

# APPENDICES

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*Transformational Diplomacy*

**JUSTIFICATIONS FOR CHANGED INDICATORS AND TARGETS**

Justifications are provided for changes made to the Department of State’s FY 2005 performance indicators and targets since publication of the FY 2005 Department Performance Plan (DPP). *(No changes were permitted after May 2005.)*

<b>Strategic Goal 1: Regional Stability</b>	
<b>I/P #4: Military Assistance for New NATO and NATO Aspirant Nations</b>	
<b>Indicator #5: Status of U.S.-South Korean Relations</b>	
<b>Initial</b>	Indicator description: Status of U.S.-South Korean Relations.
<b>Revised</b>	Strength of Treaty Relationships – Japan and Korea.
<b>Justification</b>	The indicator description was updated to ensure consistency with the FY 2007 Joint Performance Plan.
<b>I/P #4: Military Assistance for New NATO and NATO Aspirant Nations</b>	
<b>Indicator #6: Number of Countries Reaching Sustainable State of Niche Capacities</b>	
<b>Initial</b>	FY 2005 Target: 4/10
<b>Revised</b>	2/13
<b>Justification</b>	The original target was consistent with expectations at the time. In 2004, the target was revised to reflect the more realistic yet ambitious expectations of NATO Force review standards.
<b>I/P #8: Peacekeeping Participation</b>	
<b>Indicator #4: Percentage of Enhanced International Peacekeeping Capabilities funded, Peacekeeping Operations-trained Countries that Pledge Military Units or Participate in the UN Peacekeeping Standby Arrangement System or Multinational Military Operations of High U.S. Foreign Policy Interest</b>	
<b>Revised</b>	Indicator deleted.
<b>Justification</b>	The EIPC program and the African Contingency Operation Training and Assistance program are now funded through the Global Peace Operations Initiative. The impact and outcome of relevant peacekeeping activities are monitored using indicators under I/P #5: Conflict Management and Mitigation and I/P #12: Security Assistance Programs in Sub-Saharan Africa.
<b>I/P #11: Peacekeeping Operations - OSCE</b>	
<b>Indicator #8: Implementation of New Police Training Programs in Former Soviet States</b>	
<b>Revised</b>	Indicator deleted.
<b>Justification</b>	This is not an OSCE PART indicator. The targets are out of date and do not reflect current OSCE police activity priorities in the former Soviet Union.
<b>I/P #11: Peacekeeping Operations - OSCE</b>	
<b>Indicator #9: Withdrawal of Russian Forces from Moldova and Georgia; OSCE Voluntary Fund Status</b>	
<b>Revised</b>	Indicator deleted.
<b>Justification</b>	This was originally intended to be an OSCE PART indicator, but it was ultimately not selected as such and data was therefore not collected for this measure. In addition, the original FY 2005 targets were not realistic and were subsequently revised and incorporated into indicator #3 – Progress on Implementation of Adapted Conventional Forces in Europe (CFE) Treaty – under I/P #7: An Enhanced and Expanded Euro-Atlantic Partnership.

**Strategic Goal 2: Counterterrorism**

**I/P #3: Terrorist Interdiction Program**

**Indicator #4: Number of TIP Installations at Immigration Points and Number of Immigration Officials Trained to Use TIP**

Revised	Indicator deleted.
Justification	Program performance will be reported under I/P #4, Indicator #7, the Terrorist Interdiction Program.

**Foreign Military Financing – Western Hemisphere Affairs (PART Program Efficiency Measure)**

**Indicator #8: Ratio of FMF Program Costs to the Number of Days a Year That the Cano-Limon Pipeline is Fully Operational**

Revised	Indicator description: Level of Terrorist Activity and Security in Colombia.
Justification	The revised indicator is a better measure of the intended outcome of the program.

**I/P #8: U.S.-EU Cooperation on Border Security**

**Indicator #3: Regional and Bilateral Counterterrorism Cooperation**

Revised	Indicator deleted.
Justification	The I/P, U.S.-EU Cooperation on Border Security, is currently reported on in Chapter 3, Homeland Security. Please see indicator #3, I/P #2, in Strategic Goal Chapter 3 (Passenger Manifest Requirements) for more information about advanced electronic data receipts on travelers who may threaten the U.S. and how the Department is facilitating the travel of persons with legitimate reasons to visit the United States.

**Strategic Goal 3: Homeland Security**

**I/P #5: Cyber Security**

**Indicator #1: Number of Countries with Critical Infrastructure Protection Action Plans**

Revised	Indicator deleted.
Justification	For the purposes of showing the effectiveness and importance of the CIP program, indicator #2 (Canada, Mexico and U.S. Strategic Allies Implement Critical Physical and Cyber Infrastructure Protection Action Plans) is sufficient.

**I/P #6: Protect Transportation Infrastructure**

**Indicator #3: More Robust ICAO Security Standards and an Effective Audit Program**

Initial	FY 2005 target: Virtually all countries require manifests before boarding and have machine-readable passports with biometrics. Countries with poor security audits have received remedial assistance.
Revised	Virtually all countries require manifests before boarding and have machine-readable passports with biometrics. Audits are completed in another 40 countries. Countries with poor security audits have received remedial assistance.
Justification	Adding the number of completed audits helps to track previous targets and results more closely.

**I/P #7: Maritime Security**

**Indicator #4: Implementation of International Security Standards for Shipping and Ports**

Initial	FY 2005 Target: Countries representing 90% of all shipping calling on U.S. ports implement IMO standards. Implement ILO standards for 75% of all mariners calling in U.S. ports. Agreement with Canada and Mexico on background checks of truck drivers operating in each other's countries.
Revised	Countries representing 90% of all shipping calling on U.S. ports implement IMO standards. USCG assesses 30 foreign ports.
Justification	Deleted reference to implementation of ILO standards for mariners because biometric design for seafarers' identity cards is being redesigned to provide greater security.

<b>Strategic Goal 5: International Crime and Drugs</b>	
<b>I/P #6: Anticorruption</b>	
<b>Indicator #4: Status of Regional Anticorruption Frameworks</b>	
<b>Initial</b>	FY 2005 target: Initiate process in each regional body to determine impact of efforts to encourage implementation of regional anticorruption commitments.
<b>Revised</b>	Initiate review process in one or more regions to determine impact and effectiveness of efforts to encourage implementation of regional anticorruption initiatives.
<b>Justification</b>	All mechanisms are geared toward promoting implementation of regional anticorruption conventions. Most of these mechanisms are relatively new, and will need time to operate before assessing the impact of their work on promoting implementation of commitments. More seasoned mechanisms, such as the Council of Europe Group of States Against Corruption, should conduct reviews of compliance first.
<b>I/P #2: Global Poppy Cultivation</b>	
<b>Indicator #4: Global Cultivation of Illicit Opium Poppy in Hectares</b>	
<b>Initial</b>	FY 2005 target: 128,000.
<b>Revised</b>	190,000 hectares under cultivation. U.S. Government-supported program eradicates 15,000 hectares.
<b>Justification</b>	Lack of central, provincial and local government support of eradication policy; limitations placed on Central Poppy Eradication Force (CPEF) teams; inadequate supply of promised labor forces; inadequate targeting of cultivated areas; CPEF teams not expanded from four to six as planned due to lack of funding; late deployment of CPEF teams due to unusually harsh winter.

<b>Strategic Goal 6: American Citizens</b>	
<b>I/P #1: American Citizen Services</b>	
<b>Indicator #3: Status of Hague Convention on Intercountry Adoption</b>	
<b>Target #1</b>	
<b>Initial</b>	Adoption Visa processing regulations finalized.
<b>Revised</b>	Adoption Visa processing regulations drafted.
<b>Justification</b>	Change made due to need to make such regulations consistent with regulations being prepared by the Department of Homeland Security (DHS), which have a target date of FY 2006.
<b>Target #2</b>	
<b>Initial</b>	Software finalized and deployed.
<b>Revised</b>	Adoption case registry and tracking software developed and testing underway.
<b>Justification</b>	Further functionality will be designed and tested once additional regulatory material prepared by DHS is completed as noted above.
<b>Target #3</b>	
<b>Initial</b>	Adoption service providers accredited/approved.
<b>Revised</b>	Begin negotiations with accrediting entities.
<b>Justification</b>	Adoption service providers cannot be accredited before accreditation regulations finalized and negotiations with potential accrediting entities successfully completed.
<b>Target #4</b>	
<b>Initial</b>	U.S. instrument of ratification deposited in 2006.
<b>Revised</b>	U.S. instrument of ratification deposited in 2007.
<b>Justification</b>	Ratification cannot take place until adoption accreditation regulations finalized, which have been delayed to ensure consistency with DHS regulations that will be drafted in FY 2006.

**Strategic Goal 7: Democracy and Human Rights**

**I/P #1: Diplomatic Engagement to Advance Democracy**

**Indicator #1: Freedom House Index; World Bank Institute Survey Analysis; Community of Democracies Participation**

<b>Initial</b>	Indicator originally included country participation in Community of Democracy ministerial meetings.
<b>Revised</b>	Participation in Community of Democracies ministerial meetings was deleted as a component of the indicator. Actual results and follow-up actions are better indicators of performance than the number of participants at Community of Democracies meetings.
<b>Justification</b>	Indicator could not be validated due to complex nature of Community of Democracies memberships and category of attendance at ministerial meetings. Replaced with World Bank Institute Good Governance Index.

**Human Rights Democracy Fund (HRDF) PART Program Efficiency Measure**

**Indicator #9: Number of HRDF and Partnership to Eliminate Sweatshops Program (PESP) Grants Processed/Average Time Elapsed**

<b>Initial</b>	Indicator description: Number of HRDF/PESP Grants Processed/Average Time Elapsed.
<b>Revised</b>	The measure was revised as operating costs (staff unit cost) divided by the number of grants/projects managed.
<b>Justification</b>	The new indicator more precisely measures the efficient use of resources.

**FREEDOM Support Act (FSA) and Support for East European Democracy (SEED) PART Program Efficiency Measure**

**Indicator #10: Percent of FSA and SEED country programs with expanded pipeline greater than 24 months as of the end of the fiscal year**

<b>Initial</b>	Indicator description: Amount of Unobligated and Obligated but Unexpended Funding on Hand at the End of Each Fiscal Year (measured in months, based on the prior year's expenditure rate).
<b>Revised</b>	Percent of FSA and SEED country programs with timeline of greater than 24 months between the obligation of funding and expenditure at the of the end of the fiscal year.
<b>Justification</b>	The revised indicator is more precise. The level of analysis has been changed from the account-wide level to the country sub-account level. The revised indicator also provides a better sense of what portion of the overall program is above, below or on target.

<b>Initial</b>	FY 2005 target: 16 months.
<b>Revised</b>	4.8% (1 out of 21 country programs).
<b>Justification</b>	The standard norm for unexpended pipeline funding is 18 expenditure-months. With the inclusion of unobligated funding, the norm for "expanded pipeline" funding becomes 24 months. The previous target of 16 months contradicts these established norms. Also, rather than expressing an amount of time, this target expresses the program manager's desire for only one of the 21 country programs to have a pipeline greater than 24 months.

