of CA systems had risk assessments, almost fifty percent were operating with a security level determination and an overall security plan in place, and eleven percent had been certified and accredited.
Major Recommendations	<ul style="list-style-type: none"> ◆ More needs to be done to ensure CA managers have sufficient information concerning the extent to which their systems are protected against fraud, illegal practices, and mission failure.
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ CA has completed categorizing and prioritizing applications and is actively working toward bringing each active system fully in line with applicable statutes and guidelines. Several more systems successfully completed certification; accreditation is pending. CA has a program for independent security review of its systems, and has completed reviews of select overseas applications. Security requirements are being addressed earlier in an application's development process, resulting in security requirements becoming verifiable and traceable throughout the system's life cycle.
Title or Topic Evaluator Department Contact	State Department Visa and Consular Services Program (Border Security) ¹ Office of Management and Budget Program Assessment Rating Tool (PART) CA - Betty Ng
Major Findings	<ul style="list-style-type: none"> ◆ The program was given a PART rating of "Moderately Effective." ◆ While there are frequent evaluations of parts of the program and annual targets are regularly met, annual goals and targets do not adequately relate to the long-term goals or provide relevant performance data. Measurable goals should better reflect what the Department is actually doing to meet the needs of Americans traveling abroad and non-U.S. citizens traveling to the United States. ◆ Department is collecting adequate information to manage and implement the program successfully. ◆ Department has revised its planning in accordance with new laws and significant new requirements to integrate more effectively its planning related to homeland security and counterterrorism with that of other agencies. ◆ The Program is not redundant and works in conjunction with many other federal programs and agencies.
Major Recommendations	<ul style="list-style-type: none"> ◆ No funding recommendations since programs are funded primarily through consular fees from the Department's Bureau of Consular Affairs, which is relatively effective and heavily scrutinized.
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Specific long and short-term goals and performance indicators identified via PART will be integrated into the FY 2005 Bureau Performance Plans. ◆ During the Bureau Performance Plan Reviews with the Deputy Secretary, there will be an assessment of the progress made on implementing PART recommendations.
¹ This PART analysis also applies to Strategic Goal #1, American Citizens	

Strategic Goal 9		COUNTERING TERRORISM
Title or Topic	Anti-Terrorism Assistance Program	
Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)	
Department Contact	S/CT - Niki Grandimo	
Major Findings	<ul style="list-style-type: none"> ◆ Program was given a PART rating of Moderately Effective. ◆ Events have compelled the Department to improve strategic planning to make program responsive to on-site training delivery needs overseas. ◆ Course offerings have been expanded to cover new training needs including terrorist financing. ◆ Program collects performance information and allocates resources to specific activities to ensure utilization for intended purpose. ◆ Fiscal planning is constantly reviewed in context of new priorities outlined by the Department’s Coordinator for Counter-Terrorism. ◆ Continued improvement in attempting to quantifiably measure the success of training programs is necessary to set targets and measure progress against long-term goals. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Slightly increased funding to allow program to continue all training programs currently underway, but no significant expansion in the number of courses and eligible countries. ◆ Improve long-term performance measurement and establish measures to gauge progress toward long-term goals. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Specific long-term goals and short-term goals and performance indicators identified via PART will be integrated into the FY 2005 Bureau Performance Plans. ◆ During the Bureau Performance Plan Reviews with the Deputy Secretary, there will be an assessment of the progress made on implementing PART recommendations. 	

Strategic Goal 11		ILLEGAL DRUGS	
Title or Topic		Evaluation of Model Programs for Drug Abusing High Risk Youth in Brazil and Peru	
Evaluator		Outside Contractors	
Department Contact		INL – John Barger	
Major Findings	<ul style="list-style-type: none"> ◆ Between 50 and 70 percent (Brazil) and 50 percent (Peru) of participants completed the program and returned to families or found jobs, as compared to a completion rate of only 10-15 percent for similar programs in the U.S. ◆ Cost of six-month residential treatment was \$1,533 (Brazil) and \$1,768 (Peru), as compared to \$19,000 in the United States. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ Funding for programs should continue. ◆ Peru program needs a separate facility to separate adolescents in various stages of the program ◆ Client-staff ratio in Peru needs improvement. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ INL will continue to fund the Brazil and Peru programs. ◆ Peru program is in the process of adjusting the client-staff ratio. ◆ Construction of a separate facility for Peru program will start when funding is available. 		
Title or Topic		Drug Abuse Treatment Training in Peru	
Evaluator		Outside Contractors	
Department Contact		INL – John Barger	
Major Findings	<ul style="list-style-type: none"> ◆ Staff increased its use of actual tools and principles from training. ◆ Training methods were faithfully implemented at one and nine-month follow-ups after training. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ Continue providing drug abuse treatment training to organizations in foreign countries that offer substance abuse treatment services. ◆ Prepare a student training guide or manual that highlights key concepts and terms, and connects content to training objectives. ◆ Conduct a future evaluation by following-up on clients of the three groups, to ascertain if there is any group difference in former clients' quality of life and drug use relapse as measures of organizational effectiveness. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ INL continues to provide drug treatment training to foreign countries. ◆ The content of student training manuals has been revised, as recommended by the evaluator. ◆ INL is now funding a long-term, follow-up evaluation of the training program's effectiveness on relapse, crime, and reintegration rates among clients. 		

Strategic Goal 13		HUMANITARIAN ASSISTANCE
Title or Topic Evaluator Department Contact	Humanitarian Response Efforts for Women and Conflict Victims State Department Inspector General PRM - Kelly Clements	
Major Findings	<ul style="list-style-type: none"> ◆ Progress made in advancing humanitarian response goals for refugee, returnee, and internally displaced women. ◆ Performance monitoring needs to support program and funding decisions more frequently. ◆ Improved coordination with Department's implementing partners is necessary. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ PRM should establish performance objectives and indicators for all USG-funded IO and NGO activities, addressing women's policy and program goals, including those for sexual violence and psychological social distress. Monitoring, evaluation, and funding of proposals should be based on these performance objectives and indicators. An automated database for retrieving and analyzing proposals, projects, and progress toward meeting policy and program objectives should be on line by the end of FY 2002. ◆ PRM should coordinate with UNHCR to develop comprehensive guidelines for women's initiatives, including a charter that addresses its empowerment objectives, integration with other post-conflict activities, and the framework for transition to local women. PRM should take into account lessons from previous studies of women's initiatives. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ PRM and UNHCR both support the Reproductive Health for Refugees Consortium (RHRC), a group of seven organizations established to increase access to a broad range of quality, voluntary, reproductive health care to refugees and IDPs. The RHRC's draft multi-sectoral assessment tool, which is now being field tested, will include information on how best to monitor and evaluate projects, and provide a guide for which objectives and indicators are best to use under certain circumstances. PRM has begun planning with the Department's Information Resources Management Bureau to implement the database. ◆ UNHCR is revising its <i>Guidelines on Prevention and Response to Sexual Violence Against Refugees</i>. PRM has provided comments to the shared drafts in order to strengthen these guidelines. PRM supported an assessment by the Women's Commission- for Refugee Women & Children of UNHCR's implementation of its <i>Guidelines on the Protection of Refugee Women</i>. 	
Title or Topic Evaluator Department Contact	UNHCR Policy on Refugee Women and Guidelines on Their Protection: An Assessment of Ten Years of Implementation Women's Commission on Refugee Women and Children PRM - Kelly Clements	
Major Findings	<ul style="list-style-type: none"> ◆ Implementation of the <i>Guidelines on the Protection of Refugee Women</i> was uneven, incomplete, and occurred on an ad hoc basis in certain sites, rather than in a globally consistent and systematic way. ◆ Past evaluations have recommended that training on gender be mandatory for all UNHCR staff, but the agency has chosen not to require this. Inadequate training impedes implementation of the <i>Guidelines</i>. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Restore funding, which has now fallen below adequate levels, to ensure progress in implementation of the <i>Policy and Guidelines on Protection of Refugee Women</i>. ◆ Make mandatory training for all UNHCR staff on <i>Guidelines</i> a priority. ◆ In anticipating the impact of funding decisions, pay more attention to the linkages between assistance and protection for refugee women. ◆ Continue to advocate and promote policies and efforts that ensure protection for refugee women and improved gender programming within UNHCR. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ In the FY 2004 Bureau Performance Plan, one PRM strategy is to target funding to projects that promote women's equal access to resources and their participation in managing these resources, with particular focus on the distribution of food and other support items. ◆ PRM has funded UNHCR projects in Africa that focused on women's direct and indirect participation in managing and distributing resources, and that provided training to women in refugee law to help them better understand their rights as refugees. ◆ PRM funds an NGO partner to provide SGBV technical assistance to UN agencies, NGOs, and host governments in a variety of locations, with a goal of improving SGBV prevention and response among war affected populations. ◆ PRM will require UNHCR and other partners to adopt and implement codes of conduct that prohibit exploitation. 	

Strategic Goal 13		HUMANITARIAN ASSISTANCE <i>continued</i>	
Title or Topic	Independent Evaluation of the Kosovo Women’s Initiative		
Evaluator	Consultants Jock M. Baker and Hilda Haug under the supervision of the UNHCR Evaluation and Policy Analysis Unit		
Department Contact	PRM - Kelly Clements		
Major Findings	<ul style="list-style-type: none"> ◆ PRM’s pro-activeness in supporting the Kosovo Women’s Initiative (KWI) is a positive factor. ◆ PRM’s emphasis on rapid disbursement of funds and bi-monthly reports was unrealistic, inconsistent with KWI goals, and undermined the project’s cost-effectiveness. ◆ The scale of resources that the USG earmarked for KWI (\$10 million) was out of proportion to UNHCR’s capacity to implement the project. ◆ The multiple layers of bureaucracy and reporting complicated and confused project implementation. ◆ The large size of the earmark led UNHCR to question whether the donor was overly active in setting UNHCR’s own priorities. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ The report recommends several possible alternative arrangements for future women’s initiatives, including UNHCR as the lead agency, another UN agency as the lead, a lead bilateral agency, direct assistance to local NGOs, and implementation directly through an international NGO. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Department/PRM has not earmarked funding for the KWI in FY 2003. PRM will bear in mind the evaluation’s recommendations when funding future women’s initiatives. In particular, the critiques of onerous reporting requirements and the disproportional size of the earmark vis-a-vis the capacities of implementing partners should be considered in planning for any future women’s initiatives. Department/PRM is also incorporating the report’s findings and recommendations into an ongoing lessons-learned project. 		
Title or Topic	Refugee Admissions to the U.S.		
Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)		
Department Contact	PRM – Kelly Clements		
Major Findings	<ul style="list-style-type: none"> ◆ Program was given a PART rating of “Adequate.” ◆ Program scored well for planning; management and program managers collaborated with grantees and states to ensure effective use of funds. ◆ Strategic planning should narrow goals to measure program effectiveness more easily; draft FY 2004 Performance Plan included more focused and quantifiable goals. ◆ Program has recently developed new performance measures that do not yet have data available to measure progress in meeting targets; Administration expects performance in this area to increase in future years, as managers begin managing by new measures and as new performance data are available. ◆ There is some overlap between one function of the program and another program run by the Department of Health and Human Services. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ Budget increase to meet increased security costs. ◆ Administration will review relationship between programs at Department and Department of Health and Human Services. ◆ Department will continue ongoing efforts to improve strategic planning to ensure goals are measurable and mission-related. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The FY 2005 Bureau Performance Plan will contain the specific long and short-term goals and performance indicators identified via PART. ◆ During the Bureau Performance Plan Reviews with the Deputy Secretary, there will be an assessment of the progress made on implementing PART recommendations. 		

Strategic Goal 13		HUMANITARIAN ASSISTANCE <i>continued</i>
Title or Topic Evaluator Department Contact	Refugees to Israel Office of Management and Budget Program Assessment Rating Tool (PART) PRM – Kelly Clements	
Major Findings	<ul style="list-style-type: none"> ◆ Program was given a PART rating of “Adequate.” ◆ Purpose of program is clear, but there is a declining need for the program, as shown in number of individuals assisted yearly. ◆ The program has made significant progress in its strategic planning during the past year. ◆ Department has worked with recipient organization on performance goals that meaningfully reflect program purpose. ◆ Overall, program is well-managed. Department responded well to previous program evaluations. ◆ Program is making progress toward achieving its long- and short-term goals. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Budget should reflect program’s decreasing need. ◆ Annual goals for each of the program areas would be useful. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The FY 2005 Bureau Performance Plan will contain the specific long- and short-term goals and performance indicators identified via PART. ◆ During the Bureau Performance Plan Reviews with the Deputy Secretary, there will be an assessment of the progress made on implementing PART recommendations . 	

Strategic Goal 17		MUTUAL UNDERSTANDING
Title or Topic Evaluator Department Contact	Outcome Assessment of the U.S. Fulbright Scholar Program SRI International ECA - Ted Kniker	
Major Findings	<ul style="list-style-type: none"> ◆ The evaluators found strong quantitative and qualitative evidence that the program is achieving its legislative mandate. ◆ Scholars build knowledge and long-term relationships with host institutions and foreign colleagues. Seventy-five percent of participants still collaborate with people met on their program, even fifteen to twenty years later. ◆ Scholars make U.S. campuses and communities more international (73% have incorporated international aspects of their Fulbright experience into their courses and teaching). 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Scholars express high levels of satisfaction with the Fulbright Program. ◆ Provide more information about opportunities for alumni grants. ◆ Provide opportunities to participate in Fulbright panels. ◆ Give more attention to technical/scientific contributions made by Fulbright Scholars. ◆ Use retired alumni at low cost to deliver lectures, and other activities in their host countries. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Organize travel/study trips for alumni. ◆ Strengthened outreach to increase the diversity of participants within the Fulbright U.S. Scholar Program. ◆ More alumni activities and involvement of alumni in follow-on program activities. ◆ Enhance outreach to alumni via the Fulbright Scholar Program website and Fulbrightweb.org (the online Fulbright community). ◆ Increase communication and coordination with the Fulbright Program Alumni Organization and its chapters. 	