**I/P #4: Democratic Systems and Practices in Europe and Eurasia**

**Indicator #7: Respect for Human Rights and Religious Freedom**

<b>Revised</b>	Indicator deleted.
<b>Justification</b>	Indicator folded into I/P #1, Indicator #1 due to unavailability of independent indices on Human Rights and Religious Freedom.

**Strategic Goal 8: Economic Prosperity and Security**

**I/P #1: Development Strategies**

**Indicator #1: Average Developing Country Growth Competitiveness Index**

<b>Initial</b>	Indicator description: Average Developing Country Growth Competitiveness Index.
<b>Revised</b>	Reduce the number of days to start a business in Millennium Challenge Account (MCA) eligible and threshold countries as reported in the World Bank's Annual "Doing Business" Report.
<b>Justification</b>	The Average Developing Country Growth Competitiveness Index focuses too heavily on technological change — over 50% of the index — and fails to reflect adequately the progress in an enabling policy environment to support sustained economic growth.

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

**Indicator #4: Incorporation of the Central Principles of MCA in the International Development Norm Setting Process and UN Agency Activities**

<b>Initial</b>	FY 2005 target: Effective normative development policy debate leads to change at national levels.
<b>Revised</b>	Shift in focus of UN policy debate toward principles of economic freedom promotes policy changes at national levels.
<b>Justification</b>	The revised target more accurately reflects U.S. goals and activities.

**I/P #4: Create Open and Dynamic World Markets**

**Indicator #4: Number of Countries with Laws and Regulations Inconsistent With the WTO Trade-Related Aspects of the Intellectual Property Rights Agreement**

<b>Initial</b>	Indicator description: Number of Countries With Laws and Regulations Inconsistent with the World Trade Organization (WTO) Trade-Related Aspects of Intellectual Property Rights (TRIPS) Agreement.
<b>Revised</b>	Number of countries removed from the Special 301 Priority Foreign Country or Priority Watch List due to improvements in their intellectual property regimes.
<b>Justification</b>	The previous measure was based on countries' non-compliance with the WTO Agreement on Trade-Related Aspects of Intellectual Property Rights. The target has proved difficult to quantify and is not clearly attributable to State efforts. The new measurement is based on improvements on key issues of concern to industry (which may or may not be TRIPS related) and is easily quantifiable through the Special 301 process. The Department has a strong role in advocating improvements both through advocacy in Washington and by economic sections in overseas missions.

**Strategic Goal 9: Social and Environmental Issues**

**I/P #1: Global Health – President's Emergency Plan for AIDS Relief**

**Indicator # 1: Countries or Regions With Stabilized or Reduced Rates of New HIV Infections**

<b>Revised</b>	Indicator description: The Number of People Receiving HIV/AIDS Treatment in the 15 Focus Countries.
<b>Justification</b>	At the time the FY 2005 Department Performance Plan was written, the President's Emergency Plan for AIDS Relief did not exist. Subsequently, PEPFAR became the largest single effort to prevent the spread of HIV/AIDS and the program adopted these three performance indicators to measure progress toward the high-level goals of treatment, prevention and care. These new measures were used in the FY 2006 and FY 2007 Joint Performance Plan and the FY 2004 Performance and Accountability Report.

**Indicator # 2: Implementation of the President's Emergency Plan for AIDS Relief**

<b>Revised</b>	Indicator description: Estimated Number of HIV Infections Prevented in the 15 Focus Countries.
<b>Justification</b>	At the time the FY 2005 Department Performance Plan was written, the President's Emergency Plan for AIDS Relief did not exist. Subsequently, PEPFAR became the largest single effort to prevent the spread of HIV/AIDS and the program adopted these three performance indicators to measure progress toward the high-level goals of treatment, prevention and care. These new measures were used in the FY 2006 and FY 2007 Joint Performance Plan and the FY 2004 Performance and Accountability Report.

**Strategic Goal 9: Social and Environmental Issues (continued)**

**I/P #1: Global Health – President’s Emergency Plan for AIDS Relief (continued)**

**Indicator # 3: Status of International Collaboration and Partnerships to Support Health, Including the Global Fund to Fight AIDS, Tuberculosis and Malaria**

<b>Revised</b>	Indicator description: Status of International Collaboration and Partnerships to Support Health, Including the Global Fund to Fight AIDS, Tuberculosis and Malaria.
<b>Justification</b>	At the time the FY 2005 Department Performance Plan was written, the President’s Emergency Plan for AIDS Relief did not exist. Subsequently, PEPFAR became the largest single effort to prevent the spread of HIV/AIDS and the program adopted these three performance indicators to measure progress toward the high-level goals of treatment, prevention and care. These new measures were used in the FY 2006 and FY 2007 Joint Performance Plan and the FY 2004 Performance and Accountability Report.

**I/P #1: Global Health**

**Indicator # 5: Number of High Risk Countries or Regions With National Plans to Combat Malaria**

<b>Revised</b>	Indicator deleted.
<b>Justification</b>	Every high-risk country or region now has a national plan to combat malaria, so 100% of the target was achieved during FY 2005. Furthermore, the Department of State no longer manages this program, nor does it monitor this data. The U.S. Agency for International Development’s Global Health Bureau now manages this program.

**Indicator # 6: Percentage of World Population with Access to Tuberculosis Care and Treatment**

<b>Revised</b>	Indicator deleted.
<b>Justification</b>	The Department of State no longer manages this program, nor does it monitor this data. The U.S. Agency for International Development’s Global Health Bureau now manages this program.

**Strategic Goal 10: Humanitarian Response**

**I/P #4: Humanitarian Demining**

**Indicator #5: Square Meters of Land Cleared in U.S. Program Countries**

<b>Revised</b>	Indicator deleted.
<b>Justification</b>	Per agreement with OMB during PART review, this metric was deemed irrelevant to humanitarian demining in favor of tracking of countries completing mine action services (graduating).

**Indicator #6: Number of U.S. Program Countries in Sustainment or End State (Cumulative)**

<b>Initial</b>	Indicator description: Number of U.S. Program Countries in Sustainment or End State (Cumulative).
<b>Revised</b>	Number of Countries Reaching Sustainment of End State/Cumulative Budget Authority.
<b>Justification</b>	This measure was replaced because the new indicator more accurately and comprehensively measures program performance.
<b>Initial</b>	FY 2005 target: 28 countries, \$383 million, Measure: 4.7
<b>Revised</b>	15 countries, \$442 million, Measure: 3.4
<b>Justification</b>	The revised target reflects more accurately the number of countries planned to graduate. The total cumulative NADR dollars obligated was incorrect, as was the measurement coefficient.

**Strategic Goal 10: Humanitarian Response (continued)**

**I/P #6: Partner Accountability**

**Indicator #8: Number of Negative Findings in Financial Audits of Our International and Nongovernmental Organization Partners**

<b>Revised</b>	Percentage of International Organization and NGO Partners That Take Corrective Action Within One Year of Receiving "Critical Recommendations" in Financial Audits.
<b>Justification</b>	Language has been modified in indicator and targets to replace "negative findings" with "critical recommendations," consistent with language used in auditors' reports.

**Humanitarian Migrants to Israel (PART Program Efficiency Measure)**

**Indicator #11: Reduction in Time Migrants from the Former Soviet Union Stay at Absorption Centers, Thereby Reducing Cost**

<b>Revised</b>	2003-2004 results and 2005 targets were adjusted.
<b>Justification</b>	Adjustments reflect greater accuracy in reporting by the implementing agency.

**Strategic Goal 11: Public Diplomacy and Public Affairs**

**I/P #1: Reaching Out to Allies and Regional Powers**

**Indicator #3: Level of International Public Understanding of U.S. Policies**

<b>Revised</b>	Percentage of key audience members with a better understanding of U.S. policy, society and values after using/attending International Information Programs products/programs.
<b>Justification</b>	The change in indicator description ensures consistency with the FY 2007 Joint Performance Plan.

**I/P #3: Muslim Outreach**

**Indicator #5: Level of Public Understanding of U.S. Policies in Muslim Societies**

<b>Revised</b>	Indicator description: Level of Public Understanding of U.S. Policies, Society and Values in Muslim Societies
<b>Justification</b>	Revised to be consistent with current program objectives.



**Strategic Goal 11: Public Diplomacy and Public Affairs (continued)**

**I/P #4: Reaching Younger Audiences**

**Indicator #1: Number of Foreign Youth Participants Reached by Exchange Programs**

<b>Initial</b>	Indicator description: Number of Foreign Youth Participants Reached by Exchange Programs.
<b>Revised</b>	Number of Foreign Youth Participants in Regions With Significant Muslim and Arab Populations Reached by the Youth Exchange and Study (YES) Program.
<b>Justification</b>	The Youth and Exchange Study Program is the cornerstone program for foreign high school student exchanges to the United States from predominantly Muslim countries and is closely aligned with the Department's strategic goals. The Department is closely tracking the development of this program as the model for expanded youth programming.
<b>Initial</b>	<p>FY 2005 Performance Target.</p> <p>5% increase in new participants in youth exchange programs from 2003.</p> <p>NEA: 400                      WHA: 65                      EAP: 200                      AF: 100                      EUR: 7230                      NIS: 1525                      SA: 225                      Total: 9750</p>
<b>Revised</b>	<p>FY 2005 Performance Target.</p> <p>30% increase in new participants in youth exchange programs from 2004.</p> <p>NEA: 245                      EAP: 150                      SA: 130                      AF: 50                      EUR: 25                      Total: 600</p>
<b>Justification</b>	The performance target for this indicator was changed to reflect the new focus on the YES program. The revised target numbers exclude other youth programs, particularly those within Europe and Eurasia, which inflated world totals by including, for example, the large number of youth participants that came from a single country's bi-lateral programs. The new totals instead reflect only the building of the new YES Program.

**I/P #8: Engage Young People**

**Indicator #4: Sales of Arabic-Language Periodicals for the Under-30 Generation**

<b>Initial</b>	To be determined, once budget levels have been identified.
<b>Revised</b>	Percentage increase in monthly circulation and number of online visits for <i>Hi Magazine</i> .
<b>Justification</b>	Revised to be consistent with current program objectives.

**Strategic Goal 12: Management and Organizational Excellence**

**I/P #6: Americans Employed by UN System Organizations**

**Indicator #11: Percentage of UN System Organizations' Workforce That Are American Citizens**

<b>Initial</b>	FY 2005 (CY 2004) target: 12.2%
<b>Revised</b>	11.1%
<b>Justification</b>	The original FY 2005 (CY 2004) target of 12.2% for the average percentage of Americans employed by a select group of U.N. System organizations was amended to 11.1% in September 2004. The original target did not include data for UNESCO. When the U.S. rejoined the organization after a 19-year absence, the target was adjusted to include UNESCO data and to build on the average results from the previous year for the other select organizations.

**I/P #10: Leveraging Information Technology to Streamline Operations**

**Indicator #6: Availability of User-Empowered Administrative Systems**

<b>Revised</b>	Indicator deleted.
<b>Justification</b>	In August 2004, the indicator was dropped from the FY 2006 Joint Performance Plan because it does not rise to the level of a Department performance plan and is more relevant to the HR Bureau Performance Plan.

**I/P #14: Capital Security Construction Program**

**Indicator #1: Number of New Sites Acquired for Capital Security Construction Projects**

<b>Initial</b>	FY 2005 target: 12
<b>Revised</b>	9
<b>Justification</b>	The target was revised in May FY 2003 to meet the target of 9 NEC site acquisitions required in FY 2005 to maintain capital security construction project schedules.

**I/P #14: Capital Security Construction Program**

**Indicator #2: Number of Capital Security Construction Projects Awarded in Accordance with LROBP**

<b>Initial</b>	FY 2005 target: 14
<b>Revised</b>	12
<b>Justification</b>	The target was revised in May FY 2003 to bring capital security construction project awards for FY 2005 into agreement with the proposed budget for FY 2005.

**I/P #15: Foggy Bottom Modernization/Consolidation**

**Indicator #4: Bureau of Educational and Cultural Affairs and the Bureau of International Information Programs Relocation to Foggy Bottom**

<b>Initial</b>	FY 2005 target: Begin Programming/Planning of American Pharmaceutical Association building addition in Fall 2003, with completion/move-in estimated for FY 2006.
<b>Revised</b>	FY 2005 target: Complete Programming/Planning of the ECA/IIP relocation to Foggy Bottom in Fall 2004. Start leasing process and sign lease by early summer 2005.
<b>Justification</b>	Delays in the programming effort and lack of funding approval in FY 2006 delayed the ECA/IIP relocation project and targets. Initially, the Department thought the only option for this relocation project was the American Pharmaceutical Association building addition. However, other options are being evaluated in the competitive procurement process, and this has also prolonged the project approval and design process.

**Strategic Goal 12: Management and Organizational Excellence (continued)**

**I/P #15: Foggy Bottom Modernization/Consolidation (continued)**

**Indicator #3: Modernization of the Harry S Truman Building (HST)**

<b>Initial</b>	FY 2005 target: Old State Phase 1A renovation complete and occupied; complete "New State" Phase 1B space planning; United States Diplomacy Center construction is pending private fund donations; start Perimeter Security construction.
<b>Revised</b>	Old State Phase 1A renovation complete; Phase 1A Lobby Security Improvements started; "New State" Phase 1B space planning completed; United States Diplomacy Center Concept Design completed and Final Design Contract awarded; Perimeter Security Concept Design Plan jurisdictional approvals obtained.
<b>Justification</b>	Revisions to the FY 2005 target occurred at various times from 2004 through the spring of 2005. Timeline changes are expected on a project as lengthy and complex as this one. The occupancy date of Old State Phase 1A has been extended to early FY 2006, to accommodate correction of mechanical and electrical operational problems. Phase 1A Lobby Security improvements were part of the FY 2005 target, but were identified separately beginning in spring 2005. The revised target began to specify in 2004 and spring 2005 the projected FY 2005 status of the U.S. Diplomacy Center; this information was added after donations were received and expended for the concept design costs. The projected Perimeter Security construction start date was extended due to delayed receipt of funds.

**I/P #16: New Office Building for U.S. Mission to the United Nations**

**Indicator #5: USUN New Construction**

<b>Initial</b>	FY 2005 target: Complete EOB demolition; award New Office Building (NOB) construction; NOB construction 25% complete.
<b>Revised</b>	FY 2005 target: Complete EOB demolition; complete second phase of the two-step solicitation for construction contractors; complete substantive cost reduction effort and request revised proposals from competing contractors.
<b>Justification</b>	As a result of escalation in the cost of building materials and the uniqueness of the New York City construction environment, proposals for construction received by the General Services Administration in January 2005 were significantly higher than anticipated or budgeted, necessitating incorporation of additional cost reduction modifications and a revision of procurement strategy. The design and construction documents were modified incorporating substantive changes and cost reduction measures. An amendment to the original solicitation was issued to the competing contractors for revised proposals. The revised proposals were received June 2005. Although these proposals were in response to the effort incorporating significant cost reduction initiatives, at this time the market is experiencing an unprecedented demand and cost increase for cement, steel and other construction materials affecting costs of the NOB. By necessity, the NOB is a concrete structure requiring greater quantities of concrete than similar buildings in Manhattan.
<b>Initial</b>	<p>2004 results:</p> <ol style="list-style-type: none"> <li>1. The U.S. Mission relocated to the Interim Office Building (IOB) and opened for business June 14, 2004.</li> <li>2. The demolition contract for the Existing Office Building (EOB) was awarded and notice to proceed was issued July 17, 2004. Completion of the demolition effort is scheduled for January 2005.</li> <li>3. Of the \$14.0 million provided in FY 2004 to support efforts associated with the IOB and NOB, \$10.8 million was obligated for NOB construction effort, specialty contractors, and construction support activities.</li> <li>4. With the exception of back check corrections, the NOB design was completed in September 2004.</li> </ol>
<b>Revised</b>	<ol style="list-style-type: none"> <li>1. The U.S. Mission relocated to the Interim Office Building (IOB) and opened for business June 14, 2004.</li> <li>2. The demolition contract for the Existing Office Building (EOB) was awarded and notice to proceed was issued July 17, 2004.</li> <li>3. Of the \$14.0 million provided in FY 2004 to support efforts associated with the IOB and NOB, \$10.8 million was obligated for NOB construction effort, specialty contractors, and construction support activities.</li> <li>4. With the exception of back check corrections, the NOB design was completed in September 2004.</li> </ol>
<b>Justification</b>	<p>The sentence "Completion of the demolition effort is scheduled for January 2005" was inappropriate to have previously been included under the "Past Performance" data field as it discusses a projected performance.</p> <p>The demolition of the Existing Office Building was completed April 15, 2005. Additional time was required, in part, for asbestos abatement and procedures for cutting lead painted steel members.</p>

**Strategic Goal 12: Management and Organizational Excellence (continued)**

**I/P #21: Worldwide Logistics**

**Indicator #2: Percentage of Service Contract Dollars that are Performance Based**

<b>Initial</b>	FY 2005 target: Fifty percent performance-based service contract dollars.
<b>Revised</b>	Forty percent performance-based service contract dollars.
<b>Justification</b>	The target was adjusted to match the FY 2005 goal issued by OMB in a letter dated September 7, 2004.

**I/P #24: Allowances**

**Indicator #5: Status of E-Allowances System**

<b>Initial</b>	FY 2005 target: Development/deployment of Phase Two. Significant portion of design and construction work for COLA, Hardship Differential, Living Quarters Allowance and Education. Phase Two to last 22 months with FY 2006 completion.
<b>Revised</b>	Development of Phase One (per diem module).
<b>Justification</b>	The allowances business process is more complex than the contractor had originally envisioned. The target was adjusted in May 2005 to provide required additional time for remediating the allowances modules under development through an independent validation and verification process. The schedule was revised to thoroughly test the system and fix all necessary defects before deployment so that users will receive a quality system and also keep future Operations and Maintenance costs for the Phase One deployed system (Per Diem module) as low as possible. The Phase One system is currently in the Certification and Accreditation process and is expected to be deployed in November 2005. The projected Phase Two target date was extended in 2004.

**I/P #25: Competitive Sourcing**

**Indicator #6: Competitive Sourcing**

<b>Initial</b>	FY 2005 target: Complete agreed-upon competitions; complete 85% of full A-76 cost comparisons within 12 months of official announcement; all commercial activities exempt from competitions have OMB-approved justifications.
<b>Revised</b>	Complete agreed-upon competitions; complete 85% of full A-76 cost comparisons within 18 months of official announcement; all commercial activities exempt from competition have OMB-approved justifications.
<b>Justification</b>	The FY 2005 target was changed to match the revised target reported in the FY 2006 Joint Performance Plan. Two timeframes exist for competitions: (1) within 90 days for streamlined competitions and (2) within 12 or 18 months for standard competitions. To date, we have announced but not completed any standard competitions. The 18-month timeframe was approved by OMB due to the complexity of the functions being competed.

PART SUMMARIES FOR FY 2005 – FY 2006

FY 2005 PART PROGRAMS

Strategic Goal 1	REGIONAL STABILITY
Program Name	Foreign Military Financing (FMF)/International Military Education & Training (IMET) - WHA
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2003: Moderately Effective.</li> <li>◆ CY 2004: Effective.</li> </ul>
Lead Agency/Bureau	◆ Department of State - Western Hemisphere Affairs (WHA).
Major Findings/Recommendations	◆ No new recommendations were received after reassessment.
Actions Taken/Planned	◆ All recommended actions were completed.
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Number of terrorist attacks against the Cano Limon oil pipeline. This measures the ability of the Colombian Army to defend a high value target in difficult terrain distant from urban centers and normal support structure.</li> <li>◆ Number of countries in the top 50 for in international peacekeeping activities</li> <li>◆ Percentage Western Hemisphere assistance recipients countries that volunteer for peacekeeping or other coalition operations when requested.</li> <li>◆ Percentage of FMF and IMET recipient countries that have civilians in senior defense leadership positions. This shows the impact of US programs supporting military subordination to civilian authority.</li> <li>◆ Percentage of FMF and IMET countries that are militarily stable.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Detected maritime narcotics trafficking declines in the Caribbean and Eastern Pacific..</li> <li>◆ Number of Eastern Caribbean Countries participating in joint multilateral Security Operations.</li> <li>◆ Percentage of FMF and IMET recipients that participate in coalition operations, joint exercises, and or joint operations with the US when requested.</li> </ul>

Strategic Goal 2	COUNTERTERRORISM
Program Name	Terrorist Interdiction Program
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2003: Results Not Demonstrated.</li> <li>◆ CY 2004: Effective.</li> </ul>
Lead Agency/Bureau	<ul style="list-style-type: none"> <li>◆ Department of State - Office of the Coordinator for Counterterrorism (S/CT).</li> </ul>
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Complete program management staff improvements.</li> <li>◆ Develop targets for long-term goal of system installations.</li> <li>◆ Seek to improve long-term outcome measure to capture qualitative improvements to host country capabilities.</li> <li>◆ Demonstrate progress on newly developed efficiency measure and incorporate refined measure into the FY 2006 budget.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Program has improved financial management practices.</li> <li>◆ Targets have been established for long-term goal of providing the Terrorist Interdiction Program (TIP) watchlisting system to every country on the joint agency-developed "tier list."</li> <li>◆ Improved long-term and annual performance measures have been instituted.</li> <li>◆ A revised efficiency measure has been submitted and approved by OMB.</li> <li>◆ <b>All recommendations from OMB have been completed as of 4<sup>th</sup> Quarter, FY 2005.</b></li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Number of TIP PISCES phased installations completed per yearly appropriation.</li> <li>◆ Annual increase in the number of highest priority foreign ports of entry equipped to conduct terrorist watchlisting in cooperation with the United States.</li> <li>◆ Percentage of foreign government usage of the TIP's watchlisting system across all sites where the system is installed.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Percentage of the highest priority countries capable of screening for terrorists through implementation of the TIP.</li> <li>◆ Percentage of travelers screened by participating nation governments with the TIP's watchlisting system across all sites at which the system is installed. Target is 100% by the year 2009.</li> </ul>