Strategic Goal 17		MUTUAL UNDERSTANDING <i>continued</i>
Title or Topic	Outcome Assessment of the American Council on Young Political Leaders (ACYPL) Program	
Evaluator	American Institutes for Research	
Department Contact	ECA - Ted Kniker	
Major Findings	<ul style="list-style-type: none"> ◆ ACYPL Program is successful in giving U.S. and foreign participants a more complex understanding of international issues and their host country's political system, economy, culture, and social issues. ◆ The program is effective in creating institutional and professional linkages among program delegation members and between delegates and their host country counterparts. ◆ The program promotes the Department's foreign policy objectives and strategic goals by encouraging mutual understanding between Americans and foreigners. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Better prepare delegates about the host country prior to arrival. ◆ Increase the economic, cultural, and social components of the program. ◆ Allow delegates more free time to explore the host country. ◆ Develop an Internet-based system for alumni tracking. ◆ Increase ways that alumni can get involved in the program. ◆ Encourage the establishment of ACYPL counterpart organizations abroad. ◆ Ensure close collaboration of ACYPL counterpart organizations abroad with U.S. embassy staff. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Provide delegates with detailed briefing materials on program and host countries, orientations, and meetings with embassy counterpart organization officials and briefings on logistical and administrative matters. ◆ ACYPL has stepped up efforts to ensure economic, cultural, and social components are significant in each country visit. ◆ Study tours are rigorous, but larger blocks of time are being added to include cultural activities, sightseeing, and free time. ◆ ACYPL is refining an alumni database and working with counterpart organizations to help track highly mobile alumni, despite limited organizational resources. ◆ ACYPL will continue publishing the alumni newsletter and directory, hosting of new delegates, and begin new initiatives to further engage alumni. ◆ Old counterpart relationships have been re-established in two countries and new partnerships are being explored in as many as five new countries. ◆ ACYPL recognizes and encourages the need for good communication between its foreign counterpart organizations and the U.S. embassy staff involved with the ACYPL program. ACYPL will continue to encourage and promote closer cooperation. 	
Title or Topic	Evaluation of the International Visitor Program Special Initiative Projects	
Evaluator	ECA Office of Policy and Evaluation Staff	
Department Contact	ECA - Ted Kniker	
Major Findings	<ul style="list-style-type: none"> ◆ The International Visitor Program Special Initiative Projects were successful in increasing participants' understanding of the impact of the events of 9/11 on the United States and Americans and on global peace and security. ◆ The projects significantly contributed to the ECA and public diplomacy goals of promoting closer international relations and mutual understanding and respect. ◆ The program experience helped increase participants' understanding of the United States and Americans and of their professional fields and interests. ◆ The projects were successful in providing accurate and balanced information about the United States by providing opportunities for participants to dialogue with their U.S. professional counterparts as well as with "everyday Americans." 	

Strategic Goal 17		MUTUAL UNDERSTANDING <i>continued</i>
Major Recommendations	<ul style="list-style-type: none"> ◆ At the start of their program, ensure that participants receive a thorough briefing on the USG and the U.S. federal system. ◆ Build into the program more opportunities for participants to experience U.S. culture and society outside of formal meetings or presentations. ◆ Increase opportunities for participants to speak with students at schools, colleges, and universities, as well as with civic groups in communities around the country. ◆ Secure more meetings with administration officials, particularly Department officials. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The program office awarded Meridian International Center a grant in FY 2003 to organize weekly presentations for visitors on federalism. ◆ The program office has instituted quarterly meetings with its eight grantee national program agency to discuss programming, pacing, and other subjects. Through the NCIV core grant, they will work with the Councils for International visitors (CIVs) and the National program agencies (NPAs) on these issues in two regional National Council for International Visitor (NCIV) meetings, the annual meeting in Washington, DC the programmers workshop in December 2002, and other training opportunities. ◆ Program office made an effort to publicize International Education Week among the CIVs to encourage use of IVs in schools in their communities. Message is being reiterated to CIVs, NPAs and bureau staff in ongoing training sessions. ◆ Through branch chiefs and continued close coordination with public diplomacy office colleagues in the Department's geographic and functional bureaus, program office has been able to arrange more and higher- level administration appointments for visitors. Afghan women's group and Arab women political leaders group projects were great successes in this regard. 	
Title or Topic Evaluator Department Contact	Muskie/FSA Graduate Program Evaluation Iowa Social Science Institute, University of Iowa ECA - Ted Kniker	
Major Findings	The Muskie/FSA Program is meeting its goal of providing participants with the skills and experiences to become leaders in key sectors. Alumni are more likely than semifinalists to work in sectors of the economy targeted for reform, particularly business and law. They have significant influence within the organizations where they work; report significantly higher incomes, indicate greater job satisfaction, supervise greater numbers of employees, and evince more democratic ideas about workplace leadership than do semifinalists. They directly utilize skills and knowledge gained during their program in their current jobs. They report increased self-confidence, increased ability to overcome difficulties, and increased communication skills as a result of the program. Perhaps most importantly, they believe that they personally have a great deal of influence on society.	
Major Recommendations	<ul style="list-style-type: none"> ◆ Interviewers from universities need additional training in ECA objectives and using standardized interviewing protocols. ◆ Focus more attention on the civic education component of the program by engaging participants more actively in community activities. ◆ Dedicate energy and resources to keeping in touch with alumni. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Alumni activities and organizations need to address alumni needs more effectively and assist alumni in fulfilling their potential. ◆ Interview protocols have been standardized; interviewers now receive training on FSA and ECA goals. ◆ The administering organization now has resources to develop a better alumni-tracking system and institutionalize the alumni contact strategy. ◆ Alumni programs now receive greater visibility, and more attention is given to soliciting alumni input in programming. 	

Strategic Goal 17		MUTUAL UNDERSTANDING <i>continued</i>
Title or Topic	Georgian Institute of Public Administration	
Evaluator	Lehmann Surveys and Research	
Department Contact	ECA - Ted Kniker	
Major Findings	<ul style="list-style-type: none"> ◆ GIPA is well run by the Georgian staff, effective, and exceeds its initial goals. ◆ The role played by the National Academy of Public Administration (NAPA) needs attention: better record-keeping, recruitment of a more diverse group of American faculty, and the creation of basic orientation materials. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ The institute has developed a reputation for excellence that is luring Georgia's best and brightest into the field of public administration. Alumni, a substantial proportion of whom choose employment in the public sector, are highly sought after in both the public and private sector. ◆ Funding to support GIPA should continue. ◆ Pay more attention to the American-side management by NAPA. ◆ Additional funds should be allocated to support a case study workshop where alumni could learn how to turn their employment experiences into teaching materials for future cohorts, a small grants program to fund working papers in targeted issues of public policy, and a small grant to fund the creation of a Georgian language textbook of public administration. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The recommendations will serve as a guideline for a solicitation to NAPA for another year of GIPA funding in 2003-2004. 	
Title or Topic	Assessment of Selected Educational Exchange Programs in Turkey	
Evaluator	K.W. Tunnell Company and PDS, Inc.	
Department Contact	ECA - Ted Kniker	
Major Findings	<ul style="list-style-type: none"> ◆ Participants learn much about the United States through their experience in the country. When they return to Turkey they understand the United States better and they continue to interact with US institutions and individuals for many years into the future. ◆ Participants change as a result of the experience. ◆ Participants value the technical and educational benefits of their experience. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Assess the alumni efforts for selected programs with a view toward finding ways to promote wider participation wherever there is a reservoir of returned participants. ◆ Assess the selection procedures of programs to see if behavior indicators can be used to identify individuals who will contribute back to their community 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The bureau is looking at ways to increase alumni efforts and tracking. ◆ Future evaluations will use some of the indicators developed by the evaluators. ◆ Behavior indicators found too costly and intrusive in the selection process for merit-based selection programs. 	
Title or Topic	Educational and Cultural Exchange Programs in Near East Asia and South Asia	
Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)	
Department Contact	ECA - Ted Kniker	
Major Findings	<ul style="list-style-type: none"> ◆ The program was given a PART rating of "Results not Demonstrated." ◆ The program is managed well overall, but scored low on strategic planning for two reasons. First, the long-term goals are not set relative to an established baseline and do not have clear time frames and targets against which to measure annual progress. Second, the program does not have regional long-term goals for Near East Asia and South Asia, but instead has worldwide, functional goals (e.g. Fulbright Visiting Student Program). ◆ The program scored high in purpose, planning, and management. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Adjust performance measures to include measurable timeframes and targets for achieving goals. ◆ Develop regionally-based performance measures. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Performance goals will be redrafted to include baseline and time frame language. ◆ Performance targets will be readjusted based on 2002 performance measurement. ◆ Analysis of performance will be conducted on several demographic variables, including geography. ◆ Develop two comprehensive performance measurement system that allows more effective annual measurement and reporting 	

Strategic Goal 18		HUMAN RESOURCES	
Title or Topic	Hardship Staffing Review		
Evaluator	General Accounting Office		
Department Contact	M/DGHR - Laura Hall		
Major Findings	<ul style="list-style-type: none"> ◆ Uneven burden of hardship staffing. ◆ Insufficient incentives for hardship staffing, especially due to 12-percent pay cut overseas due to lack of locality pay. ◆ Strong disincentives for hardship service . 		
Major Recommendations	<ul style="list-style-type: none"> ◆ Improve assignment and bidding data collection. ◆ Review assignment process to share burdens more fairly. ◆ Targeted recruitment. ◆ Develop financial and other incentives for hardship service. 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Requested funding for upgraded personnel data systems. ◆ Strengthened fair share bidding program to place first those who have not recently served in hardship posts and to fill hardship posts first. ◆ Increased focus on recruitment of candidates with foreign language skills. ◆ Established working group to address both potential incentives and remedies for disincentives. 		
Title or Topic	Language Review		
Evaluator	General Accounting Office		
Department Contact	M/DGHR - Laura Hall		
Major Findings	<ul style="list-style-type: none"> ◆ Critical foreign language gaps. ◆ Insufficient staff to permit adequate training. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ Strategic workforce planning approach to foreign languages. ◆ Targeted recruitment . 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Increased staffing to allow adequate training. ◆ Continued strategic workforce planning approach to determining language requirements of overseas positions. ◆ Increased attention to early development of strategic foreign language skills needed in workforce. 		
Title or Topic	Bureau of Human Resources - Compliance Follow-Up Review		
Evaluator	State Department Inspector General		
Department Contact	M/DGHR - Laura Hall		
Major Findings	<ul style="list-style-type: none"> ◆ Bureau is appropriately addressing key human capital management areas. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ N/A 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ N/A 		
Title or Topic	Employee Satisfaction and Commitment Survey		
Evaluator	State Department		
Department Contact	M/DGHR - Laura Hall		
Major Findings	<ul style="list-style-type: none"> ◆ Employees are committed, public-service minded, and connected to the Department’s mission. ◆ Employees want more focus on leadership and management. ◆ Retention is mostly based on struggles of families, particularly dual-career couples, in the mobile foreign service lifestyle. ◆ Lack of locality pay overseas erodes value of hardship differentials as incentive to service in hardship posts. 		
Major Recommendations	<ul style="list-style-type: none"> ◆ N/A 		
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ Mandatory leadership and management training program for all mid-level employees and increased training at junior and senior levels. ◆ Revision of promotion precepts to emphasize leadership. ◆ Established spousal employment working group. 		

Strategic Goal 18		HUMAN RESOURCES <i>continued</i>
Title or Topic	Foreign Service Promotion System	
Evaluator	State Department Inspector General	
Department Contact	M/DGHR - Laura Hall	
Major Findings	<ul style="list-style-type: none"> ◆ "Up-or-out" promotion system is appropriate and does not negatively impact Department's skill base or staffing levels 	
Major Recommendations	<ul style="list-style-type: none"> ◆ N/A 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ N/A 	

Strategic Goal 20		INFRASTRUCTURE AND OPERATIONS
Title or Topic	Embassy Security Construction Program	
Evaluator	Office of Management and Budget Program Assessment Rating Tool (PART)	
Department Contact	OBO - John Dudley or Robert Bell	
Major Findings	<ul style="list-style-type: none"> ◆ Program was given a PART rating of "Moderately Effective." ◆ OMB gave the Capital Security Construction Program the highest PART rating (78 percent) of any Department program evaluated. It was found to have a clear purpose, used solid performance measures to measure results, and was effective in realizing program goals. 	
Major Recommendations	<ul style="list-style-type: none"> ◆ Program has good planning, purpose, and management; enhancements to program should continue. 	
Major Actions Taken or That Will be Taken	<ul style="list-style-type: none"> ◆ The FY 2005 Bureau Performance Plan will contain the specific long and short-term goals and performance indicators identified in the PART, which were taken from the FY 2004 OBO Bureau Performance Plan. ◆ During the Bureau Performance Plan Reviews with the Deputy Secretary, there will be an assessment of the progress made on enhancing the Capital Security Construction Program. ◆ Fifteen capital construction projects are currently under construction, seven of which will be completed in FY 2003. 	

OFFICE OF INSPECTOR GENERAL *2002 Performance Report*

MESSAGE FROM THE INSPECTOR GENERAL

I am pleased to present the Office of Inspector General's Performance Report for FY 2002, setting forth our accomplishments and success in meeting our goals and achieving the performance results set forth in our FY 2002 Performance Plan. While our goals are separate from those of the Department and the BBG, in accordance with our statutory independence, they are directed toward a common purpose in helping them to achieve their missions as effectively, efficiently, and economically as possible.

This has been a year of challenge, change, and accomplishment for the Office of Inspector General. Since assuming my responsibilities in August 2001, I have flattened the organization, reorganized the office along functional lines, and undertaken a series of management improvements intended to increase the impact of our work and move us toward making OIG's internal operations a model for the Department. We have focused on improving our working relationships; making our work more useful, relevant, and timely; and addressing the initiatives of the President's Management Agenda and other issues of importance to the Department, the Broadcasting Board of Governors (BBG), the Congress, and the Administration.

Although we have to do more to achieve fully our goals and performance targets (we were successful or partially successful in meeting 89 percent of our measures), we have made considerable progress over the past year. Our FY 2002 results exceeded those reported in FY 2001 for 84 percent of our measures and, for 63 percent of our measures, represented the highest level of performance for any of the four years for which we have data. For example, we exceeded our target for potential monetary benefits by more than 1,000 percent, identifying more than \$40 million in potential questioned costs or fines and recoveries in the course of our audit and investigative operations.

Many of our most significant results cannot be conveyed by quantitative measures alone. In addressing the increasing threat to America at home and abroad, we have more than doubled our coverage of Department bureaus and missions receiving post management and security inspections each year and have increased our issuance of reports by 50 percent.

Our efforts to encourage the Department to implement worldwide, two-tone emergency and imminent danger notification systems was credited by several survivors with preventing loss of life during the June 14, 2002, car bomb attack against Consulate General Karachi. We also have taken on an increasing number of Department, BBG, and Congressional requests for specific work on such concerns as management issues at Embassy New Delhi, the brief overthrow of the government in Venezuela, and vulnerabilities in visa policies and procedures. These and other accomplishments are highlighted under the strategic goals that they support.

As I leave the Office of Inspector General to await confirmation to the post of Inspector General of the Department of Homeland Security, I am pleased by the progress that OIG has made. I recognize, however, that much more must be done to achieve the results that the President, the Congress, the agencies, and the American people expect and deserve. My hope is that OIG will continue to be recognized as an organization dedicated to concrete results and an example of excellence for the agencies it serves.



Clark Kent Ervin
Inspector General

OUR VISION

To support the Department of State and the Broadcasting Board of Governors (BBG) in achieving their missions as effectively, efficiently, and economically as possible.