Strategic Goal 4	WEAPONS OF MASS DESTRUCTION
Program Name	Nonproliferation and Disarmament Fund
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2003: Effective.</li> <li>◆ CY 2004: Effective.</li> </ul>
Lead Agency/Bureau	<ul style="list-style-type: none"> <li>◆ Department of State - International Security and Nonproliferation (ISN).</li> </ul>
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Add long-term measures.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Nonproliferation and Disarmament Fund (NDF) will now track all measures; long term measure added to PART.</li> <li>◆ <b>All recommendations from OMB have been completed as of 4<sup>th</sup> Quarter, 2005.</b></li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Deploy tracker software in additional countries.</li> <li>◆ Efficiently implement all long-term projects to eliminate, destroy, remove or secure all proliferation and strategic threats.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Four additional countries to deploy the Tracker Software by FY 2007.</li> <li>◆ Five more active projects to destroy dangerous materials (not including nuclear safeguards) by FY 2007.</li> </ul>

Strategic Goal 7 & 8	DEMOCRACY AND HUMAN RIGHTS / ECONOMIC PROSPERITY AND SECURITY
Program Name	Support for East European Democracy/Freedom Support Act
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2003: Results Not Demonstrated.</li> <li>◆ CY 2004: Effective.</li> </ul>
Lead Agency/Bureau	◆ Department of State - European and Eurasian Affairs (EUR) .
Major Findings/ Recommendations	◆ No independent evaluation of this office in its role as a coordinator of assistance or the impact it has on the effectiveness of these programs and the achievement of the purposes of the Freedom Support Act (FSA) and Support for East European Democracy (SEED) Act.
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ An independent evaluation of coordination of SEED and FSA was completed in September 2005.</li> <li>◆ <b>All recommendations from OMB have been completed as of 4<sup>th</sup> Quarter, 2005.</b></li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Review country assistance phase-out timeframes annually as part of the Annual Report and Mission Performance Plan (MPP) review processes to reconfirm that established phase-out timeframes are still accurate.</li> <li>◆ Countries monitored annually for achievement of MPP targets and action taken as necessary, i.e. effectiveness.</li> <li>◆ Ensures that performance data reported in Annual Reports and MPPs are of sufficient quality and relevance to make phase out decisions.</li> <li>◆ Ensure efficient use of assistance.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Ensure the coordination of the transitions to democratic institutions and free market economic systems in SEED and FSA countries is irreversible.</li> <li>◆ Democracy assistance phased out as transitions become irreversible in each country.</li> <li>◆ Economic assistance phased out as transitions become irreversible in each country.</li> </ul>

Strategic Goal 8	ECONOMIC PROSPERITY AND SECURITY
Program Name	United Nations Development Program
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2003: Results Not Demonstrated.</li> <li>◆ CY 2004: Effective.</li> </ul>
Lead Agency/Bureau	◆ Department of State - International Organizations (IO) .
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ The State Department will build on the progress of the last year by including an additional long-term goal in its performance planning documents.</li> <li>◆ The Department will continue to promote results-based management in official meetings and correspondence with United Nations Development Program (UNDP) and will monitor progress towards the goals and objectives included in the performance plan.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Program officers will continue to meet and consult frequently with UNDP officials to promote the Department's goals and objectives.</li> <li>◆ The Department participates in UNDP Executive Board meetings, stressing U.S. goals and objectives.</li> <li>◆ <b>All recommendations from OMB have been completed as of 4<sup>th</sup> Quarter, 2005.</b></li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Operational Support Costs (as a Percentage of Total Costs).</li> <li>◆ Percentage of countries where annual targets were fully achieved out of a total of number (58) of countries where UNDP provides support to public administration reform and anti-corruption.</li> <li>◆ Percentage of countries where annual targets were fully achieved out of the total number (36) of countries where UNDP provides support to conflict prevention and peace building.</li> <li>◆ Achievement of annual milestones toward private sector development.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Percentage of countries where annual targets were fully achieved out of the total number of countries (92) where UNDP provided support for democratic governance goal.</li> </ul>



Strategic Goal 10	HUMANITARIAN RESPONSE
Program Name	Humanitarian Mine Action
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2003: Effective.</li> <li>◆ CY 2004: Effective.</li> </ul>
Lead Agency/Bureau	◆ Department of State - Political-Military Affairs (PM).
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Review the relationship between annual and long-term goals and develop revised goals as necessary for the FY 2006 budget.</li> <li>◆ Demonstrate progress on newly developed efficiency measures and incorporate into the PART for the FY 2006 budget.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Revised existing annual performance measures and developed an additional performance measure.</li> <li>◆ The efficiency measure increased from 3.4 to 3.7 from FY 2002 to FY 2003, respectively. Efficiency measures are tracked in sum at the office level as an indicator of overall program progress.</li> <li>◆ <b>All recommendations from OMB have been completed as of 4<sup>th</sup> Quarter, 2005.</b></li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Countries Reaching Sustainment or End State/Cumulative Budget Authority. (Efficiency measure).</li> <li>◆ Percentage of countries targeted for end state in 2009 that are meeting all capacity-building targets as defined in their respective country plans.</li> <li>◆ Percentage of countries supported by PM's program meeting their target for casualty reduction figures as defined in their country plans.</li> <li>◆ Percentage of countries supported by PM's program meeting their target for square meters of land cleared as defined by their country plans.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Number of countries receiving U.S. humanitarian mine action assistance that eliminated the most pressing humanitarian impacts and are now able to sustain future operations with indigenous capacity with little to no external funding.</li> </ul>
Program Name	United Nations High Commissioner for Refugees
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2003: Moderately Effective.</li> <li>◆ CY 2004: Effective.</li> </ul>
Lead Agency/Bureau	◆ Department of State - Population, Refugees, and Migration (PRM).
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Department should use "Framework of Cooperation" to set policy priorities and common objectives.</li> <li>◆ Department should work with United Nations High Commissioner for Refugees (UNHCR) to establish an integrated financial system. Establish efficiency measure.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Framework was signed on May 24, 2005. Consultations between Department and UNHCR occur regularly to review progress. The most recent consultation occurred in late June 2005 and a written report on progress made in the third quarter of CY 2005 is being prepared.</li> <li>◆ The Management Systems Renewal Project (MSRP) was implemented at Headquarters in 2004; MSRP is now rolling out to the field offices in 2005 as scheduled and is in stage three of four of implementation (field roll-out). This is expected to continue until early 2007.</li> <li>◆ <b>Efficiency measure established and approved by OMB.</b></li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ UNHCR Inventory Control: Value of non-expendable items procured/total value recorded of non-expendable property procured.</li> <li>◆ Number of UNHCR protection posts worldwide.</li> <li>◆ Number of countries with significant refugee populations for which UNHCR provides a comprehensive refugee needs assessment to donors.</li> <li>◆ The percentage of negative findings in an audit report for one year that are fully addressed by March of the year following issuance of the audit report.</li> </ul>

Strategic Goal 12	MANAGEMENT AND ORGANIZATIONAL EXCELLENCE
Program Name	Worldwide Security Upgrades
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2003: Moderately Effective.</li> <li>◆ CY 2004: Effective.</li> </ul>
Lead Agency/Bureau	<ul style="list-style-type: none"> <li>◆ Department of State - Diplomatic Security (DS).</li> </ul>
Major Findings/Recommendations	<ul style="list-style-type: none"> <li>◆ Develop effective annual goals and targets.</li> <li>◆ Work to develop performance measures for major programs to support annual performance goals and ensure long-term effectiveness.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Developed effective annual goals and targets.</li> <li>◆ Baseline performance measures developed for major programs to support annual performance goals and ensure long-term effectiveness.</li> <li>◆ <b>All recommendations from OMB have been completed as of 4<sup>th</sup> Quarter 2005.</b></li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Number of staff/time needed to complete background investigation cases.</li> <li>◆ Number of posts provided with chemical/biological countermeasures equipment and training.</li> <li>◆ Real-time monitoring of diplomatic missions, especially those with Lock and Leave status.</li> <li>◆ Full implementation of the Access Control Systems at DOS facilities.</li> <li>◆ The number of technical security upgrades completed.</li> <li>◆ All Chiefs of Mission will have an appropriate armored vehicle at their disposal; all ICASS and other armored vehicles eligible for replacement are armored at no cost to post.</li> <li>◆ Number of passport and visa fraud cases investigated. Criminal investigations are promptly and effectively investigated.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ The percentage of security countermeasures projects completed.</li> <li>◆ Improve, integrate, and sustain worldwide investigative capabilities.</li> </ul>

FY 2006 PART PROGRAMS

Strategic Goal 1	REGIONAL STABILITY
Program Name	Contributions to International Peacekeeping Activities
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2005: Effective.</li> </ul>
Lead Agency/Bureau	<ul style="list-style-type: none"> <li>◆ Department of State – International Organizations (IO).</li> </ul>
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ The State Department will reexamine the efficiency measure for this program and create a new one if the current measure is deemed inadequate.</li> <li>◆ Program managers will continue to work with the UN Department of Peacekeeping Operations and other member states to ensure that peacekeeping missions focus on more efficient ways of achieving its goals.</li> <li>◆ The Department will focus on improving financial management related to this account.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Data was obtained and the efficiency goal met. The Department will reevaluate the appropriateness of the measure when new data becomes available for the period July 1, 2004 through June 30, 2005 next year.</li> <li>◆ Department and U.S. Mission to the United Nations (USUN) officers met with key allies to refine the formulation of peacekeeping operations.</li> <li>◆ Spending plan updates are made and reported quarterly to identify any need for funding reallocation and subsequent reapportionment requests.</li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Total assessed UN peacekeeping mission expenditures divided by the total UN peacekeeping mission staff (the ratio of total mission costs divided by number of staff).</li> <li>◆ Percentage of static missions that meet targets (list of targets and missions held offline).</li> <li>◆ Percentage of dynamic missions that meet targets (list of targets and missions held offline).</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Five UN peacekeeping operations existing in FY 2002 (baseline) will be closed by FY 2007.</li> </ul>