OUR MISSION

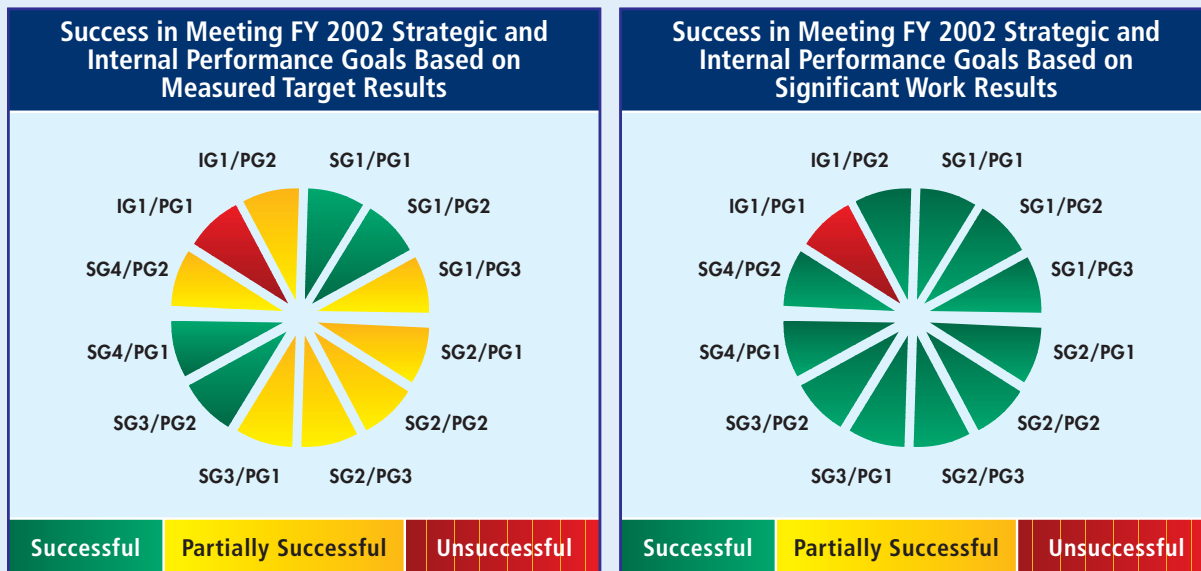
The mission of the Office of Inspector General (OIG) is to serve as an independent, objective reviewer and evaluator of the operations and activities of the U.S. Department of State and the Broadcasting Board of Governors. We analyze those operations and activities with a view toward promoting effectiveness, efficiency, and economy. We seek out instances of fraud, waste, abuse, and mismanagement, and we work to prevent them. We report to the Secretary of State, the Broadcasting Board of Governors, and the Congress, keeping them fully and currently informed of significant developments and serious concerns.

EXECUTIVE SUMMARY

This is the fourth annual performance report under the Government Performance and Results Act (Results Act). It represents the results of efforts and accomplishments in support of OIG's performance goals for FY 2002, a year of significant change, including a new Inspector General, a complete reorganization of OIG's structure, and totally revised OIG strategic and performance plans, goals, and measures for FY 2002 and beyond.

The FY 2002 Performance Plan contains four strategic, ten performance, and two internal enabling goals, along with nineteen measures and targets used to evaluate our success in achieving them. We have defined "Successful" as meeting or exceeding our target; "Partially Successful" as missing our target, but showing improvement over FY 2001; and "Unsuccessful" as missing our target and declining in performance from FY 2001. Under these criteria, we were successful in nine (47%), partially successful in eight (42%), and unsuccessful in two (11%) of our measures.

On a more positive note, this year's performance represented a substantial improvement over our FY 2001 results. Our performance for FY 2002 exceeded our FY 2001 performance on 84 percent of our measures. Furthermore, our FY 2002 results for 63 percent of our measures were better than in any of the three prior years (1999-2001) for which data was available. Specifics of our performance and success in achieving our targets for these measures are reported in more detail beginning on page 101.



In addition, we have highlighted under each strategic goal the qualitative accomplishments and results supporting our goals that are not captured by our quantitative measures. These include:

- Conducting a review of U.S. policy toward Venezuela to address Congressional questions as to whether the Department and/or Embassy Caracas had any involvement in the brief April 2002 overthrow of Venezuelan President Hugo Chavez. The review concluded that the Department’s and the embassy’s actions were consistent with U.S. law and policy in support of democracy and constitutionality (Foreign Policy).
- Expanding OIG’s security inspections program, in the wake of the terrorist attacks of September 11, 2001, to provide “limited-scope” security inspections, by including a security inspector on each of the 21 post management inspections conducted during FY 2002, and identifying deficiencies in emergency procedure programs that are easily correctable with little or no additional resources and have a major impact on mission security (Security).
- Highlighting overly restrictive requirements for employees to receive incentive differentials at several posts in Central Asia, which led the Department to issue less restrictive guidelines, increasing the chances that the incentive program will achieve its objective of retaining qualified employees at difficult-to-fill posts (Financial Management and Administrative Support Systems).
- Completing 16 audits of Department and BBG contractors and grantees that identified more than \$17.6 million in potential questioned costs or funds put to better use, and concluding the sentencing of two defendants convicted in a large-scale scheme to use the investor visa program fraudulently, resulting in \$17.6 million in restitution to victims of the scheme (Accountability).
- Implementing an automated Project Tracking System and OIG Timesheet System that together allow the Office of Inspector General to track more accurately the allocation of our resources to specific projects and the timeliness and cost of our products and activities (Internal Enabling Goal).

TABLE OF STRATEGIC AND PERFORMANCE GOALS AND FY 2002 RESULTS

Strategic Goal	Performance Goals	Measure	Target	Actual ^{1,2}
The Department and the BBG effectively, efficiently, and economically advance the foreign policy interests of the United States.	Identify opportunities for improving the management and operations of overseas missions, domestic bureaus, and international broadcasting activities through post management and thematic inspections, audits, and program evaluations.	% of Recommendations Resolved in 6 Months	91%	62% (PS) ▲
		% of Recommendations Closed in Year	70%	78% (S) ▲
	Evaluate at least eight U.S. Government operations and programs with foreign policy implications and recommend actions necessary to remove or overcome them.	Reports Issued	8	8 (S) ▲
	Increase the cumulative number/percentage of missions and selected bureaus inspected on a five-year cycle.	% of Missions Inspected within Last 5 Years	77%	70% (PS) ▲
The Department and the BBG adequately protect the people, information, and facilities under their control in the United States and abroad.	Evaluate at least six Department programs designed to improve security for its people, buildings, and information, and identify any corrective actions necessary to ensure that they meet their stated goals.	Reports Issued	6	7 (S) ▲
		% of Recommendations Resolved in 6 Months	67%	82% (S) ▲
		% of Recommendations Closed in 1 Year	82%	64% (PS) ▲
	Identify vulnerabilities and recommend corrective action with respect to information systems and security at no fewer than 10 overseas missions.	Missions Inspected	10	7 (PS) ▲
	Increase the cumulative number/percentage of missions and selected bureaus receiving security inspections and reviews on a five-year cycle.	% of Missions Inspected within Last 5 Years	85%	79% (PS) ▲
The Department and the BBG have the necessary financial and support systems and controls to meet legal and operational requirements.	Identify challenges and vulnerabilities, with recommendations to address them, for at least 15 Department financial and administrative support programs and activities.	% of Recommendations Resolved in 6 Months	79%	44% (U) ▼
		% of Recommendations Closed in 1 Year	92%	58% (PS) ▲
		Reports Issued	15	21 (S) ▲
	Evaluate Department and BBG progress in measuring performance and linking performance goals to budget, and recommend improvements, as appropriate.	Reports Issued	5	5 (S) ▲
The Department and the BBG ensure accountability and prevent or eliminate fraud, waste, abuse, and mismanagement in programs and operations.	Identify a minimum of \$3.75 million in potential monetary benefits as a result of audit and investigative recommendations.	\$ Value of Cost Savings, Efficiencies, Recoveries, and Fines	\$3.75 million	\$40.04 million (S) ▲
	Promote awareness and adherence to standards of professional and ethical conduct and accountability; where necessary, conduct thorough and expeditious investigations of fraud, waste, abuse, and mismanagement.	% of Cases Closed within 200 Days	61%	75% (S) ▲
		% of Cases Open less than 200 Days	76%	50% (PS) ▲
Internal Enabling Goal	Attract and retain employees with the requisite skills and expertise.	Staff on Hand	225	218 (U) ▼
		Attrition Rate	15%	13% (S) ▲
	Issue a final report or other product within 225 days of starting a project.	Project Length	225	250 (PS) ▲

¹ (S) = Successful; (PS) = Partially Successful; and (U) = Unsuccessful

² Results in FY 2002 compared with those of FY 2001: ▲ = Better ▼ = Worse

PERFORMANCE DATA QUALITY AND LIMITATIONS

The performance data in the FY 2002 report is the most complete and accurate data in any of the four OIG performance reports issued under GPRA and meets the standards for reliability contained in Office of Management and Budget Circular A-11, section 232. For the first time, we have four years of data for every measure, although our project length data for prior years is less complete and accurate than our FY 2002 data. In addition, the results of prior years' data for recommendations closed within one year of issuance as reported in the FY 2002 Performance Plan have been restated, generally lower, as the result of computational errors that were discovered when calculating FY 2002 results. The data itself comes from five basic sources:

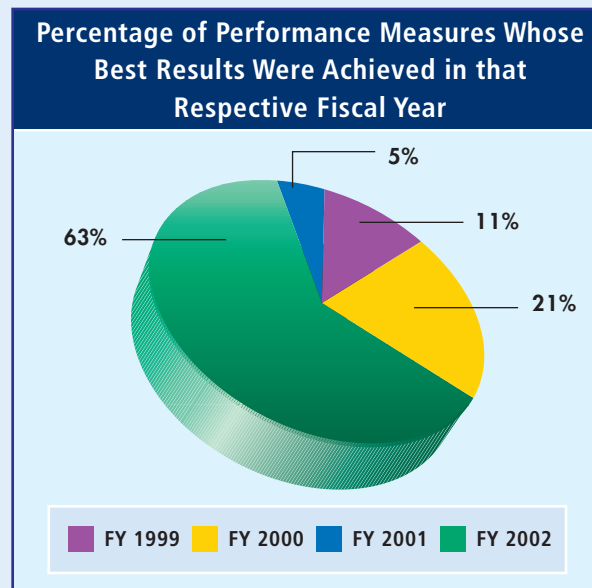
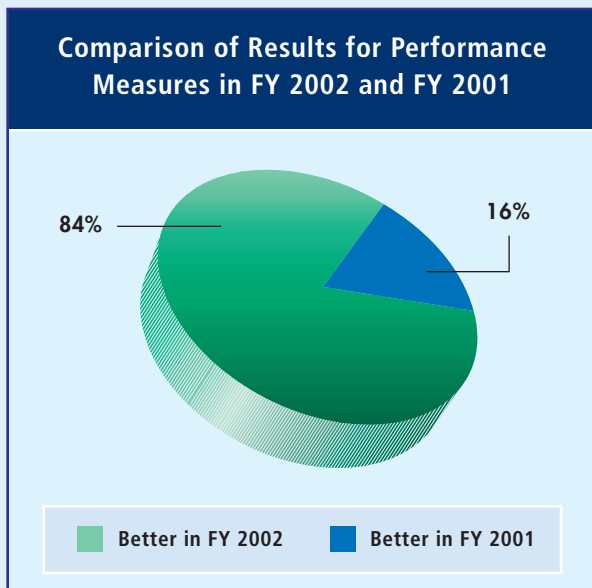
- The OIG Compliance Analysis Tracking System (CATS)—six measures relating to recommendations;
- OIG reports—eight measures relating to missions reviewed, programs evaluated, reports issued, and potential monetary benefits;
- The OIG Case Management System (CMS)—two measures relating to investigative cases;
- OIG personnel records—two measures relating to staff on hand and the attrition rate; and
- The Project Tracking System (PTS)—one measure relating to project length.

Our internal controls and validation efforts lead us to believe that the data is as accurate and reliable as can be reasonably expected. For example, CATS data is reconciled monthly with the individual issuing office records, and status reports then are provided to selected Department bureaus for reconciliation with their records. Data found in OIG reports are indexed and referenced prior to issuance according to the professional standards appropriate for that type of report. CMS and personnel data are reconciled by the Offices of Investigations and Administration, respectively, prior to inclusion in the performance report. PTS data is reviewed and updated on a bi-weekly basis and, although there are occasional discrepancies on timeliness data for individual projects, they have not been found to have any significant effect on the results.

For FY 2002 and beyond, our performance measures are directed almost entirely toward traditional measures of OIG success, including reports issued, recommendations resolved and implemented, cost efficiencies identified, and fines and recoveries collected. We also have established a new project tracking system and automated timesheet system that have improved significantly our ability to monitor both timeliness of our work and alignment of resources with our goals. We are working to ensure that the data provided by this and complementary systems are as complete and accurate as possible.

MEETING UNMET TARGETS

Overall, in FY 2002, we did not meet 53 percent of our targets. However, we met or exceeded our FY 2001 performance results for 84 percent of the measures. In addition, our FY 2002 results represented four-year highs for 63 percent of our targets.



For three of the ten measures and targets that were not met, we have established revised targets in our FY 2003 Performance Plan that exceed those expected, but missed, in FY 2002. The targets for the seven other measures have been readjusted to reflect an increase over our FY 2001 performance, although the expected results will still fall short of FY 2002 targets. The following table shows the year in which we expect to achieve our unmet FY 2002 targets.

SCHEDULE FOR ACHIEVING UNMET FY 2002 TARGETS										
SG/PG	SG1/PG1a	SG1/PG3	SG2/PG1c	SG2/PG2	SG2/PG3	SG3/PG1b	SG3/PG1c	SG4/PG2a	IG1/PG1	IG1/PG2
Unmet FY 2002 Target	91%	77%	82%	10 missions reviewed	85%	79%	92%	76% in 200 days or less	225 staff	225 days
FY in which Target will be Met or Exceeded	FY 2005 or 2006	FY 2004	FY 2005 or 2006	FY 2003	FY 2003	FY 2005 or 2006	FY 2007 or 2008	FY 2005	FY 2004	FY 2003

PERFORMANCE EVALUATIONS

No performance evaluations or other formal assessments of OIG programs and operations were conducted during FY 2002. However, more than a dozen OIG reviews conducted during FY 2002 have provided program evaluations of Department programs and operations, some of which have been highlighted in the Department’s performance report.

MANAGEMENT CHALLENGES

OIG faced many of the same management challenges that the Department and other government entities were struggling to address, especially those encompassed within the President's Management Agenda (PMA) initiatives on strategic management of human capital, improving financial performance, and better integrating budgeting with performance. As a result, OIG introduced two Internal Enabling Goals related to our human resources and the timeliness of our projects, with a move toward tracking project costs beginning in FY 2002. As explained on pages 123 through 127, we were much less successful in achieving these goals in FY 2002 than we anticipated. However, we are continuing to address them in FY 2003 and beyond.