Strategic Goal 4	WEAPONS OF MASS DESTRUCTION
<b>Program Name</b>	<b>Nonproliferation of Weapons of Mass Destruction Expertise</b>
Ratings	◆ CY 2005: Moderately Effective.
Lead Agency/Bureau	◆ Department of State – International Security and Nonproliferation (ISN).
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Review mechanisms to monitor the impact of the Nonproliferation of WMD Expertise (NWMDE) program on scientist attitudes regarding potential proliferation of expertise. For example, the program could implement regular surveys to inform program management.</li> <li>◆ Review the feasibility of long-term tracking of participating scientist activities to demonstrate long-term program success.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ ISN is proceeding with a rapid assessment of the proliferation risk attending Russian government reductions and consolidation of science funding.</li> <li>◆ ISN is tracking scientists' activities through the Moscow and Kiev Science Centers, the Iraqi International Center for Science and Industry, and the Libyan Trilateral Steering Committee. In the former Soviet republics where the greatest number of serious WMD experts reside, ISN has the right to audit project activities up to two years after project completion and financial close-out.</li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Number of Russian and other Eurasian proliferation-relevant institutes engaged in U.S.-funded civilian research projects.</li> <li>◆ Cost to Assist a WMD Institute to Reach Financial Self-Sufficiency (Efficiency Measure).</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Number of institutes and/or scientists graduated into commercially sustainable ventures.</li> <li>◆ U.S. private sector funding of collaborative research as a percentage of U.S. Government regular project funding.</li> <li>◆ Number of biological weapons production projects started at facilities for the purposes of commercialization and reconfiguration for peaceful uses — Number of biological weapons institutes or groups graduated from U.S. assistance.</li> </ul>
<b>Program Name</b>	<b>Export Controls</b>
Ratings	◆ CY 2005: Effective.
Lead Agency/Bureau	◆ Department of State – International Security and Nonproliferation (ISN).
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ ISN will work to meet the key targets: 1. Doubling the number of countries receiving program assistance between FY 2004 and FY 2006, and 2. Shortening delivery times for goods and services by two months between FY 2004 and FY 2006. ISN will also set new objectives for future years.</li> <li>◆ Further tie funding request to specific measures that relate to the progress key countries have made in the development of export controls. This will also take into account the ability of key countries to absorb program funding.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ For FY 2005, ISN is adding 7 countries to its program; at least 4 are scheduled for addition in FY 2006.</li> <li>◆ ISN is currently exploring more refined ways to target assistance to countries that are near graduation so that an average of two countries per year can be maintained.</li> <li>◆ The ISN Program Management team regularly reviews contractor status reports, after-action reports and other reporting vehicles to glean performance data. ISN also has hired a program analyst to take the lead in gathering data required to establish baseline and performance in improving delivery times.</li> <li>◆ Country officers apply evaluation information to revise their country program plans to more effectively use limited resources.</li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Average cost reduction per training course (Efficiency Measure).</li> <li>◆ Number of Export Control and Related Border Security (EXBS) program countries meeting international standards for controls.</li> <li>◆ Cumulative number of EXBS program countries that have developed and instituted valid export control systems that meet international standards.</li> </ul>

Strategic Goal 5	INTERNATIONAL CRIME AND DRUGS
<b>Program Name</b>	<b>International Narcotics Control and Law Enforcement (INCLE) Programs in Western Hemisphere</b>
Ratings	◆ CY 2005: Adequate.
Lead Agency/Bureau	◆ Department of State – International Narcotics and Law Enforcement (INL).
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Contract for an independent evaluation of key assistance activities in order to understand why the program is getting mixed results and determine what corrective action can be taken.</li> <li>◆ Ensure that the State Department INL Bureau's new financial management system can track and report information needed to inform strategic planning and resource allocation decisions.</li> <li>◆ Link annual funding requests for each component of the program to relevant program goals.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Draft plan has been developed that outlines the scope of a full-scope external evaluation. The evaluation is delayed until next fiscal year due to funding issues.</li> <li>◆ Reevaluate implementation plan for financial and performance reporting.</li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Foreign nation seizures of illicit drugs (measured in U.S. dollars) per INCLE funds expended to support law enforcement interdiction efforts. (Efficiency Measure. Measures the U.S. street value of seizures of cocaine, marijuana, and opium poppy in Mexico, Guatemala, and Jamaica and compares it to INCLE funds expended to support host nation interdiction efforts in the prior year.)</li> <li>◆ Reduce the potential harvest of opium and marijuana in Mexico through effective aerial eradication efforts. (Percentages represent the amount of opium and marijuana aeri ally eradicated, respectively, out of total amounts cultivated.)</li> <li>◆ Increase the host governments' ability to intercept transient drug supplies as measured by the seizure rates of cocaine and heroin compared to the estimated supply.</li> <li>◆ Increase number of host nation narco-trafficking arrests.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Disrupt and reduce the flow of cocaine and heroin (measured in metric tons) entering the U.S. arrival zone by improving host government law enforcement interdiction capabilities. The baseline year was 1999, when 341 metric tons of cocaine and 15.25 metric tons of heroin from the Western Hemisphere region entered the U.S. arrival zone. The desired end state is to cut both of these amounts in half by the year 2010.</li> <li>◆ Foster host nations' ability to combat narcotics, as measured by host nations' progress in implementing effective legal, institutional and programmatic reforms.</li> </ul>

Strategic Goal 5	INTERNATIONAL CRIME AND DRUGS <i>(continued)</i>
Program Name	Andean Counterdrug Initiative
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2005: Adequate.</li> </ul>
Lead Agency/Bureau	<ul style="list-style-type: none"> <li>◆ Department of State - International Narcotics and Law Enforcement (INL).</li> </ul>
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Develop long-term and annual outcome measures that build toward a desired end state for the alternative development component of the program.</li> <li>◆ Ensure that the State Department INL Bureau's new financial management system can track and report information needed to inform strategic planning and resource allocation decisions.</li> <li>◆ Link annual funding requests for each component of the program to relevant program goals.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Complete an independent evaluation of key assistance activities, in conjunction with the proposed review of the above INL International Narcotics Control and Law Enforcement (INCLE) PART. Draft plan has been developed that outlines the scope of a full-scope external evaluation. The evaluation is delayed until next fiscal year due to funding issues.</li> <li>◆ Coordination between USAID and State has been strengthened regarding the reporting of long-term outcome measures.</li> <li>◆ Reevaluate implementation plan for financial and performance reporting.</li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Flying hour cost (measured in U.S. dollars) for aerial coca eradication in Colombia (Efficiency Measure).</li> <li>◆ Hectares of coca cultivated in Colombia, Bolivia, and Peru.</li> <li>◆ Increase number of hectares devoted to licit agricultural and/or forest products in areas receiving USAID assistance.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Metric tons of cocaine produced in Colombia, Peru, and Bolivia. The long-term goal is to reduce production by almost 80% to 210 metric tons by 2010.</li> <li>◆ Disrupt the shipment of cocaine from the Andean Region to the United States. By 2008, the annual level of cocaine seizures by partner governments should reach 35% of estimated pure cocaine produced each year.</li> <li>◆ Increase the number of licit jobs created (agricultural and non-agricultural) in USAID-assisted areas of the Andean region.</li> </ul>

Strategic Goal 7	DEMOCRACY AND HUMAN RIGHTS
<b>Program Name</b>	<b>Human Rights and Democracy Fund</b>
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2005: Adequate.</li> </ul>
Lead Agency/Bureau	<ul style="list-style-type: none"> <li>◆ Department of State – Democracy, Human Rights and Labor (DRL).</li> </ul>
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Continue to refine Human Rights and Democracy Fund (HRDF’s) performance goals and measures, set specific targets for HRDF’s annual performance goals, and improve the reporting of HRDF’s results and performance to the public.</li> <li>◆ Analyze the findings of independent evaluations, and annual and long-term program performance data, and incorporate this analysis into the FY 2007 budget process.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ DRL collects performance data on a quarterly basis. The Bureau analyzes the data on annual basis and incorporates its findings into the Bureau Performance Plan process. DRL incorporated its findings into the FY 2007 budget process.</li> <li>◆ The bureau intends to publish a solicitation for contractors to complete an independent evaluation of the Bureau’s China programs by 12/31/05, conditional upon an expected increase in staff of three Full Time Equivalents.</li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Operating costs divided by the number of projects managed (Efficiency Measure).</li> <li>◆ Percentage of HRDF projects which show a positive impact on democracy and/or democratic institutions at the local, regional or national level.</li> <li>◆ Percentage of independently evaluated HRDF programs which demonstrate that they are at least on target to achieve their goals.</li> <li>◆ Percentage of HRDF projects which demonstrate a positive impact on respect for human rights at the local, regional or national level.</li> <li>◆ Percentage of HRDF projects which show a positive impact on press freedom at the local, regional or national level.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Percentage of HRDF-funded countries which show a positive change (decrease on the scale) on their Freedom House Freedom in the World score or a positive change (increase on the scale) on their Freedom House Countries at the Crossroads score.</li> <li>◆ Percentage of HRDF-funded countries that demonstrate decrease in human rights abuses such as extrajudicial killings, disappearances, torture, or detention without trial as evidenced by Amnesty International statistics, State Department annual Human Rights Reports, and other indicators.</li> <li>◆ Percentage of countries with HRDF press freedom projects which show improvement in the Freedom House Freedom of the Press scores.</li> </ul>
<b>Program Name</b>	<b>Economic Support Fund</b>
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2004: Moderately Effective.</li> </ul>
Lead Agency/Bureau	<ul style="list-style-type: none"> <li>◆ Department of State – Western Hemisphere Affairs (WHA).</li> </ul>
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ Focus the improved State-USAID coordination on assistance to the Western Hemisphere region on synchronizing goals and targets and improving results and accountability.</li> <li>◆ Assist other bureaus in applying the Western Hemisphere model of developing ambitious long-term and annual targets for Economic Support Fund (ESF) resources.</li> <li>◆ Strengthen the direct linkage between budget requests and the analysis of performance data.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Worked more closely with USAID counterparts to coordinate performance goals and targets and created new ESF indicators to better measure program performance.</li> <li>◆ Expanded program oversight by taking joint State-USAID trips to the field.</li> <li>◆ Offered assistance to other bureaus whose ESF programs were being PART-ed.</li> <li>◆ Provided quarterly performance updates to senior bureau managers to help shape planning/budget decisions.</li> <li>◆ Conducted mid-point review of Mission and Bureau Performance Plans to assess progress and make needed adjustments.</li> </ul>

Strategic Goal 9	SOCIAL AND ENVIRONMENTAL ISSUES
Program Name	International Fisheries Commissions
Ratings	<ul style="list-style-type: none"> <li>◆ CY 2005: Adequate.</li> </ul>
Lead Agency/Bureau	<ul style="list-style-type: none"> <li>◆ Department of State – Oceans and International Environment and Scientific Affairs (OES).</li> </ul>
Major Findings/ Recommendations	<ul style="list-style-type: none"> <li>◆ The agency will continue to improve its program-wide measures in the FY 2007 BPP, in order to evaluate the outcome and results of the fisheries commissions. In particular, State will increase the number of outcome-oriented measures and efficiency measures in the FY 2007 BPP.</li> <li>◆ The agency will use program-wide measures to prioritize its budget recommendations within each commission, based on the performance of each commission and the degree to which each commission contributes to program goals.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ Revised measures were negotiated after the FY 2006 BPP was finalized to satisfy the recommendation.</li> <li>◆ FY 2007 resource requests for commissions were incorporated in the OES BPP.</li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Great Lakes Fishery Commission (GLFC): Percentage of habitat controlled with sea lamprey barriers instead of pesticide. The increase in barrier methods for lamprey control reduces the use of lampricides and cost of lampricide to the GLFC. Targets are reductions in pounds of lampricide used and costs saved over time. (Efficiency measure).</li> <li>◆ Northwest Atlantic Fisheries Organization: Average publishing and correspondence cost per document (Canadian \$). (Efficiency measure).</li> <li>◆ International Whaling Commission: Intersessional meeting costs as a percentage of total meeting costs (provided in pounds) savings vs. 2003.</li> <li>◆ Number of multilateral regional fisheries management organizations implementing comprehensive schemes to improve compliance with conservation and management measures by both members and non-members.</li> <li>◆ Level of ratification and subsequent implementation of the comprehensive sea turtle bycatch provisions of the Inter-American Sea Turtle Convention (IOC) and Indian Ocean Sea Turtle MOU (IOSEA MOU).</li> <li>◆ Estimated parasitic sea lamprey abundance in all Great Lakes as a percentage of the maximum target level that would allow for healthy fish populations.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Depleted stocks of living marine resources rebuild to healthy levels through coordinated, science-based management.</li> <li>◆ Whale stocks are sustained at a level sufficient to support aboriginal whaling activities.</li> <li>◆ Regional fisheries management organizations (RFMOs) deter or eliminate illegal, unreported, and unregulated (IUU) fishing on the stocks under their jurisdiction.</li> <li>◆ Ratification and entry into force of revised Inter-American Tropical Tuna Commission Convention (IATTC Convention) and new Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (WCPFC Convention).</li> </ul>