PRESIDENT'S MANAGEMENT AGENDA

Although OIG introduced several human resource initiatives (such as repayment of employee student loans) to attract and retain staff and revamped our web site to make it more customer-oriented and useful, the majority of our activities supporting the PMA consisted of the audits, inspections, and other reviews that focused on the human capital, financial management, outsourcing, and rightsizing activities related to Department and BBG programs and operations. Details of these activities are highlighted on page 120.

BUDGET INFORMATION

Obligations for FY 2002 totaled \$29,194,706. This was expended in support of our strategic goals as follows:

Strategic Goal 1: Foreign Policy	\$10.1 million	35% of resources
Strategic Goal 2: Security	\$ 6.7 million	23% of resources
Strategic Goal 3: Financial Management and Administrative Support	\$ 7.0 million	24% of resources
Strategic Goal 4: Accountability	\$ 5.4 million	18% of resources

EFFECT OF FY 2002 PERFORMANCE ON FY 2003 PERFORMANCE GOALS

After revising most of OIG's performance goals, measures, and targets in each of our first four performance plans, our FY 2002 goals and measures remain unchanged for FY 2003 and 2004. We also have included an additional performance measure under our second internal enabling goal, which will track the percentage of projects completed within 183 days, 184 to 244 days, and more than 244 days. This new measure will provide a more complete and accurate assessment of our progress in reducing the length of projects than can be shown by average project length alone. Thirteen of our FY 2003 targets have been revised as a result of our FY 2002 performance results (See table that follows).

REVISIONS TO FY 2003 TARGETS RESULTING FROM FY 2002 PERFORMANCE													
SG/PG	SG1/PG1a	SG1/PG1b	SG1/PG2	SG1/PG3	SG2/PG1a	SG2/PG1b	SG2/PG1c	SG3/PG1a	SG3/PG1b	SG3/PG1c	SG4/PG1	SG4/PG2a	SG4/PG2b
Original FY 2003 Target	91%	70%	8	79%	6	70%	85%	15	82%	94%	\$4.0 Million	56%<100 4%@ 100-200	50%<100 6%@ 100-200 19%@ 201-300 25%>300
Revised FY 2003 Target	85%	8%	9	73%	7	84%	67%	21	72%	72%	\$7.8 Million	50%<100 10%@ 100-200	50%<100 25%@ 100-200 8%@ 201-300 17%>300

In an effort to make our measures more meaningful as indicators of our success in achieving our performance goals, we have added two new measures for FY 2003. The first measure—the percentage of “significant” (as identified by OIG) recommendations closed within one year of issuance—has been added to the first performance goal under each of our strategic goals for Foreign Policy, Security, and Financial Management and Administrative Support Systems. This new measure is intended to provide a more accurate picture of our success in getting the most important recommendations implemented, since all recommendations are not of equal weight or impact. The second measure under our second internal enabling performance goal is the percentage of projects completed within 6 months. We believe that, when combined with the average number of days from project start to product issuance—which can be unduly influenced by the inclusion of a few very long or short projects—it will provide a more balanced view of the timeliness of our products.

NEW MEASURES AND TARGETS FOR FY 2003				
	SG1/PG1c	SG2/PG1d	SG3/PG1d	IG1/PG2b
Target & Measure	50% of significant recommendations closed within one year of issuance	50% of significant recommendations closed within one year of issuance	50% of significant recommendations closed within one year of issuance	65% of projects completed within 183 days

It should be noted that, as required under Office of Management and Budget Circular A-11, the OIG will be reviewing its Strategic Plan for possible interim revisions due by March 31, 2003. If the strategic plan is revised, the first performance plan to be affected will be our plan for FY 2004.

STRATEGIC GOAL: FOREIGN POLICY

The Foreign Service Act of 1980, as amended, mandates that the OIG assess the effectiveness of foreign policy implementation by reviewing activities and operations performed under the direction of Chiefs of Mission for consonance with U.S. foreign policy. This responsibility—which is unique to the State Department Office of Inspector General and the one most closely aligned with the mission of the Department—is an essential component of our overseas and domestic inspections, intelligence oversight reviews, and audits of issues affecting foreign policy such as counterterrorism, counternarcotics, and visa programs.

OIG's FY 2002 performance goals under this strategic goal have focused on identifying opportunities to improve the management and operations of foreign policy and international broadcasting activities; identifying and recommending solutions to obstacles to oversight and coordination of foreign policy operations and programs; and increasing the percentage of missions inspected at least once every five years, with the intention of inspecting all missions on a five-year cycle by 2007. With respect to our success in meeting these respective goals, please see below:

- *Identify opportunities for improving the management and operations of overseas missions, domestic bureaus, and international broadcasting activities through post management and thematic inspections, audits, and program evaluations.* Our efforts to achieve this goal were only partially successful based on mixed results on our quantitative measure, but successful on the basis of our qualitative work, discussed below, that was performed and reported on in FY 2002. On our quantitative measures, we missed our target for recommendations resolved—that is, corrective actions accepted by management—by a substantial margin, although we bettered our FY 2001 performance. However, we exceeded our measure for recommendations implemented, which is a better overall measure of success, since it indicates that the desired corrective actions have been completed and the problem corrected.
- *Evaluate at least eight U.S. government operations and programs with foreign policy implications—especially those under Chief of Mission authority or related to international broadcasting and the free flow of information around the world—identify obstacles to Chief of Mission, Department, or BBG oversight and coordination of the operations and programs, and recommend actions necessary to remove or overcome them.* Our efforts to achieve this goal were successful based on the results of both our quantitative measure and our qualitative work, discussed below, that was performed and reported on in FY 2002.
- *Increase the cumulative number/percentage of missions and selected bureaus inspected on a five-year cycle.* Our efforts to achieve this goal were only partially successful in that we fell considerably short of our target, although we showed improvement over our FY 2001 performance.

MAJOR ACCOMPLISHMENTS IN SUPPORT OF THIS STRATEGIC GOAL

OIG Activity or Finding	Result
<p>In response to a congressional request, the Inspector General led a review of U.S. policy toward Venezuela in the wake of the April 2002 brief overthrow of President Hugo Chavez.</p>	<p>The OIG review addressed Congressional questions, finding that the Department's and Embassy Caracas's actions were consistent with U.S. law and policy in support of democracy and constitutionality and finding no evidence to suggest that the Department or Embassy Caracas planned, participated in, or encouraged the overthrow of President Chavez.</p>
<p>Inspections of more than 40 overseas missions since September 11 have identified common themes involving embassy security, the war on terrorism, lack of personnel resources at hardship posts, insufficient public diplomacy resources, and the need for significant additional resources to meet construction plans to address security vulnerabilities.</p>	<p>OIG identified actions needed by the Department to address these concerns, including re-examination of staffing numbers in light of the security situation and limited U.S. interests in some countries, revising Mission Performance Plans to reflect new policies and programs, and developing bureau "swat teams" of experienced officers to train FSN staff and correct problems.</p>
<p>Inspections of small, remote posts in the Pacific, Africa, the Caribbean, and Europe found that these posts played a minor role in advancing homeland security, but did not fully understand the role they could play.</p>	<p>OIG identified the contributions of these missions to homeland security through their active public and bilateral diplomacy and expanded intelligence and consular surveillance, and encouraged the Department to provide expanded guidelines to help them understand how they could more fully support U.S. homeland security objectives.</p>
<p>As part of its support for the President's Management Agenda, OIG reviewed the staffing of overseas missions and found that the principle of retaining some U.S. representation in each place ("universality") still has merit.</p>	<p>OIG has assisted the Department in implementing its global rightsizing initiative by examining staffing levels at overseas posts, as the Department establishes common criteria for its assessment of post staffing.</p>
<p>At the request of the Department, OIG reviewed costs incurred in conducting the trial of two Libyans accused of blowing up Pan Am flight 103 over Lockerbie, Scotland.</p>	<p>OIG's verification of the costs of conducting the trial and the appropriate share of incremental costs that the U.S. had agreed to pay for conducting the trial in the Netherlands rather than in Scotland resulted in a \$13 million cost savings for the U.S. government.</p>
<p>A review of the BBG's Middle East Broadcasting Activities identified weaknesses in BBG efforts to reach its predominantly Muslim Middle East audience.</p>	<p>This new program has benefited from OIG suggestions and recommendations in its formative stages, including a commitment to integrate as much hard news and U.S. government policy editorials as practicable into its youth-oriented music format as quickly as possible.</p>
<p>A review of the administrative operations of Radio Free Europe/Radio Liberty (RFE/RL) found that the inadequate administrative support unit serving the bureaus had the potential for providing host governments an excuse to shut down bureaus or intimidate RFE/RL broadcasters.</p>	<p>When fully implemented, OIG's corrective actions will reduce the likelihood of host governments' taking actions against RFE/RL bureaus or broadcasters by enabling staff better to keep pace with changes in applicable tax and social welfare benefit legislation in host countries.</p>
<p>A review of the BBG's broadcast affiliates program found weak oversight and coordination of the program.</p>	<p>OIG recommendations that BBG implement a strategic plan, improve its database, communicate with Department public affairs sections, and provide the resources to accomplish this mission have significantly strengthened this program to promote the free flow of information around the world.</p>
<p>An inspection of BBG regional operations in West Africa recommended prompt action to put the Voice of America (VOA) on the air in Sierra Leone and Liberia more effectively in support of U.S. goals of regional stability, humanitarian aid, and support for democracy.</p>	<p>BBG's prompt, effective response to this challenge provided support for U.S. objectives in the region at a time of continuing regional instability; large numbers of refugees, and internally displaced persons yet to return to their homes; and weak democratic institutions.</p>

PERFORMANCE GOAL 1

Identify opportunities for improving the management and operations of overseas missions, domestic bureaus and international broadcasting activities through post management and thematic inspections, audits, and program evaluations.

MEASURE: Percentage of recommendations resolved within six months of issuance.

FY 2002 RESULT: Partially Successful



MEASURE: Percentage of recommendations closed within one year of issuance.

FY 2002 RESULT: Successful

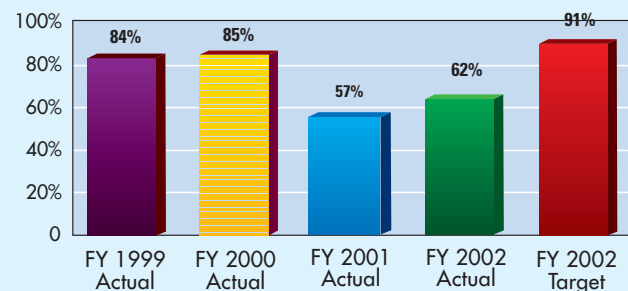


Success in meeting performance targets: Our success in meeting these targets was mixed, and, overall, was below the performance levels of prior years. We fell considerably short of our target on recommendations resolved within six months (showing some improvement over FY 2001, but far short of prior years). While we exceeded our target for recommendations closed within one year—a more important measure since it indicates final action being achieved and problems corrected—we were less successful than in the three prior years. The shortfall in recommendations resolved was due largely to staffing gaps in our compliance staff and, as we fell behind on that target, the effort to focus our resources first on the more important target for closing recommendations within a year. To address these shortcomings, we are looking to ensure adequate staffing coverage and have formed a new compliance oversight committee that will report to the IG quarterly to identify progress and issues in which a more proactive approach is needed to meet our FY 2003 targets. However, we do not expect to achieve 91% for recommendations resolved within six months until 2005 or 2006, at the earliest.

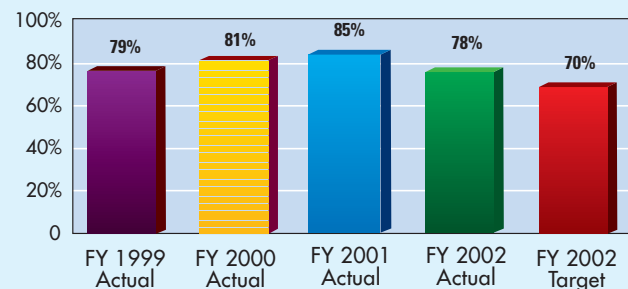
Data quality and strategies to address data limitations: A computation error in data reported in prior years was corrected (the data in this table reflects the correction), and we have verified the accuracy and completeness of the FY 2002 data in our compliance analysis tracking system.

Effect of results on the FY 2003 performance plan: Our FY 2003 target for resolved recommendations has been lowered to our FY 2000 actual level, while our target for closed recommendations is unchanged, with both targets set at 85%. We also have added a measure and target for “significant” recommendations implemented within a year to measure progress on our most critical recommendations.

Recommendations Resolved Within 6 Months of Issuance



Recommendations Closed Within 1 Year of Issuance



PERFORMANCE GOAL 2

Evaluate at least eight U.S. government operations and programs with foreign policy implications—especially those under Chief of Mission authority or related to international broadcasting and the free flow of information around the world—identify obstacles to Chief of Mission, Department, or BBG oversight and coordination of the operations and programs, and recommend actions necessary to remove or overcome them.

MEASURE: The number of U.S. government operations and programs with foreign policy implications evaluated.

FY 2002 RESULT: Successful

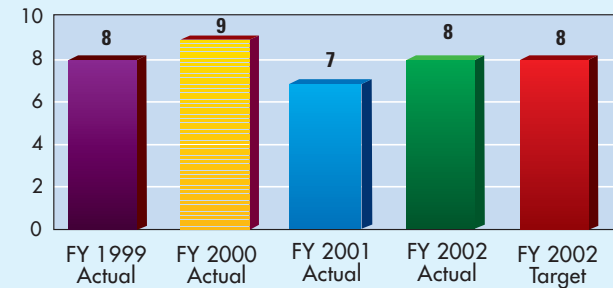
FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
8	9	7	8	8

Success in meeting performance target: We met our target and showed a slight increase from FY 2001, in which our unmet target also was to evaluate eight government operations and programs. The operations and programs with foreign policy implications evaluated in 2002 included three related to international broadcasting activities, four related to Department operations and programs, and one related to broader U.S. government activities. Three of these evaluations (U.S. Policy Toward Venezuela, U.S. Support to International Police Task Force in Bosnia, and BBG Middle East Broadcasting Activities and Initiatives) were undertaken in direct response to Congressional requests.

Data quality and strategies to address data limitations: The number of operations and programs evaluated is based on the number of reports on these subjects that actually were issued during the fiscal year. They do not include evaluations that were started but not completed by the end of the fiscal year. These will be reported in our FY 2003 results. We have verified the accuracy and completeness of this performance data.

Effect of results on the FY 2003 performance plan: We have increased our FY 2003 target from 8 to 9.

U.S. Government Operations & Programs with Foreign Policy Implications Reviewed



PERFORMANCE GOAL 3

Increase the cumulative number/percentage of missions and selected bureaus inspected on a five-year cycle.