Strategic Goal 11	PUBLIC DIPLOMACY AND PUBLIC AFFAIRS
Program Name	Global Educational and Cultural Exchanges
Ratings	◆ CY 2005: Effective.
Lead Agency/Bureau	◆ Department of State – Educational and Cultural Affairs (ECA).
Major Findings/Recommendations	◆ No specific recommendations were made from OMB regarding this PART Program.
Actions Taken/Planned	◆ ECA will continue to utilize performance indicators and efficiency measures to track performance and manage program components.
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Percent of Administrative Costs in relation to Program Costs (Administrative Efficiency).</li> <li>◆ The percent of private sector, foreign, and other U.S. Government funds generated for ECA programs on an annual basis (Efficiency Measure).</li> <li>◆ The number of foreign exchange participants by region.</li> <li>◆ Percentage of exchange participants who express satisfaction with the exchange experience based on an average of several program factors: 1) administration; 2) content quality; 3) range of experiences; and 4) relevance of program to professional or academic field.</li> <li>◆ Percentage of participants who increased or changed their understanding of the United States immediately following their program.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Percentage of exchange participants who report a more favorable view of the people of the United States within one year after their exchange experience.</li> <li>◆ Percentage of exchange participants who initiate or implement a positive change in their organization or community within five years of their exchange, based on knowledge gained from their exchange.</li> <li>◆ Percentage of participants who establish or continue professional collaborations more than five years after their exchange experience.</li> </ul>

Strategic Goal 12	MANAGEMENT AND ORGANIZATIONAL EXCELLENCE
Program Name	Regular Construction/Asset Management Program
Ratings	◆ CY 2005: Effective.
Lead Agency/Bureau	◆ Department of State – Overseas Building Operations (OBO).
Major Findings/Recommendations	<ul style="list-style-type: none"> <li>◆ Reexamine mission and purpose of program to determine if duplicative to Capital Security Construction Program. If Regular Capital Construction Program is in fact duplicative, create new performance measures and goals specifically tailored to this program to differentiate it from the Capital Security Construction Program.</li> <li>◆ Continue to pursue fixed-price contracts to meet contracting and funding goals for Capital Construction Projects.</li> </ul>
Actions Taken/Planned	<ul style="list-style-type: none"> <li>◆ OBO completed its reexamination of mission/purpose, determining that new measures were not required. Programs are duplicative as to processes and share the essential goal to provide safe and secure facilities.</li> <li>◆ OBO uses fixed-price contracts when awarding capital construction projects.</li> </ul>
PART Performance Measures	<p><b>Annual Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Ratio construction management costs to Long Range Overseas Buildings Plan construction project costs over \$25M (Efficiency Measure).</li> <li>◆ Complete regular/asset management capital construction projects within the approved construction budget (Efficiency Measure).</li> <li>◆ Complete regular/asset management capital construction projects within the schedule authorized in the construction contract (Efficiency Measure).</li> <li>◆ New building sites acquired for regular/asset management capital construction projects.</li> <li>◆ Number of regular/asset management capital construction projects awarded in accordance with the long-range overseas buildings plan. The number of projects is based on OMB and Congressional approval of specific projects and the cost associated with each project. There are years where no projects are approved and therefore no funding is appropriated for this program.</li> </ul> <p><b>Long Term Measures:</b></p> <ul style="list-style-type: none"> <li>◆ Number of regular capital construction projects completed (within construction timeframes) following construction contract awards as scheduled in the long-range overseas buildings plan.</li> </ul>

## MAJOR DEPARTMENT OF STATE PUBLICATIONS

**Adherence to and Compliance with Arms Control, Nonproliferation and Disarmament Agreements and Commitments- August 2005 edition**<http://www.state.gov/t/vci/rls/rpt/c9721.htm>

This report reflects the importance the Administration and the U.S. Congress place upon compliance with arms control, nonproliferation, and disarmament agreements and commitments. Such agreements and commitments only serve the national security interests of the United States if they are fully complied with. Other states' violations of such obligations can present grave threats to our security. For this reason, the United States places a very high priority upon verifying compliance with, and detecting violations of, such agreements and commitments - as well as upon ensuring that violators promptly return to compliance and that other would-be violators are deterred from breaking their own promises.

**Annual Budget Requests**<http://www.state.gov/s/d/rm/c6112.htm>

The Department's Performance Budget submission comprises several volumes. The *Summary and Highlights* provides information about the International Affairs category, or Function 150, of the federal budget and includes funding requests for the programs and activities of several cabinet-level departments and independent agencies as well as numerous international organizations. The *Budget in Brief* provides specific information about the Department of State budget, and the *Congressional Budget Justification* volumes provide detailed information regarding all accounts. The *Performance Summary* is an integral component of the budget and was previously known as the Performance Plan.

**Battling International Bribery**<http://www.state.gov/e/eb/rls/rpts/bib/>

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).

**Congressional Testimony**<http://www.state.gov/s/h/tst/>

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

**Consular Notification and Access**[http://travel.state.gov/law/consular/consular\\_636.html](http://travel.state.gov/law/consular/consular_636.html)

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**<http://www.state.gov/r/pa/ei/bgn/>

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

**Country Commercial Guides**[http://www.export.gov/marketresearch.html#MarketResearch\(Non-Agricultural\)](http://www.export.gov/marketresearch.html#MarketResearch(Non-Agricultural))

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 Human Rights Practices**<http://www.state.gov/g/drl/hr/c1470.htm>

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

**Country Reports on Terrorism**<http://www.state.gov/s/ct/rls/c14812.htm>

Country Reports submitted annually to Congress by the Department of State on countries where terrorist acts have occurred, the status of cooperation against terrorism between the United States and selected countries, a report on state sponsorship of terrorism, and assessments of terrorist groups.

**Diplomacy: The U.S. Department of State At Work**<http://www.state.gov/r/pa/ei/rls/dos/46732.htm>

This publication explains the State Department's role with foreign governments, international organizations, and the people of other countries. It also explains the Department's main goals: protecting the U.S. and Americans; advancing democracy, human rights, and other global interests; promoting international understanding of American values and policies; and supporting U.S. diplomats, government officials, and all other personnel at home and abroad who make these goals a reality.

**Diplomatic List**<http://www.state.gov/s/cpr/rls/dpl/>

This publication contains the names of the members of the diplomatic staffs of all foreign missions and their spouses who are accredited to the U.S. Government. Members of the diplomatic staff are the members of the staff of the mission having diplomatic rank. These persons enjoy full immunity under provisions of the Vienna Convention on Diplomatic Relations.

**Foreign Consular Offices in the U.S.**<http://www.state.gov/s/cpr/rls/fco/>

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**<http://www.state.gov/r/pa/ho/frus/>

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**<http://www.state.gov/p/inl/rls/nrcrpt/>

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

**International Religious Freedom Report**<http://www.state.gov/g/drl/irf/rpt/>

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

**Key Officers of Foreign Service Posts**<http://foia.state.gov/MMS/KOH/keyoffcity.asp>

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

**Patterns of Global Terrorism**<http://www.state.gov/s/ct/rls/pgtrpt/>

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

**Supporting Human Rights and Democracy: The U.S. Record**<http://www.state.gov/g/drl/rls/shrd/>

An annual report submitted to Congress highlighting actions taken by the U.S. Government to encourage respect for human rights. This report complements the annual Country Reports on Human Rights Practices.

**State Magazine**<http://www.state.gov/m/dghr/statemag/>

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 U.S. Department of State: A Guide to Doing Business**<http://www.state.gov/m/a/sdbu/pubs/c13313.htm>

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, U.S. Government Printing Office, Washington, DC 20402.

**To Walk The Earth In Safety**<http://www.state.gov/t/pm/rls/rpt/walkearth/>

Provides annual information on specific programs and accomplishments of the Department's efforts to eradicate persistent landmines--both anti-personnel and anti-vehicle--as well as unexploded ordnance wherever they threaten civilian populations or deny them access to their land, homes, markets, schools, churches, and hospitals.

**Trafficking in Persons Report**<http://www.state.gov/g/tip/rls/tiprpt/>

A comprehensive annual report on human trafficking around the world and what governments are doing to end it. The Trafficking in Persons Report serves as the primary diplomatic tool through which the U.S. Government encourages partnership and increased determination in the fight against forced labor and sexual exploitation.

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 U.S. Mission to the United Nations Agencies for  
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 U.S. Mission to the Organization for Economic  
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*Paris, France*  
 U.S. Mission to the International Organizations in  
 Vienna, *Vienna, Austria*  
 U.S. Mission to the United Nations Environmental  
 Programme, and the UN Human Settlements  
 Programme, *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. Mission to the United Nations Educational,  
 Scientific, and Cultural Organization, *Paris,  
 France*

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 Kentucky Consular Center  
*Williamsburg, Kentucky*  
 National Passport Center  
*Charleston, South Carolina*  
 Boston Passport Agency  
*Boston, Massachusetts*  
 Chicago Passport Agency  
 Chicago, Illinois  
 Honolulu Passport Agency  
 Honolulu, Hawaii  
 Houston Passport Agency  
 Houston, Texas  
 Los Angeles Passport Agency  
*Los Angeles, California*  
 Miami Passport Agency  
*Miami, Florida*  
 New York Passport Agency  
 New York, New York  
 New Orleans Passport Agency  
*New Orleans, Louisiana*  
 Norwalk Passport Agency  
*Norwalk, Connecticut*  
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*Philadelphia, Pennsylvania*  
 San Francisco Passport Agency  
*San Francisco, California*  
 Seattle Passport Agency  
*Seattle, Washington*  
 Special Issuance Agency  
 Washington, District of Columbia  
 Washington Passport Agency  
*Washington, District of Columbia*

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*Chicago, Illinois*  
 Houston Field Office  
*Houston, Texas*  
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*Los Angeles, California*  
 Miami Field Office  
*Miami, Florida*  
 New York Field Office  
*Ft. Lee, New Jersey*  
 San Francisco Field Office  
*San Francisco, California*  
 Washington Field Office  
*Dunn Loring, Virginia*  
 Atlanta Resident Office  
*Atlanta, Georgia*  
 Dallas Resident Office  
*Dallas, Texas*  
 Denver Resident Office  
*Denver, Colorado*  
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*Greensboro, North Carolina*  
 Honolulu Resident Office  
*Honolulu, Hawaii*  
 New Orleans Resident Office  
*New Orleans, Louisiana*  
 Philadelphia Resident Office  
*Philadelphia, Pennsylvania*  
 Phoenix Resident Office  
*Phoenix, Arizona*  
 San Diego Resident Office  
*San Diego, California*  
 San Juan Resident Office  
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 Seattle Resident Office  
*Seattle, Washington*  
 St. Louis Resident Office  
*St. Louis, Missouri*

## AMERICAN INSTITUTE TAIWAN

Unofficial commercial and other relations with the people of Taiwan are conducted through an official instrumentality, the American Institute of Taiwan, which has offices in Taipei and Kaohsiung.