MEASURE: The percentage of missions and selected bureaus inspected within the past five years.

FY 2002 RESULT: Partially Successful

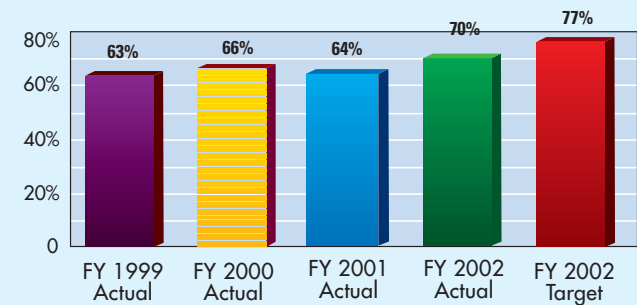


Success in meeting performance target: Although we showed improvement over our FY 2001 results, we fell considerably short of our target. This is the direct result of 11 inspections that were conducted in FY 2002, but for which reports were not issued by the end of the FY (see discussion in data quality and limitations below). Had these reports been issued in FY 2002, we would have met our target of 77 percent. Based on the number of mission inspections scheduled and a much lower target for the time it takes us to complete (i.e., issue a product on) all our projects in FY 2003, we expect to achieve our FY 2003 target of 73 percent. Although the percentage of missions inspected within the past five years will decrease in FY 2003, that was anticipated in our long-term plan, and we will still be on schedule to achieve 100 percent by 2007.

Data quality and strategies to address data limitations: Although our performance goal and measure include references to "selected bureaus," which we also inspect, our goal to reach a five-year inspection cycle is targeted toward overseas missions, and the percentages reported above include only overseas missions. If selected bureaus were included, the results as well as the target would vary from these reported. The measure will be changed to reflect this narrower focus in the future. In addition, the percentages reflect the number of missions, as a percentage of all overseas missions, for which inspection reports have been issued during the FY. If a mission was inspected in FY 2002 but the report was not issued prior to the end of the FY, it was not included in our FY 2002 results, but will be reported with our FY 2003 data. The data for these measures come directly from the reports issued during the FY, and we have verified their accuracy and completeness.

Effects of results on FY 2003 performance plan: This performance goal has been dropped as a separate goal for FY 2003 and beyond, and included as a measure in support of our first performance goal under this strategic goal, for which it is a more accurate indicator. Targets for succeeding years will continue to be set to achieve our goal of a five-year inspection cycle by the end of FY 2007.

Percentage of Missions Inspected Within Last Five Years



STRATEGIC GOAL: SECURITY

With the growing threat of terrorism and regional instability in the post-9/11 environment, the security of U.S. personnel, facilities, and information has become an issue of overriding importance. During FY 2002, OIG expanded its program of limited security and intelligence oversight reviews, significantly increasing its coverage of overseas posts by including a security inspector on all post management inspections. In addition, OIG pilot tested and implemented a new program of Information Security Evaluation Inspections, which will provide in-depth reviews of the security of Department and BBG domestic and overseas information systems. Full-scope security inspections also review information security as part of the inspection process.

Our FY 2002 performance goals under this strategic goal focused on evaluating the effectiveness of programs to improve security for Department people, facilities, and information; identifying and recommending corrective actions to vulnerabilities in Department and BBG information security and systems; and increasing the percentage of missions inspected as to security at least once every five years, with the intention of inspecting all missions on a five-year cycle by 2007. With respect to our success in meeting these goals, please see below:

- *Evaluate at least six Department programs designed to improve security for its people, buildings, and information and identify any corrective actions necessary to ensure that they meet their stated goals.* Our efforts to achieve this goal were only partially successful in that we missed our target for one of our three quantitative measures, although our results for all three measures exceeded our performance for FY 2001, and the goal was well supported by our qualitative work, discussed below, that was performed and reported on in FY 2002.
- *Identify vulnerabilities and recommend corrective action with respect to information security and systems at no fewer than 10 overseas missions.* Our efforts to achieve this goal were only partially successful in that we fell 30 percent short of our target—which, because this was the first year we started performing information security inspection evaluations, was still a significant accomplishment—although the qualitative work conducted and reported on in FY 2002 contributed considerably to our success on this goal.
- *Increase the cumulative number/percentage of missions and selected bureaus at which security inspections are conducted each year until all missions undergo a security inspection at least once every five years.* Our efforts to achieve this goal were only partially successful as we fell slightly short of our quantitative target, although we improved on our FY 2001 performance for this measure, and the goal was supported by our qualitative work, discussed below, that was performed and reported on in FY 2002.

MAJOR ACCOMPLISHMENTS IN SUPPORT OF THIS STRATEGIC GOAL

OIG Activity or Finding	Result
<p>A vulnerability assessment of the Central Financial Management System application identified system configuration issues that could be corrected without affecting overall network performance or availability, and found that overall, the associated security features appeared to function correctly and were well managed.</p>	<p>This review and another vulnerability assessment identified similar problems, suggesting that they may exist throughout the Department's IT infrastructure.</p>
<p>OIG expanded its security inspections program to encompass limited-scope security inspections by including a security inspector on each of the 21 post management inspections conducted during the second half of FY 2002. These limited-scope inspections focused on individual physical security and emergency preparedness, aimed primarily at identifying and correcting weaknesses in the missions' ability to defend against a large-scale vehicle bomb attack.</p>	<p>OIG has identified deficiencies in emergency procedure programs that are easily correctable, usually requiring little, if any, additional resources, and have a major impact on mission security. Survivors of the most recent vehicle bomb attack against the U.S. consulate in Karachi, Pakistan, noted that the lack of personnel injury was attributed to the use of the alert system and the instinctive response taken by people due to frequent emergency drills.</p>
<p>A review of the Bureau of Consular Affairs' (CA) information security program, conducted in response to public and congressional concern about the Department's ability to manage and process consular activities safely, found that CA has developed a comprehensive approach to addressing information security risks. Approximately 70% of systems have had risk assessments, and almost 50% are operating with an overall security plan in place, but only two of CA's 36 systems have been certified and accredited.</p>	<p>The Department has acknowledged that more needs to be done and is actively planning, prioritizing, and working toward bringing each of its active systems fully in line with information security statutes and OMB guidance.</p>
<p>A major review of domestic security programs, which examined compliance with earlier recommendations concerning handling of classified information at the Department's Main State facility, found that the Department has made significant strides in enhancing the protection of classified information, especially sensitive compartmented information (SCI).</p>	<p>Pursuant to an OIG recommendation, the Department transferred responsibility for handling the SCI program from the Bureau of Intelligence and Research to the Bureau of Diplomatic Security (DS); reduced the number of offices where SCI is processed, read, and discussed; and enhanced physical security for those offices. The Department has also strengthened procedures for reporting security incidents.</p>
<p>A review of the classified connectivity program evaluated the Department's program to deploy a standards-based, global network for secure information processing and communications to about 250 embassies and consulates worldwide. The Bureau of Information Resource Management is making progress and taking a more structured approach to "C-LAN" modernization, but OIG recommended that IRM coordinate with DS to complete the steps needed for C-LAN certification and accreditation and ensure that information technology contingency planning is coordinated and carried out in a standardized manner.</p>	<p>As a result of this work, IRM has developed a System Security Authorization Agreement for C-LAN type accreditation and submitted it to DS for evaluation and implementation. IRM has also developed and tested an IT contingency planning toolkit and is working to promote awareness, training, and use of the toolkit among organizations Department-wide.</p>
<p>An evaluation of the Department's program for providing its employees worldwide with desktop access to the Internet found that the Department has a deliberate process for ensuring that bureaus and overseas missions meet established technical, physical, security, and management requirements for Internet access before they are granted connectivity through OpenNet Plus.</p>	<p>In accordance with OIG report recommendations, the Department has drafted a policy to eliminate redundant Internet connections and associated costs once OpenNet Plus is fully deployed.</p>
<p>An assessment of automation in the Department's munitions export licensing process found that the process managed by the Department's Office of Defense Trade Controls (DTC), Bureau of Political-Military Affairs, is inefficient, involving extensive use of manual and paper-based processes, data re-keying, and inadequate license tracking mechanisms. OIG reported that these problems are due in part to multiple DTC systems that are independent of one another, as well as a lack of connectivity with systems used by external license review agencies.</p>	<p>DTC recognized the need to improve its munitions export licensing process and systems and has begun developing plans to modernize, but OIG recommended that it broaden and coordinate its efforts with representatives from industry, other Department bureaus and offices, and other federal organizations involved in the munitions export licensing process. The bureau agreed with OIG's recommendations and said that the report's analysis would serve as a basis for consideration of still further measures to strengthen the timeliness and overall efficiency of the munitions export licensing system to the benefit of U.S. government and industry and foreign markets.</p>

PERFORMANCE GOAL 1

Evaluate at least six Department programs designed to improve security for its people, buildings, and information and identify any corrective actions necessary to ensure that they meet their stated goals.

MEASURE: Programs reviewed and reports issued.

FY 2002 RESULT: Successful

FY 1999 ACTUAL 2	FY 2000 ACTUAL 6	FY 2001 ACTUAL 6	FY 2002 ACTUAL 7	FY 2002 TARGET 6
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MEASURE: Percentage of recommendations resolved within six months of issuance.

FY 2002 RESULT: Successful

FY 1999 ACTUAL 48%	FY 2000 ACTUAL 56%	FY 2001 ACTUAL 70%	FY 2002 ACTUAL 82%	FY 2002 TARGET 67%
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MEASURE: Percentage of recommendations closed within one year of issuance.

FY 2002 RESULT: Partially Successful

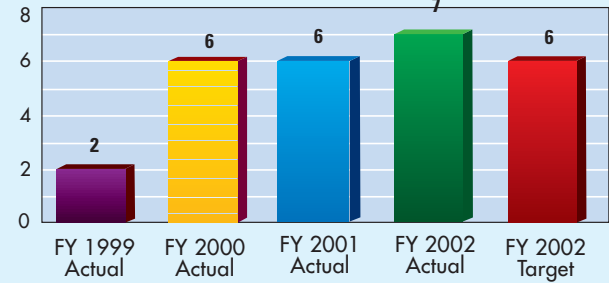
FY 1999 ACTUAL 55%	FY 2000 ACTUAL 60%	FY 2001 ACTUAL 60%	FY 2002 ACTUAL 64%	FY 2002 TARGET 82%
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Success in meeting our performance targets: We exceeded two of the targets for measuring our performance under this goal, but fell short on the more critical target for recommendations closed within one year. The primary reason for this shortfall was intermittent staffing gaps in our security compliance unit, which left available staff to handle unrealistic workloads for various periods. To improve our results, we have filled a vacant position in our security compliance division, are refocusing our resources on compliance issues, and have formed a new compliance oversight committee that will report to the IG quarterly to identify progress and issues in which a more proactive approach is needed to meet our FY 2003 targets. We do not expect to achieve our 82% target for recommendations closed until 2005 or 2006.

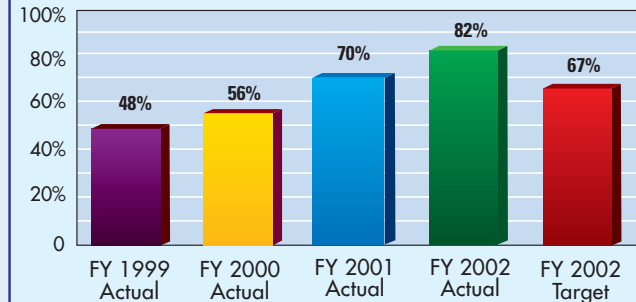
Data quality and strategies to address data limitations: A computation error in data reported in prior years was corrected (the data in this table reflects the correction), and we have verified the accuracy and completeness of the data we are reporting.

Effects of results on FY 2003 performance plan: For FY 2003, we have increased the target for recommendations resolved and programs reviewed to match our FY 2002 levels of 82% and 7 respectively, and have lowered the target for recommendations closed to 67%. We also have added a measure and target for "significant" recommendations closed within a year.

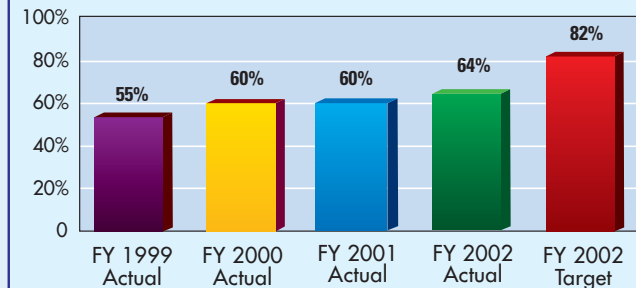
Security and Intelligence Programs Reviewed and Reports Issued



Issuance Security Recommendations Resolved Within 6 Months of Issuance



Security Recommendations Closed Within 1 Year of Issuance

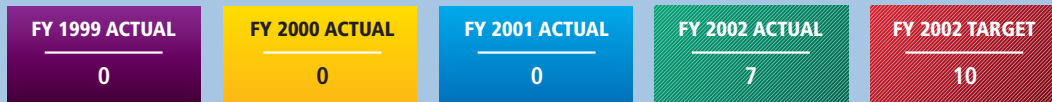


PERFORMANCE GOAL 2

Identify vulnerabilities and recommend corrective action with respect to information security and systems at no fewer than 10 overseas missions.

MEASURE: Number of Information Security Inspection Evaluations performed at overseas missions.

FY 2002 RESULT: Partially Successful

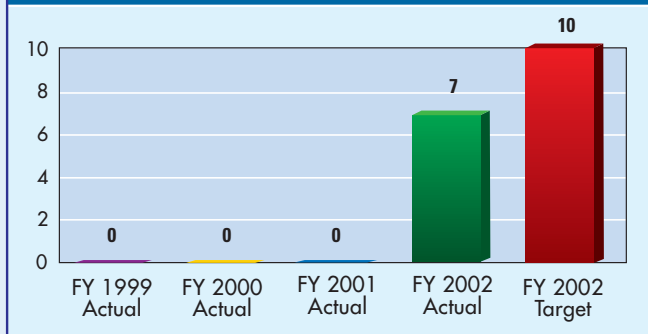


Success in meeting our performance target: We did not achieve our target of 10 evaluations, having performed and issued reports on only seven of those evaluations (one report was still in process) by the end of the FY. This was due partly to a decision, made early in the FY, further to refine our new methodology—this was the first year that we began conducting such inspections—by piloting it at four domestic bureaus before traveling to overseas missions. In addition to the seven missions inspected during FY 2002, we conducted information security inspection evaluations at five domestic bureaus as well. These reviews were supplemented by information security reviews conducted as part of our full-scope security inspections.

Data quality and strategies to address data limitations: The number of missions receiving information security inspection evaluations, as reported under this measure, is based on the number of reports that were actually issued during the fiscal year. They do not include one evaluation that was started but not completed by the end of the fiscal year. This will be reported in our FY 2003 results. We have verified the accuracy and completeness of this data.