## GLOSSARY OF ACRONYMS

<b>2ID</b>	2nd Infantry Division, US Army	<b>BMENA</b>	Broader Middle East and North Africa Initiative
<b>A</b>	Bureau of Administration	<b>BOG</b>	Board of Governors
<b>A/LM</b>	Bureau of Administration/Office of Logistics Management	<b>BPP</b>	Bureau Performance Plan
<b>AACR</b>	African Armed Conflicts Resolved	<b>BPR</b>	Business Processing Re-engineering
<b>AAMVA</b>	American Association of Motor Vehicle Administrators	<b>BRMS</b>	Bureau Resource Management System
<b>ABA</b>	American Bar Association	<b>BSC</b>	Balanced Scorecard
<b>ABM</b>	Anti-Ballistic Missile	<b>BW</b>	Biological Weapons
<b>AC</b>	Bureau of Arms Control	<b>BWC</b>	Biological Weapons Convention
<b>ACDA</b>	Arms Control and Disarmament Agency	<b>C&amp;A</b>	Certification and Accreditation
<b>ACF</b>	Australian Conservation Foundation	<b>CA</b>	Bureau of Consular Affairs
<b>ACI</b>	Andean Counterdrug Initiative	<b>CAFTA</b>	Central America Free Trade Agreement
<b>ACIL</b>	Agricultural Consultants Incorporated Limited (Australia)	<b>CARE</b>	Cooperative for Assistance and Relief Everywhere, Inc
<b>ACTED</b>	Agency for Technical Cooperation and Development	<b>CBD</b>	Convention on Biological Diversity
<b>ACOTA</b>	Africa Contingency Operations Training and Assistance	<b>CBFP</b>	Congo Basin Forest Partnership
<b>ACSI</b>	American Customer Satisfaction Index	<b>CBM</b>	Confidence-Building Measure
<b>ACSs</b>	Access Control Systems	<b>CBMs</b>	Continental Ballistic Missiles
<b>ACW</b>	Advanced Conventional Weapons	<b>CBP</b>	Bureau of Customs and Border Protection
<b>ADB</b>	Asian Development Bank	<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear, Environmental impact
<b>ADP</b>	Automated Data Processing	<b>CBT</b>	Computer Based Training
<b>AE</b>	Accrediting entities	<b>CCD</b>	Consular Consolidated Database
<b>AETN</b>	American Embassy Television Network	<b>CCF</b>	Christian Children's Fund
<b>AF</b>	Bureau of African Affairs	<b>CCP</b>	Classified Connectivity Program
<b>AGA</b>	Association of Government Accountants	<b>CD</b>	Community of Democracies
<b>ANC</b>	Antenatal Care	<b>CDC</b>	Centers for Disease Control and Prevention
<b>AP</b>	Associated Press	<b>CD-ROM</b>	Compact Disk - Read Only Memory
<b>APEC</b>	Asia Pacific Economic Cooperation	<b>CEA</b>	Council of Economic Advisors
<b>API</b>	Advanced Passenger Information	<b>CEAR</b>	Certificate of Excellence in Accountability Reporting
<b>APIS</b>	Advance Passenger Information System	<b>CE-DAT</b>	Complex Emergencies Database
<b>ARV</b>	Antiretroviral	<b>CEO</b>	Chief Executive Officer
<b>ASEAN</b>	Association of Southeast Asian Nations	<b>CEQ</b>	Council on Environmental Quality
<b>ASP</b>	Adoption Service Providers	<b>CFE</b>	Conventional Forces in Europe
<b>ATA</b>	Anti-Terrorism Assistance	<b>CFO</b>	Chief Financial Officer
<b>ATA</b>	Air Transport Agreement	<b>CFP</b>	Common Fisheries Policy
<b>ATSC</b>	Advanced Television Systems Committee	<b>CFPS</b>	Central Financial Planning System
<b>AU</b>	African Union	<b>CFSC</b>	Charleston Financial Service Center
<b>AVs</b>	Armored Vehicles	<b>CFSP</b>	Critical Flight Safety Program
<b>BBG</b>	Broadcasting Board of Governors	<b>CGSS</b>	Consultative Group on Strategic Security
<b>BCC</b>	Border Crossing Card	<b>CCH</b>	Christian Children's Fund
<b>BFC</b>	Budget Functional Classification	<b>CHR</b>	Cooperative Housing Foundation
<b>BFSC</b>	Bangkok Financial Service Center	<b>CIA</b>	Central Intelligence Agency
<b>BIC</b>	Bilateral Implementation Commission	<b>CIF</b>	Capital Investment Fund
<b>BII</b>	Bio-industry Initiative	<b>CICTE</b>	Inter-American Committee Against Terrorism (OAS)
<b>BIMC</b>	Beltsville Information Management Center	<b>CIO</b>	Chief Information Officer
<b>BIT</b>	Bilateral Investment Treaty	<b>CIP</b>	Critical Infrastructure Protection
		<b>CIS</b>	Consular Information Sheets
		<b>CITEL</b>	Inter-American Telecommunication Commission

<b>CITES</b>	Convention on International Trade in Endangered Species	<b>DOC</b>	Department of Commerce
<b>CJCS</b>	Chairman of Joint Chiefs of Staff	<b>DoD</b>	Department of Defense
<b>CLASS</b>	Consular Lookout and Support System	<b>DOE</b>	Department of Energy
<b>CLJ</b>	Constitutional Loya Jirga	<b>DOI</b>	Department of Interior
<b>CM</b>	Case Management	<b>DOJ</b>	Department of Justice
<b>CMAT</b>	Consular Management Assistance Teams	<b>DOL</b>	Department of Labor
<b>CMR</b>	Crude Mortality Rate	<b>DOS</b>	Department of State
<b>CMS</b>	Content Management System	<b>DOT</b>	Department of Transportation
<b>CNC</b>	Crime and Narcotics Center	<b>DPRK</b>	Democratic People's Republic of Korea (North Korea)
<b>CPA</b>	Certified Public Accountant	<b>DRC</b>	Democratic Republic of Congo
<b>CPA</b>	Comprehensive Peace Agreement	<b>DRI</b>	Diplomatic Readiness Initiative
<b>CPIC</b>	Capital Planning and Investment Control	<b>DRL</b>	Bureau of Democracy, Human Rights & Labor
<b>CPMT</b>	Civilian Protection Monitoring Team	<b>DS</b>	Bureau of Diplomatic Security
<b>CPPNM</b>	Convention on Physical Protection of Nuclear Material	<b>DSM</b>	Domestic Staffing Model
<b>CRA</b>	Country Reports and Asylum Affairs	<b>DTRA</b>	Defense Threat Reduction Agency
<b>CRDF</b>	U.S. Civilian Research and Development Foundation	<b>DTV</b>	Digital Television
<b>CRED</b>	Center for Research on the Epidemiology of Disasters	<b>E.O.</b>	Executive Order
<b>CRHRP</b>	Country Reports on Human Rights Practices	<b>EAP</b>	Bureau of East Asian and Pacific Affairs
<b>CRS</b>	Catholic Relief Services	<b>EB</b>	Bureau of Economic and Business Affairs
<b>CS</b>	Civil Service	<b>EBRD</b>	European Bank for Reconstruction and Development
<b>CS&amp;H</b>	Child Survival & Health Programs Fund	<b>EC</b>	European Community
<b>CSBM</b>	Confidence- and Security-Building Measures	<b>ECA</b>	Bureau of Educational and Cultural Affairs
<b>CSCS</b>	Capital Security Cost Sharing	<b>ECA</b>	Economic Complementation Agreement
<b>CSD</b>	Commission on Sustainable Development	<b>ECE</b>	Economic Commission for Europe
<b>CSE</b>	Center for Security Evaluation	<b>ECOMIL</b>	Economic Community of West African States Mission in Liberia
<b>CSG</b>	Counterterrorism Security Group	<b>ECOSOC</b>	United Nations Economic and Social Council
<b>CSI</b>	Container Security Initiative	<b>ECOWAS</b>	Economic Community of West African States
<b>CSRS</b>	Civil Service Retirement System	<b>EFM</b>	Eligible Family Member
<b>CT</b>	Counterterrorism	<b>EFT</b>	Electronic Funds Transfer
<b>CTC</b>	Counterterrorism Committee	<b>E-GOALS</b>	Online Performance Measurement System
<b>CTCC</b>	Counterproliferation Technology Coordinating Commission	<b>E-gov</b>	Electronic Government
<b>CW</b>	Chemical Weapons	<b>eGovPMO</b>	eGov Program Management Office
<b>CWC</b>	Chemical Weapons Convention	<b>EIPC</b>	Enhanced International Peacekeeping Capabilities
<b>CWDF</b>	Chemical Weapons Destruction Facility	<b>e-mail</b>	Electronic Mail
<b>CWS</b>	Church World Service	<b>ENM</b>	Enterprise Network Management Office
<b>CY</b>	Calendar Year	<b>ENR</b>	Engineering News – Record
<b>D&amp;CP</b>	Diplomatic and Consular Programs	<b>EOB</b>	Existing Office Building
<b>DAI</b>	Development Alternatives International	<b>EPA</b>	Environmental Protection Agency
<b>D.C.</b>	District of Columbia	<b>e-QIP</b>	Electronic Questionnaire for Investigation Processing
<b>DA</b>	Development Assistance	<b>ERMA</b>	Emergency Refugee and Migration Assistance
<b>DCM</b>	Deputy Chief of Mission	<b>ESC&amp;M</b>	Embassy Security, Construction and Maintenance
<b>DDR</b>	Disarmament, Demobilization, Reintegration	<b>ESDP</b>	European Security and Defense Program
<b>DEA</b>	Drug Enforcement Agency	<b>ESF</b>	Economic Support Fund
<b>DHHS</b>	Department of Health and Human Services	<b>EU</b>	European Union
<b>DHS</b>	Department of Homeland Security	<b>EUCOM</b>	U.S.-European Command
<b>DIA</b>	Defense Intelligence Agency	<b>EUR</b>	Bureau of European and Eurasian Affairs
<b>DL</b>	Distance Learning	<b>EUR/NIS</b>	Bureau of European and Eurasian Affairs/Newly Independent States
		<b>EXBS</b>	Export Control and Related Border Security
		<b>EXIM</b>	Export Import Bank