Effects of results on FY 2003 performance plan: Our goal and measure remains unchanged, but we have reduced our target for the number of evaluations to be conducted in FY 2003 from 20 to 15 missions.

Information Security Inspection Evaluations Performed at Overseas Missions



PERFORMANCE GOAL 3

Increase the cumulative number/percentage of missions and selected bureaus at which security inspections are conducted each year until all missions undergo a security inspection at least once every five years.

MEASURE: Percentage of missions and selected bureaus receiving a security inspection or review within the past five years.

FY 2002 RESULT: Partially Successful

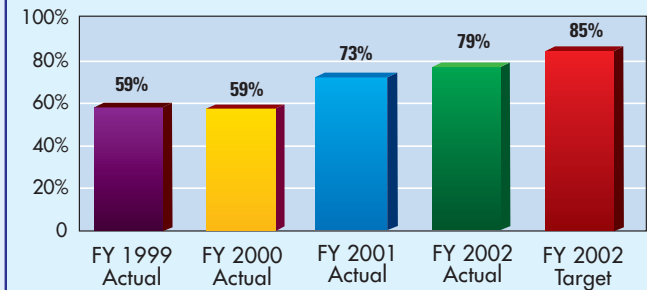


Success in meeting our performance target: Although we showed improvement over our FY 2001 results, we fell short of our FY 2002 target. This is the direct result of 10 inspections that were conducted in FY 2002 but whose reports were not issued by the end of the FY (see discussion in data quality and limitations below). Had these reports been issued in FY 2002, we would have met our target of 85 percent. Based on the number of mission inspections scheduled and a much lower target for the time it takes us to complete (i.e., issue a product on) all our projects in FY 2003, we expect to achieve our FY 2003 target to conduct security inspections at 90 percent of overseas missions.

Data quality and strategies to address data limitations: Although our performance goal and measure include references to “selected bureaus,” we have not performed security inspections of any domestic bureaus, leaving that to DS. Our goal to reach a five-year inspection cycle is targeted toward overseas missions, and the percentages reported above include only overseas missions. If selected bureaus also were included, the results as well as the target would vary from these reported. The measure will be changed to reflect this narrower focus in the future. In addition, the percentages reflect the number of missions, as a percentage of all overseas missions, whose inspection reports have been issued during the FY. If a mission was inspected in FY 2002 but the report was not issued prior to the end of the FY, it was not included in our FY 2002 results, but it will be reported with our FY 2003 data. The data for these measures come directly from the reports issued during the FY, and we have verified their accuracy and completeness.

Effect of results on the FY 2003 performance plan: This performance goal has been dropped for FY 2003 and beyond and included as a measure in support of our first performance goal under this strategic goal, for which it is a more accurate indicator. Our FY 2003 target remains at 90%, and targets for succeeding years will continue to be set to achieve our goal of conducting security inspections on a five-year inspection cycle by the end of FY 2007.

Percentage of Missions Receiving Security Inspections Within Last Five Years



STRATEGIC GOAL: FINANCIAL MANAGEMENT AND ADMINISTRATIVE SUPPORT SYSTEMS

A significant portion of the foreign affairs budget is devoted to developing, maintaining, and securing the infrastructures—including physical facilities, information systems, financial management, grants management, procurement, personnel systems, and administrative support services—that underlie and support the Department’s operations and provide a base for the conduct of U.S. foreign policy. A major part of OIG resources are devoted to efforts in support of this goal, including addressing systemic weakness and security vulnerabilities; ensuring accountability for the estimated \$3 billion in federal financial assistance, including grants and cooperative agreements, that is administered by the Department; and working with the Department and BBG to identify opportunities to streamline operations and reduce infrastructure and operational costs, inefficiency, and redundancy while increasing effectiveness, where possible.

Our FY 2002 performance goals under this strategic goal focused on identifying, and recommending solutions to, vulnerabilities in Department and BBG financial and administrative support programs and activities, and evaluating the Department’s and BBG’s progress in measuring performance and linking performance to budget. With respect to our success in meeting these goals, please see below:

- *Identify challenges and vulnerabilities, with recommendations to address them, for at least 15 Department financial and administrative support programs and activities.* Our efforts to achieve this goal were only partially successful because, although significantly exceeding our first quantitative measure, we fell considerably short on our other two measures for recommendations resolved and implemented. We did manage to show considerable improvement over our FY 2001 results for the more important measure of recommendations implemented. In addition, this goal was supported by the qualitative work, discussed below, that was performed and reported on in FY 2002.
- *Evaluate Department and BBG progress in measuring performance and linking performance goals to budget, recommending improvements, as appropriate.* Our efforts to achieve this goal were successful, having exceeded both our FY 2002 target and our performance for prior years.

MAJOR ACCOMPLISHMENTS IN SUPPORT OF THIS STRATEGIC GOAL

OIG Activity or Finding	Result
An inspection of BBG regional operations in West Africa highlighted mismanagement that resulted in the loss of more than \$200,000 in broadcasting equipment and had a negative effect on the placement of VOA programs on the air in VOA's top listening region in the world.	BBG and the Department now are sensitized to the reasons for the problems that occurred, greatly lessening the likelihood of significant loss in the future.
A review of the BBG's controls on domestic personal property highlighted weaknesses in internal controls.	In response, BBG has completed its first system-wide inventory since independence and created a reliable baseline. A central or limited number of receiving points will be established, and discipline brought to bear for employees who habitually lose U.S. government property in their care.
A review of administrative operations of RFE/RL highlighted vulnerabilities from possible lagging compliance with host government laws regulating employment tax and social contributions for bureau staff.	RFE/RL agreed to seek permanent slots with benefits for its administrative support staff serving its 30 bureaus. With some host country regimes becoming less tolerant of a free press, maintaining the timely regularization of the bureaus with respect to local tax laws will remove a potential technical excuse either to intimidate journalists or close a bureau.
The review of BBG's Broadcast Affiliates Program found that the program used many of its limited resources for low performing affiliates.	At OIG urging, the BBG has completed a strategic plan that seeks to focus resources on higher quality and better performing affiliates.
A review of intragovernmental receivables determined that the Department did not properly account for \$93.8 million owed to the Department by other agencies, resulting in significant overstatement of accounts receivable estimated at the end of the fiscal year.	Recommendations to correct these anomalies are being addressed by the Department in support of the President's Management Agenda initiative to improve financial performance.
A review of the Department's Regional Procurement Support Offices (RPSO) found significant accounting anomalies that distorted financial operating results and hindered RPSO management in carrying out its functions.	Recommendations to correct these anomalies are being addressed by the Department in support of the President's Management Agenda initiative to improve financial performance.
A survey of Civil Service Leadership Training found that the Department's Leadership Competencies Development Initiative (LCDI) recognized the importance of leadership training for Civil Service employees but that more than half of the employees interviewed were unaware of the program.	As a result of OIG's survey and briefings with the Bureau of Human Resources (HR) and the Foreign Service Institute (FSI), the Department updated its HR website regarding the LCDI leadership training, and announced a new Training Continuum for Civil Service employees and a new Leadership and Management Training Continuum.
A review of a grantee in China was undertaken at the request of the ambassador to ensure that U.S. funds were being used effectively, based on concerns about the grantee's financial management.	OIG found that the fund was making a good faith effort to respond to Department concerns by taking actions to improve operations and programs, including hiring and training additional staff and conducting project audits and reviews.
Inspections of U.S. embassies in Tbilisi, Georgia; Yerevan, Armenia; and Baku, Azerbaijan, found that overly restrictive requirements for employees to receive incentive differentials for serving at these difficult posts created the potential for excessive staff turnover.	Based on OIG findings and recommendations, the Department has eased the restrictions on receiving incentive differentials at these posts, increasing the chances that the incentive program will achieve its objective of retaining qualified employees in difficult-to-fill posts.
A review to assess the adequacy of the internal controls over cashing operations and blank passports found that established procedures that would minimize the risk of malfeasance are not implemented consistently at five of the six passport agencies, and the unannounced adjudication audit program is not achieving its primary objective of preventing and detecting malfeasance.	The Department accepted and has begun implementing OIG's recommendations, including developing a software package for fee reconciliation and instituting checks and balances for monitoring blank passports and procedures for depositing cash collections daily.
OIG identified critical infrastructure needs due to old, inadequate, and overcrowded facilities in all geographic regions, along with significant additional resource requirements for renovating or relocating all of the missions that have security vulnerabilities.	The Department's Office of Overseas Buildings Operations has been consistently responsive and acted promptly in addressing all of the deficiencies and problems identified in the course of OIG inspections.

PERFORMANCE GOAL 1

Identify challenges and vulnerabilities with recommendations to address them, for at least 15 Department financial and administrative support programs and activities.

MEASURE: Programs reviewed and reports issued.

FY 2002 RESULT: Successful

FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
13	14	15	21	15

MEASURE: Percentage of recommendations resolved within six months of issuance.

FY 2002 RESULT: Unsuccessful

FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
52%	72%	65%	44%	79%

MEASURE: Percentage of recommendations closed within one year of issuance.

FY 2002 RESULT: Partially Successful

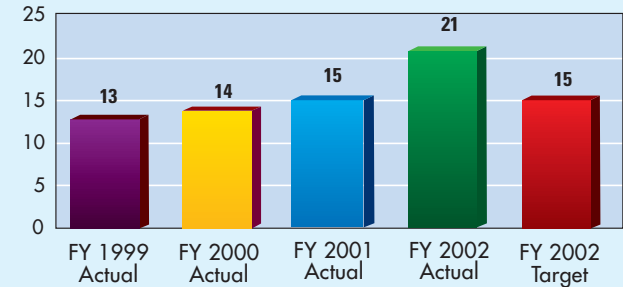
FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
40%	72%	26%	58%	92%

Success in meeting our performance targets: We significantly exceeded our target for programs reviewed and reports issued but missed our targets for resolving and closing recommendations within the target timeframes. The primary reason for this shortfall was the decision to try to close the backlog of our oldest recommendations (open for more than one year) first. While we reduced these by about 25%, it meant expending fewer resources on our measured recommendations. To improve our results, we have formed a new compliance oversight committee, reporting quarterly to the Inspector General to identify progress and issues requiring a more proactive approach to meet our revised FY 2003 targets. We do not anticipate meeting our FY 2002 targets before FY 2005 or 2006.

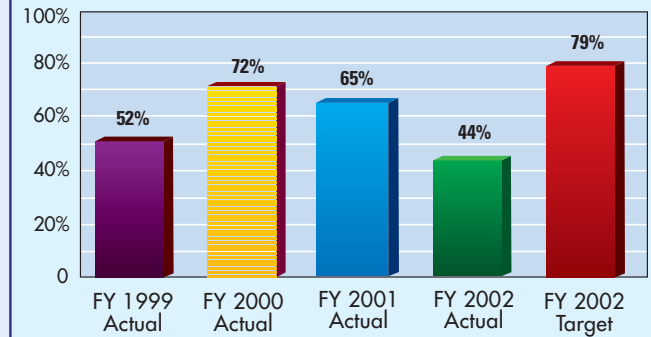
Data quality and strategies to address data limitations: A computation error in data reported in prior years was discovered (the data in this table reflects the correction), and we have verified the accuracy and completeness of the FY 2002 data in our compliance analysis tracking system, as well as the number of programs evaluated and reports issued.

Effects of results on FY 2003 performance plan: Our FY 2003 targets for both recommendations resolved within 6 months and those closed within 1 year have been lowered to our prior "highs" of 72%. In addition, we have added a measure and target for "significant" recommendations implemented within a year to measure progress on those recommendations whose implementation is especially important. Our FY 2003 target for programs reviewed has been raised from fifteen to twenty-one.

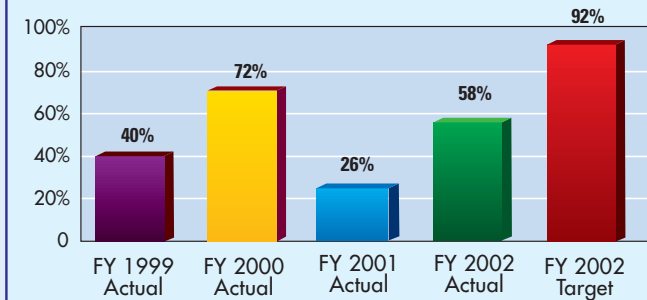
Financial and Administrative Support Programs and Activities Reviewed and Reports Issued



Financial Management and Administrative Support Recommendations Resolved Within 6 Months of Issuance



Financial Management and Administrative Support Recommendations Closed Within 1 Year of Issuance



PERFORMANCE GOAL 2

Evaluate Department and BBG progress in measuring performance and linking performance goals to budget, recommending improvements, as appropriate.

MEASURE: Number of reports issued.

FY 2002 RESULT: Successful

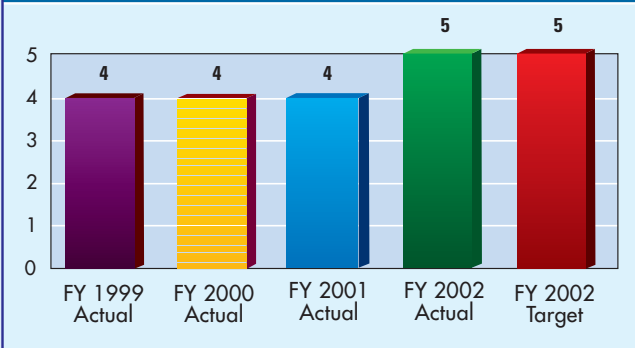
FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
4	4	4	5	5

Success in meeting our performance target: We met our target, which also showed improvement over prior years' results. In addition, every audit plan included steps to review and assess applicable goals and measures related to the program or mission being reviewed, and each post inspection looked at the mission and relevant bureau performance plans. Unless significant issues were discovered, these were not discussed in the reports that resulted and were not counted in our performance data.

Data quality and strategies to address data limitations: The data for this measure is based on reports issued that, in whole or in part, address performance measurement or linking performance goals to budget. We have verified the completeness and accuracy of the data.

Effects of results on FY 2003 performance plan: For FY 2003, we have revised the goal and the measure to reflect Department and BBG progress in meeting the President's Management Agenda, especially initiatives on integrating budget and performance and rightsizing overseas missions. To reflect our increased emphasis on these issues, we are raising our target from five reports issued in FY 2002 to twelve in FY 2003.

Reports Issued Evaluating Department Success in Measuring Performance or Linking Performance Goals to Budget



STRATEGIC GOAL: ACCOUNTABILITY

All government employees must conform to fundamental guiding principles governing professional and ethical conduct. The standards derived from these principles, as defined in law, executive order, regulation, policy, and procedure, encompass a broad range of professional and ethical behavior, as well as personal and management accountability. One of the ways in which OIG promotes accountability and integrity in Department programs and operations is through audits of federal assistance and contracts to nongovernmental organizations that conduct federal programs and other related activities. OIG conducts audits of selected grantees and contractors to determine whether the organizations expended federal funds for the intended purpose of the agreement and in accordance with applicable federal laws and regulations related to the agreement terms and conditions. OIG also is mandated to prevent and detect waste, fraud, and mismanagement. Specific allegations or other information indicating possible violations of law or regulation are investigated by OIG investigators, supported by experts from other OIG offices, as appropriate. In addition, OIG works proactively to educate and share best practices with targeted audiences—such as new ambassadors, deputy chiefs of mission, and Foreign and Civil Service employees—to improve adherence to standards of accountability by ensuring that employees of the foreign affairs agencies are informed of and understand the standards specific to their professional and ethical conduct.

Our FY 2002 performance goals under this strategic goal focused on identifying potential monetary benefits as a result of our audit and investigative work to improve operations and compliance with contract and grantee agreements; identifying fraud, waste, abuse and mismanagement; increasing awareness and adherence to standards of professional and ethical conduct and accountability; and conducting thorough and expeditious investigations. With respect to our success in meeting these goals, please see below:

- *Identify a minimum of \$3.75 million in potential monetary benefits as a result of audit and investigative recommendations to identify fraud, waste, abuse, and mismanagement and to improve the efficiency of Department and BBG operations and compliance with applicable contracts and grant agreements.* Our efforts to achieve this goal were successful as we exceeded our FY 2002 target by more than 1000 percent and our FY 2001 results by more than 300 percent.
- *Promote awareness and adherence to standards of professional and ethical conduct and accountability; where necessary, conduct thorough and expeditious investigations of fraud, waste, abuse, and mismanagement.* Our efforts to achieve this goal were only partially successful as we missed our target for investigations open at the end of the year, although we exceeded our FY 2001 performance. For our target on investigations closed during the year, we exceeded both our target and our FY 2001 and prior years' performance.

MAJOR ACCOMPLISHMENTS IN SUPPORT OF THIS STRATEGIC GOAL

OIG Activity or Finding	Result
<p>During FY 2002, OIG completed 16 audits of Department and BBG contractors and grantees, several of which were undertaken at the request of Congress.</p>	<p>The audits identified \$17,663,151 in potential questioned costs or funds put to better use, and contributed to the President’s Management Agenda initiative to improve financial performance.</p>
<p>Sentencing was completed in an OIG investigation of a Northern Virginia company involved in a large-scale scheme to use the EB-5 investor visa program fraudulently.</p>	<p>One defendant was sentenced to 124 months’ imprisonment, the other to 112 months’ imprisonment, and both were ordered to serve three years’ supervised release upon completion of their prison terms. The court ordered them jointly to make restitution of \$17.6 million to victims of the scheme.</p>
<p>A joint investigation with the Department of Labor, the Immigration and Naturalization Service, and the Internal Revenue Service found that a Department personal services contractor and a Virginia immigration attorney were engaged in employment-based immigration fraud.</p>	<p>The investigation led to the arrest of two individuals, one of whom was sentenced to 97 months’ imprisonment; the other awaits trial.</p>
<p>An investigation of excessive post assignment travel costs at Embassy Lusaka found that approximately \$2.5 million had been sent to bank accounts assigned to bogus vendors who had provided no services to the Department.</p>	<p>A Zambian national living in the United States pleaded guilty to conspiring to receive stolen government money. He was sentenced to 30 months’ imprisonment and ordered to pay more than \$2 million in restitution.</p>
<p>Sentencing was completed in the arrest of a Foreign Service officer convicted of conspiring to sell visas while employed as a consular officer at a U.S. embassy.</p>	<p>Approximately \$2.5 million in cash, gold bars, and other assets were forfeited as a result of the guilty plea. The officer was sentenced to 262 months in prison.</p>
<p>Based on information received from the U.S. Border Patrol, an OIG investigation found that two FSNs employed at a U.S. consulate had conspired to issue approximately 60 laser visas to ineligible Mexican nationals.</p>	<p>Four Mexican nationals were terminated from employment at the consulate.</p>
<p>Although no longer one of our measures, OIG has continued to provide presentations to seminars and courses for ambassadors, deputy chiefs of mission, and incoming Foreign Service officers and Civil Service employees.</p>	<p>Embassy leaders and incoming employees are more aware and better understand the role of the OIG and the ways in which it can contribute to the efficiency, effectiveness, and integrity of their operations, as well as having a better understanding of the standards of accountability and ethical conduct governing federal service.</p>

PERFORMANCE GOAL 1

Identify a minimum of \$3.75 million in potential monetary benefits as a result of audit and investigative recommendations to identify fraud, waste, abuse, and mismanagement and to improve the efficiency of Department and BBG operations and compliance with applicable contracts and grant agreements.

MEASURE: The potential value of efficiencies identified in OIG recommendations.

FY 2002 RESULT: Successful

FY 1999 ACTUAL

\$9.36 million

FY 2000 ACTUAL

\$3.23 million

FY 2001 ACTUAL

\$12.49 million

FY 2002 ACTUAL

\$40.04 million

FY 2002 TARGET

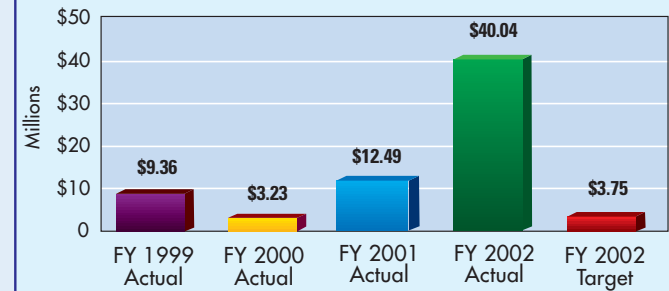
\$3.75 million

Success in meeting our performance target: We significantly exceeded our FY 2002 target by more than 1000 percent and our FY 2001 performance by 300 percent. This was largely the result of one investigation (resulting in \$17.6 million in court-ordered restitution to the victims of the fraud scheme) and two audits that accounted for approximately \$17 million. Investigations and audits leading to such large amounts cannot reasonably be expected to recur in FY 2003 or beyond.

Data quality and strategies to address data limitations: The data for these measures come directly from our reports, and we have verified their accuracy and completeness. However, it should be noted that these monetary benefits are only "potential," and the actual recoveries and funds eventually returned or put to better use may be substantially lower.

Effects of results on FY 2003 performance plan: Although our results for the last two years were due largely to a few audits and investigations that identified exceptionally high dollar amounts that cannot expect to be repeated in the future, the results of three of the last four years and an increased emphasis on trying to identify opportunities for monetary benefits have led us to increase our prior FY 2003 target by more than 90 percent, to \$7.8 million.

Potential \$ Value of Efficiencies Identified in OIG Recommendations



PERFORMANCE GOAL 2

Promote awareness and adherence to standards of professional and ethical conduct and accountability; where necessary, conduct thorough and expeditious investigations of fraud, waste, abuse, and mismanagement.

MEASURE: Of routine employee investigations open at the end of FY 2002, at least 45% will be open for less than 100 days and no more than: (1) 30% for 100-200 days; (2) 5% for 201-300 days; and (3) 20% for more than 300 days.

FY 2002 RESULT: Partially Successful

FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
9% < 100	45% <100	26% <100	45% <100	45% <100
25% @100-200	30% @100-200	21% @100-200	5% @100-200	30% @100-200
16% @201-300	0% @201-300	16% @201-300	20% @201-300	5% @201-300
50% > 300	25% > 300	37% > 300	30% > 300	20% > 300

MEASURE: Of the routine employee investigations closed during FY 2002, at least 45% will be open for less than 100 days and no more than: (1) 15% for 100-200 days; (2) 5% for 201-300 days; and (3) 35% for more than 300 days.

FY 2002 RESULT: Partially Successful

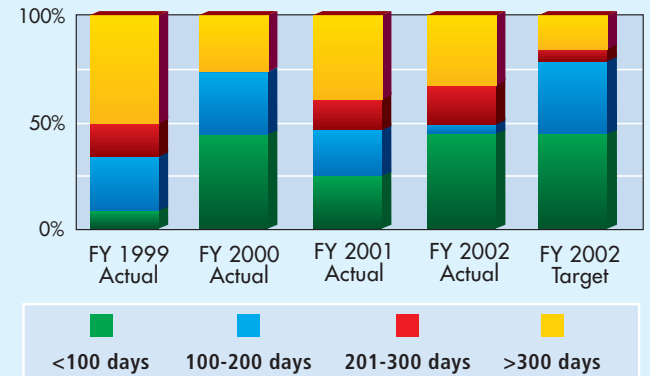
FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
20% <100	27% <100	53% <100	58% <100	45% <100
19% @100-200	20% @100-200	20% @100-200	17% @100-200	15% @100-200
15% @201-300	10% @201-300	7% @201-300	8% @201-300	5% @201-300
46% > 300	43% > 300	20% > 300	17% > 300	35% > 300

Success in meeting performance targets: We missed our targets for open cases, although we showed improvement from FY 2001, and we exceeded our targets for closed cases. Our efforts under this goal were hindered by a second straight year of significant turnover and vacancies in investigative positions. We began a major hiring program at the end of FY 2002 to address this problem. Absent undue delays in clearing and training new agents, we expect to achieve our slightly higher targets in FY 2003 as planned.

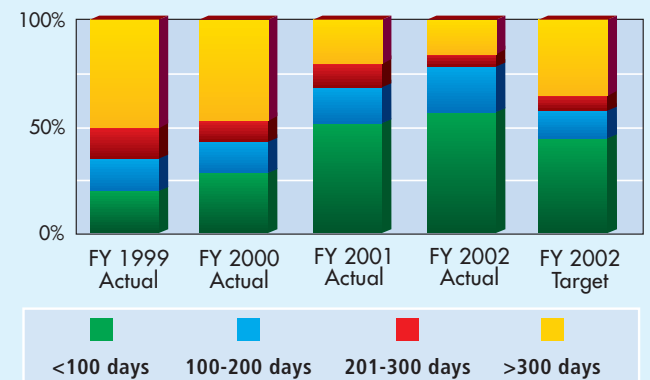
Data quality and strategies to address data limitations: We verified the accuracy and completeness of the data as found in the INV case management system.

Effect of results on the FY 2003 performance plan: Our targets for FY 2003 have been revised to focus on improving the timeliness of cases open for more than 200 days.

Days Ongoing Employee Investigations Were Open at the End of the FY



Days to Close Employee Investigations Completed in the FY



INTERNAL ENABLING GOALS

In addition to the performance goals supporting our four strategic goals, OIG has established two internal “enabling” goals that support our remaining strategic goals by ensuring that we have the people we need and that our work results in timely products. These and several other initiatives related to internal management improvements, discussed below, are directed toward ensuring that OIG operations are efficient, effective, and well-structured to achieve OIG’s core statutory mission.

Our FY 2002 performance goals under our internal enabling goals focused on attracting and retaining employees with needed professional skills and experience, and issuing a final report or other product within seven and a half months (225 days) of starting a project. With respect to our success in meeting these goals, please see below:

- *Attract and retain employees with the requisite professional skills and experience in the areas of foreign policy, financial auditing, investigations, information technology, security, and other areas of need.* Our efforts to achieve this goal were unsuccessful. Not only did we not achieve our target of having 225 staff on hand at the end of FY 2002, but we had fewer staff on hand than at the end of FY 2001. We successfully met our target of ensuring that the attrition rate did not exceed 15%, but were unable to fill every position that became vacant during the year, contributing to the shortfall on our target for staff on hand.
- *Issue a final report or other product within seven and a half months (225 days) of starting a project.* Our efforts to achieve this goal were only partially successful, falling significantly short of achieving our FY 2002 target, although we did show some improvement over our FY 2001 results. In addition, although the average length for projects started in prior fiscal years and completed in FY 2002 was 353 days, the average for projects started and completed in FY 2002 was 210 days. Overall, half of our projects were completed within our target.

MAJOR ACCOMPLISHMENTS IN SUPPORT OF THIS INTERNAL ENABLING GOAL	
OIG Activity or Finding	Result
OIG reorganized its operations along functional lines, and reduced the number of Senior Executive Service positions	The reorganization enabled OIG to focus its resources more effectively on its core, statutory mission and resulted in a flatter, more streamlined organization.
OIG increased the emphasis on completing projects in a more timely fashion and using staff more efficiently and effectively.	OIG issued 49 more reports—a 50% increase—over FY 2001.
OIG implemented two new information management systems—the Project Tracking System, which was piloted in FY 2001 and implemented during FY 2002, and the OIG Timesheet System, which was pilot tested during FY 2002 and implemented for all OIG employees effective October 1, 2002.	The PTS allows OIG to track the status, timeliness, and resources devoted to all OIG projects. The OTS, which is linked to PTS, tracks employee time expended on projects and various indirect and administrative activities. Together the two systems allow OIG to manage its resources more efficiently and effectively, and to monitor the timeliness and costs of its projects and support activities.
OIG established a new Workforce Planning and Development Unit to increase the emphasis on employee development, leadership and management training, and targeted recruiting.	The new unit has issued a formal training policy, established a leadership and management training program to focus greater attention on developing leadership skills, established mandatory equal employment opportunity (EEO) training, and placed greater emphasis on individual development and training plans and acclimating new employees through a formal sponsorship and orientation program.

ACTIVITIES UNDERTAKEN IN SUPPORT OF THE PRESIDENT’S MANAGEMENT AGENDA

The table below identifies activities undertaken by OIG during FY 2002 that support initiatives of the President’s Management Agenda.

President’s Management Agenda Initiative	OIG Activities
Strategic Management of Human Capital	Department of State’s Foreign Service “Up-or-Out” System
Competitive Sourcing	Review of U.S. Support to International Police Task Force in Bosnia Review of Overseas Explosive Detection Program
Improved Financial Performance	Financial Statement audits required under the Chief Financial Officers Act of 1990 Audits of Department and BBG contractors and grantees Audits of Regional Procurement Support Offices, Freight Forwarding, Intragovernmental Receivables, Intragovernmental Activity and Balances, and Central Financial Management System Vulnerability Assessment
Expanded Electronic Government	Streamlined Processes and Better Automation Can Improve Munitions License Reviews Challenges to Successful OpenNet Plus Implementation
Budget and Performance Integration	Financial Statement audits
Rightsizing of U.S. Overseas Presence	Reviewed as an area of emphasis during more than 50 post management inspections conducted during FY 2002

INTERNAL PERFORMANCE GOAL 1

Attract and retain employees with the requisite professional skills and experience in the areas of foreign policy, financial auditing, investigations, information technology, security and other areas of need.

MEASURE: OIG will have 225 staff on hand at the end of FY 2002.

FY 2002 RESULT: Unsuccessful

FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
256	218	223	218	225

MEASURE: OIG's annual attrition rate will not exceed 15%.

FY 2002 RESULT: Successful

FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2002 TARGET
17%	17%	16%	13%	15%

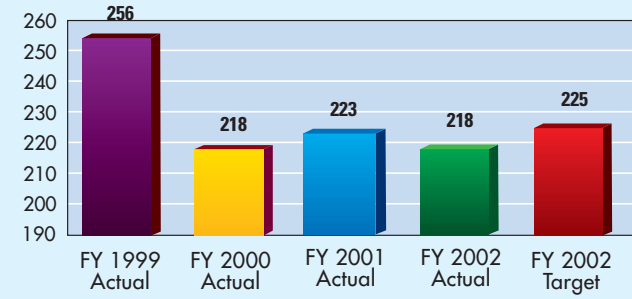
Success in meeting performance targets: We not only did not achieve our most important target under this goal—to have 225 staff on hand at the end of the FY—but had fewer staff on hand than we did at the end of the prior FY. While the attrition rate was less than both our target and prior years, we were unable to fill every position that became vacant.

Our ability to achieve this target was hindered by the lengthy clearance process that is required before new hires can come on board and the number of staff that left OIG toward the end of the FY, making it impossible to replace them before the end of the year. While we were able to supplement these shortages with WAEs (retired Foreign Service annuitants) and contract staff, these are only short-term solutions. Faced with an uncertain budget because of the continuing resolution still in effect at the time of this revision, we have lowered our FY 2003 target for staff on hand and do not expect to meet or exceed our FY 2002 target until FY 2004 or beyond, when our budget should allow us to fund the additional staff.

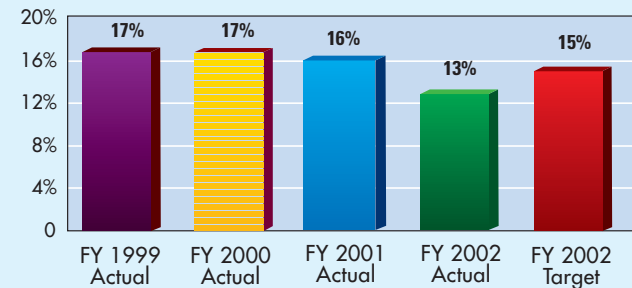
Data quality and strategies to address data limitations: We have verified the accuracy and completeness of the FY 2002 data, as reported in OIG's official personnel records and the Department's payroll system.

Effect of results on the FY 2003 performance plan: As a result of our FY 2002 results and the uncertainty over our final FY 2003 budget following months of operating under a continuing resolution, we have lowered our FY 2003 target for staff on hand to 218. Our FY 2003 targeted attrition rate of 11 percent remains unchanged.

Staff on Hand at End of FY



Annual Attrition Rate



INTERNAL PERFORMANCE GOAL 2

Issue a final report or other product within seven and a half months (225 days) of starting a project

MEASURE: The average number of days to complete a project.

FY 2002 RESULT: Partially Successful

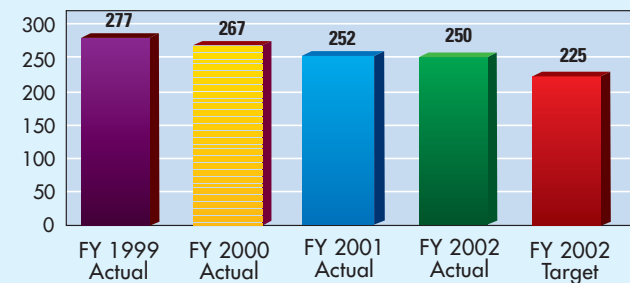
FY 1999 ACTUAL 277 days	FY 2000 ACTUAL 267 days	FY 2001 ACTUAL 252 days	FY 2002 ACTUAL 250 days	FY 2002 TARGET 225 days
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Success in meeting our performance target: We fell significantly short of achieving this target and showed only minimal progress from our FY 2001 results. This was partly due to an increase of almost 50 percent in the number of projects started during the year—in expectation of being able to do more by doing them faster. Although, for the most part, the fieldwork related to the projects was completed in a relatively timely manner, the increased number of projects reaching the report writing, review, editing, clearance, printing, and distribution points at the same time led to unanticipated delays. However, OIG also issued 49 (50%) more reports in FY 2002 than in FY 2001. Furthermore, although the overall average was 250 days, the average for projects started in FY 2002 was 210 days (well below our target). The average for projects carried over from prior years was 353 days—but many of these were already well beyond 225 days at the start of the FY. Overall, half of our projects were completed within 225 days, and two-thirds of those started and completed in FY 2002 were under that target as well. We have revised our work flow and processes accordingly to eliminate or reduce those points at which the delays we experienced in FY 2002 can occur. We expect to achieve our target of 6 months (183 days) from project start to report issuance in FY 2003.

Data quality and strategies to address data limitations: The data for these measures comes from our project tracking system (PTS) and is based on projects completed during the fiscal year (even if they were started in prior years). We have verified their accuracy and completeness as far as representing the data found in PTS. However, we were unable to verify that the data entered into PTS accurately reflected all actual start and completion dates. We have tried to address this in FY 2003 by linking PTS with our OIG timesheet system so that the start and completion dates are linked to the dates when staff charge time to a project.

Effects of results on FY 2003 performance plan: This measure and target remain the same for FY 2003. However, we also have added another measure and target for the percentage of projects completed within 183 days to provide a more accurate assessment of our project length than an overall average can provide.

Average Number of Days to Complete Projects



DIRECTORY OF KEY OFFICIALS AND SENIOR MANAGEMENT

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Richard L. Armitage

Deputy Secretary of State

John D. Negroponte

United States Permanent Representative
to the United Nations

Larry Wilkerson

Chief of Staff

William H. Taft, IV

Legal Adviser

Carl W. Ford, JR.

Bureau of Intelligence and Research

Karl W. Hofmann

Executive Secretariat

Clark Kent Ervin

Inspector General

Donald B. Ensenat

Office of Protocol

Richard Haass

Policy Planning Staff

Barbara S. Pope

Office of Civil Rights

J. Cofer Black

Coordinator for Counterterrorism

Christopher B. Burnham

Chief Financial Officer

Paul V. Kelly

Bureau of Legislative Affairs

Pierre R. Prosper

Office of War Crimes Issues

Counselor – Vacant

Arms Control and International Security

John R. Bolton

Under Secretary

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- 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

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- Bureau for International Narcotics and Law Enforcement Affairs – *Paul Simons, Acting*
- 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 – *Ruth A. Davis*
- Bureau of Administration – *William A. Eaton*
- Bureau of Consular Affairs – *Maura Harty*
- Bureau of Diplomatic Security – *Francis X. Taylor*
- Overseas Building 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

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- 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 – *J. Curtis Struble, Acting*
- Bureau of International Organizational Affairs – *Kim R. Holmes*

Public Diplomacy and Public Affairs

Charlotte Beers

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*

DEPARTMENT OF STATE LOCATIONS

AMERICAN
EMBASSIES

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

Majuro, Marshall Islands	Port-of-Spain, Trinidad and Tobago	Ulaanbaatar, Mongolia
Managua, Nicaragua	Prague, Czech Republic	Valletta, Malta
Manama, Bahrain	Praia, Cape Verde	Vatican City, The Holy See
Manila, Philippines	Pretoria, South Africa	Vienna, Austria
Maputo, Mozambique	Quito, Ecuador	Vientiane, Laos
Maseru, Lesotho	Rabat, Morocco	Vilnius, Lithuania
Mbabane, Swaziland	Rangoon, Burma	Warsaw, Poland
Mexico City, Mexico	Reykjavik, Iceland	Wellington, New Zealand
Minsk, Belarus	Riga, Latvia	Windhoek, Namibia
Monrovia, Liberia	Riyadh, Saudi Arabia	Yaounde, Cameroon
Montevideo, Uruguay	Rome, Italy	Yerevan, Armenia
Moscow, Russia	San Jose, Costa Rica	Zagreb, Croatia
Muscat, Oman	San Salvador, El Salvador	
N'Djamena, Chad	Sanaa, Yemen	
Nairobi, Kenya	Santiago, Chile	
Nassau, The Bahamas	Santo Domingo, Dominican Republic	
N'Djamena, Chad	Sarajevo, Bosnia-Herzegovina	
New Delhi, India	Seoul, Korea	
Niamey, Niger	Singapore, Singapore	
Nicosia, Cyprus	Skopje, Macedonia (the former Republic of Yugoslav)	
Nouakchott, Mauritania	Sofia, Bulgaria	
Oslo, Norway	St. George's, Grenada	
Ottawa, Ontario, 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		

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
 Pristina, Yugoslavia

U.S. INTEREST SECTION

Havana, Cuba (USINT)

U.S. OFFICE

Pristina, Yugoslavia

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, Ecuador

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

Charleston Passport Center

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 on 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 foreign country, and 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 who assist American business representatives around the world.

Patterns of Global Terrorism

Annual report submitted to the Congress on detailed assessments of foreign 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 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. (Note: You will need to use Adobe Acrobat Reader to access this 980KB .pdf file.) This publication, No. 10411, also is available for sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 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

AC/HDP	Department's Office of Humanitarian Demining Program	CTBT	Comprehensive Test Ban Treaty
AEP	Alternate Foreign Service Examination Program	CWC	Chemical Weapons Convention
AFV	Alternative Fuel Vehicles	CY	Calendar year
AG	Assistance Group	DC	Deputies Committee
APEC	Asia Pacific Economic Cooperation Forum	DEA	U.S. Drug Enforcement Agency
ASEAN	Association of Southeast Asian Nations	DHHS	Department of Health and Human Services
ATA	Antiterrorism Assistance Program	DOC	U.S. Department of Commerce
BFIF	Business Facilitation Incentive Fund	DOE	U.S. Department of Energy
BLM	Bureau of Land Management (Interior)	DOJ	U.S. Department of Justice
BWC	Biological Weapons Convention	DPRK	Democratic People's Republic of Korea (North Korea)
CAFTA	U.S.-Central America Free Trade Agreement	DS	Department's Bureau of Diplomatic Security
CBMs	Confidence-building measures	DTS	Diplomatic Telecommunications Service
CDC	U.S. Center for Disease Control	EBRD	European Bank of Reconstruction and Development
CEA	Council of Economic Advisors	ECOWAS	Economic Community of West African States
CEQ	Council on Environmental Quality	EO	Executive Order
CFC	Chloroflourocarbon gases	ESDI	European Security Defense Initiative
CIA	Central Intelligence Agency	FAO	UN Food and Agriculture Organization
CICP	UN Center for International Crime Prevention	FASI	Foreign Affairs Systems Integration
CITEL	Inter-American Telecommunication Commission	FCC	Federal Communications Commission
CNC	CIA Crime and Narcotics Center	FDA	Food and Drug Administration
CT	Counterterrorism	FDI	Foreign Direct Investment
		FMCT	Fissile Materials Cutoff Treaty

FOIA	Freedom of Information Act	JCS	Joint Chiefs of Staff (DOD)
FTO	Foreign Terrorist Organization	KEDO	Korean Peninsula Energy Development Organization
FTA	Free Trade Agreement	MDA	Missile Defense Agency
FY	Fiscal year	MSTCC	Migrant Smuggling and Trafficking in Persons Coordination Center
G-8	Group of Eight (major industrialized nations)	MTCR	Missile Technology Control Regime
GAO	U.S. General Accounting Office	NASA	National Aeronautics and Space Administration
GEF	Global Environment Facility	NEA	Department's Bureau of Near East Affairs
GIF	Generation IV International Forum	NIH	National Institute of Health
GMRA	Government Management Reform Act of 1994	NMFS	National Marine Fisheries Service (NOAA)
GSA	General Services Administration	NOAA	National Oceanic and Atmospheric Association
HIPC	Heavily Indebted Poor Countries	NPT	Nuclear Non-Proliferation Treaty
HRDF	Human Rights and Democracy Fund	NRC	Nuclear Regulatory Commission
HST	Harry S Truman Building (Main State Department Building)	NSF	National Science Foundation
IATTC	Inter-American Tropical Tuna Commission	NSG	Nuclear Suppliers Group
IASP	International Affairs Strategic Plan	OAS	Organization of American States
IC	Intelligence Community	OBO	Bureau of Overseas Buildings Operations
IBWC	International Boundary and Water Commission	OSD	Office of Secretary of Defense (DOD)
ICRC	International Committee for the Red Cross	OSTP	Office of Science and Technology Policy
IFRC	International Federation of Red Cross and Red Crescent Societies	OVP	Office of the Vice President of the United States
IIP	Bureau of International Information Programs	PART	Programming Assessment Rating Tool
IMF	International Monetary Fund	PC	Principals Committee
IPOA	International Plan of Action	PCC	Policy Coordination Committee
		PPRA	Plutonium Production Reactor Agreement

PREPCON	Preparatory Conference	WHO	World Health Organization
PRM	Bureau of Population, Refugees, and Migration	WSSD	World Summit on Sustainable Development
REC	Regional Environmental Center		
REVCON	Review Conference		
ROK	Republic of Korea (South Korea)		
SA	Bureau of South Asian Affairs		
SACU	South African Customs Union		
SADC	Southern Africa Development Community		
SATF	South Asia Task Force		
SBA	Small Business Administration		
TVA	Tennessee Valley Authority (Department of Interior)		
UK	United Kingdom		
UNAIDS	UN Program on HIV/AIDS		
UNCCD	UN Convention to Combat Desertification		
UNDP	UN Development Program		
UNICEF	UN Children's Fund		
UNEP	UN Environment Program		
UNSC	UN Security Council		
UNSCR	UN Security Council Resolution		
USFWS	U.S. Fish And Wildlife Service		
USGCRP	U.S. Global Change Research Program		
USGS	U.S. Geological Survey		
USNATO	U.S. Mission to NATO		
USTR	U.S. Trade Representative		
WB	World Bank		

PHOTO CREDITS

AFP Service (pages 8, 52, 59, 66, 77, 108, 114-bottom photo, 117, 120, 124, 130, 132, 149, 161-bottom photo, 162, 163, 164, 165, 166)

National Imagery and Mapping Agency (page 114-top photo)

U.S. Department of State (pages 9-left photo, 106, 161-top photo, 167, 224, 253)

Bureau of Resource Management, U.S. Department of State (pages 32, 153)

Bureau of International Narcotics and Law Enforcement, U.S. Department of State (page 100)

Bureau of Intelligence and Research, U.S. Department of State (page 10)

Bureau of Diplomatic Security and Foreign Missions, U. S. Department of State
(pages 9- lower right photo, 206)

Office of the Historian, U.S. Department of State (pages 159, 259)

Overseas Buildings Operations, U.S. Department of State
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Art in Embassies Program, U.S. Department of State (page 242)

The Diplomatic Reception Rooms, U.S. Department of State
(page 240, upper and left photo by Richard Cheek)

The Performance and Accountability Report for Fiscal Year 2002 is published by the

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