<b>FAA</b>	Federal Aviation Administration	<b>FTE</b>	Full-Time Equivalent
<b>FAIR</b>	Federal Activities Inventory Reform	<b>FTO</b>	Foreign Terrorist Organization
<b>FAM</b>	Foreign Affairs Manual	<b>FUDRA</b>	Army Quick Deployment Force
<b>FAO</b>	United Nations Food and Agriculture Organization	<b>FWCB</b>	Federal Worker's Compensation Benefits
<b>FAS</b>	Foreign Agricultural Service	<b>FY</b>	Fiscal Year
<b>FASAB</b>	Federal Accounting Standards Advisory Board	<b>G/TIP</b>	Office to Monitor and Combat Trafficking in Persons
<b>FAST</b>	Free and Secure Trade Program	<b>GAAP</b>	Generally Accepted Accounting Principles
<b>FATF</b>	Financial Action Task Force on Money Laundering	<b>GAI</b>	General Assistance Initiative
<b>FBI</b>	Federal Bureau of Investigation	<b>GAM</b>	Global acute malnutrition
<b>FBIS</b>	Foreign Broadcast Information Service	<b>GAO</b>	The Government Accountability Office
<b>FCS</b>	Foreign Commercial Service	<b>GCI</b>	Growth Competitiveness Index
<b>FDD</b>	Forces for the Defense of Democracy	<b>GDIN</b>	Global Disaster Information Network
<b>FECA</b>	Federal Employees Compensation Act	<b>GDP</b>	Gross Domestic Product
<b>FEGLIP</b>	Federal Employees Group Life Insurance Program	<b>GEF</b>	Global Environmental Facility
<b>FEHBP</b>	Federal Employees Health Benefits Program	<b>GFMS</b>	Global Financial Management System
<b>FEMA</b>	Federal Emergency Management Agency	<b>GGCL</b>	Government-to-Government Communications Link
<b>FERS</b>	Federal Employees Retirement System	<b>GHSAG</b>	Global Health Security Action Group
<b>FEST</b>	Foreign Emergency Support Team	<b>GIF</b>	Generation IV International Forum
<b>FFMIA</b>	Federal Financial Management Improvement Act	<b>GITM</b>	Global Information Technology Modernization
<b>FHA</b>	Federal Health Architecture	<b>GLID</b>	Global ID
<b>FHI</b>	Food for the Hungry International	<b>GM</b>	Grants Management
<b>FISMA</b>	Federal Information Security Management Act	<b>GMRA</b>	Government Management Reform Act
<b>FM</b>	Financial Management	<b>GOP</b>	Government of Pakistan
<b>FMF</b>	Foreign Military Financing	<b>GPO</b>	U.S. Government Printing Office
<b>FMFIA</b>	Federal Managers' Financial Integrity Act	<b>GPRA</b>	Government Performance and Results Act
<b>FMSF</b>	Fissile Material Storage Facility	<b>GPS</b>	Global Positioning System
<b>FOC</b>	Full Operational Capability	<b>GSA</b>	General Services Administration
<b>FOIA</b>	Freedom of Information Act	<b>GWOT</b>	Global War on Terrorism
<b>FOTA</b>	Future of the Alliance	<b>HACU</b>	Hispanic Association of Colleges and Universities
<b>FPDS-NG</b>	Federal Procurement Data System-Next Generation	<b>HBCU</b>	Historically Black Colleges and Universities
<b>FR</b>	Facial Recognition	<b>HHS</b>	Department of Health and Human Services
<b>FREEDOMS</b>	Freedom of Information Document Management System	<b>HIV</b>	Human Immunodeficiency Virus
<b>FRUS</b>	Foreign Relations of the United States	<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
<b>FS</b>	Foreign Service	<b>HMA</b>	Humanitarian Mine Action
<b>FSA</b>	Freedom Support Act	<b>HR</b>	Human Resources
<b>FSAT</b>	Financial Systems Assessment Teams	<b>HR</b>	Human Rights
<b>FSC</b>	Financial Services Consolidation	<b>HRDF</b>	Human Rights and Democracy Fund
<b>FSC</b>	Financial Service Center	<b>HRR</b>	Human Rights Report
<b>FSC</b>	Finance and Supply Chain	<b>HSC</b>	Homeland Security Council
<b>FSI</b>	Foreign Service Institute	<b>HST</b>	Harry S Truman Building
<b>FSN</b>	Foreign Service National	<b>I/P</b>	Initiative/Program
<b>FSNSLTF</b>	Foreign Service National Separation Liability Trust Fund	<b>IAE</b>	Integrated Acquisition Environment
<b>FSPS</b>	Foreign Service Pension System	<b>IAEA</b>	International Atomic Energy Agency
<b>FSRA</b>	Foreign Service Retirement Actuarial	<b>IBWC</b>	International Boundary Water Commission
<b>FSRDF</b>	Foreign Service Retirement and Disability Fund	<b>IC</b>	International Community
<b>FSU</b>	Former Soviet Union	<b>ICAO</b>	The International Civil Aviation Organization
<b>FSWE</b>	Foreign Service Written Exam	<b>ICASS</b>	International Cooperative Administrative Support Services
<b>FTA</b>	Free Trade Agreement	<b>ICCAT</b>	International Commission for the Conservation of Atlantic Tuna
<b>FTAA</b>	Free Trade Agreement of the Americas		

<b>ICES</b>	International Council for the Exploration of the Sea	<b>IRI</b>	International Republican Institute
<b>ICFTU</b>	International Confederation of Free Trade Unions	<b>IRM</b>	Bureau of Information Resource Management
<b>ICOC</b>	International Code of Conduct	<b>IRRF</b>	Iraq Relief and Reconstruction Fund
<b>ICRC</b>	International Committee of the Red Cross	<b>IRSRA</b>	Iraqi Radioactive Source Regulatory Authority
<b>ICRI</b>	International Coral Reef Initiative	<b>ISAF</b>	Interim Security Assistance Force
<b>IDENT</b>	Automated Biometric Identification System	<b>ISN</b>	Bureau of International Security and Non-proliferation
<b>IDB</b>	Inter-American Development Bank	<b>ISPP</b>	Information Security Program Plan
<b>IDF</b>	Israeli Defense Forces	<b>ISSO</b>	Information Systems Security Officer
<b>IDPs</b>	Internally Displaced Persons	<b>ISTC</b>	International Science and Technology Center
<b>IEA</b>	Information Exchange Agreement	<b>IT</b>	Information Technology
<b>IEMS</b>	Integrated Enterprise Management System	<b>ITAR</b>	International Traffic in Arms Regulation
<b>IFC</b>	International Finance Corporation	<b>ITER</b>	International Thermonuclear Experimental Reactor
<b>IFI</b>	International Financial Institution	<b>ITG</b>	Iraqi Transitional Government
<b>IFRA</b>	The French Institute for Research in Africa	<b>ITU</b>	International Telecommunication Union
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies	<b>IUCN</b>	International Union for the Conservation of Nature and Natural Resources
<b>IG</b>	Inspector General	<b>IVLP</b>	International Visitor Leadership Program
<b>IGC</b>	Intergovernmental Consultations	<b>IWC</b>	International Whaling Commission
<b>IHR</b>	International Health Regulations	<b>JCG</b>	Joint Consultative Group
<b>IICSI</b>	Iraqi International Center for Science and Industry	<b>JCIC</b>	Joint Compliance and Inspection Commission
<b>IIP</b>	Bureau of International Information Programs	<b>JCS</b>	Joint Chiefs of Staff
<b>ILEA</b>	International Law Enforcement Academy	<b>JDEC</b>	Joint Data Exchange Center
<b>ILMS</b>	Integrated Logistics Management System	<b>JFMIP</b>	Joint Financial Management Improvement Program
<b>ILO</b>	International Labor Organization	<b>JFMS</b>	Joint Financial Management System
<b>IMC</b>	International Medical Corps	<b>JMC</b>	Joint Military Commission
<b>IMET</b>	International Military Education and Training	<b>KCC</b>	Kentucky Consular Center
<b>IMF</b>	International Monetary Fund	<b>L/M</b>	Leadership/Management
<b>INA</b>	Integrated Notification Application	<b>LACP</b>	League of American Communications Professionals
<b>INECE</b>	International Network on Environmental Compliance and Enforcement	<b>LAN</b>	Local Area Network
<b>INCLE</b>	International Narcotics Control and Law Enforcement	<b>LDCs</b>	Less Developed Countries
<b>INL</b>	Bureau of International Narcotics and Law Enforcement Affairs	<b>LDPs</b>	Language Designated Positions
<b>INR</b>	Bureau of Intelligence and Research	<b>LLP</b>	Limited Legal Partnerships
<b>INS</b>	Immigration and Naturalization Service	<b>LROBP</b>	Long-Range Overseas Building Plan
<b>INTERPOL</b>	International Crime Police Organization	<b>LURD</b>	Liberians United for Reconciliation and Democracy
<b>IRC</b>	International Rescue Committee	<b>M/MED</b>	Office of Medical Services
<b>IRD</b>	International Relief and Development	<b>M/P</b>	Office of Management Policy
<b>IO</b>	Bureau of International Organizations	<b>M/R</b>	Office of Rightsizing
<b>IO&amp;P</b>	International Organizations and Programs	<b>M/WHL</b>	Office of White House Liaison
<b>IOB</b>	Interim Office Building	<b>MANPADS</b>	Man-Portable Air Defense Systems
<b>IOC</b>	Initial Operating Capability	<b>MAP</b>	Membership Action Plan
<b>IOC</b>	Intergovernmental Oceanographic Commission	<b>MCA</b>	Millennium Challenge Account
<b>IOM</b>	International Organization for Migration	<b>MCAS</b>	Management Cost Accounting Standards
<b>IOSEA</b>	Indian Ocean – South-East Asian Marine Turtle Memorandum of Understanding	<b>MCC</b>	Millennium Challenge Corporation
<b>IPIA</b>	Improper Payments Information Act	<b>MCSC</b>	Management Control Steering Committee
<b>IPOA</b>	International Plan of Action	<b>MD</b>	Missile Defense
<b>IPR</b>	Intellectual Property Rights	<b>MD&amp;A</b>	Management's Discussion and Analysis
<b>IRF</b>	International Religious Freedom Office	<b>MEA</b>	Multilateral Environmental Agreement
<b>IRFA</b>	International Religious Freedom Act	<b>MENA</b>	Middle East/North Africa
		<b>MEPI</b>	Middle East Partnership Initiative
		<b>MFA</b>	Ministry of Foreign Affairs

<b>MFO</b>	Multinational Force and Observers	<b>NSF</b>	National Science Foundation
<b>MIDSA</b>	Migration Dialogue for Southern Africa	<b>NSG</b>	Nuclear Suppliers Group
<b>MIF</b>	Multinational Interim Force	<b>NSSG</b>	Nuclear Safety and Security Group
<b>MNEPR</b>	Multilateral Nuclear Environmental Program in Russia Federation	<b>NSSP</b>	Next Steps in Strategic Partnership
<b>MOA</b>	Memorandum of Agreement	<b>NTA</b>	New Transatlantic Agenda
<b>MOMS</b>	Model for Overseas Management Support	<b>NTM-I</b>	NATO's Training Mission in Iraq
<b>MONUC</b>	UN Mission in the Congo	<b>NVIS</b>	Nuclear Verification Information System
<b>MOU</b>	Memorandum of Understanding	<b>OAS</b>	Organization of American States
<b>MOX</b>	Mixed Oxide	<b>OBO</b>	Bureau of Overseas Buildings Operations
<b>MPP</b>	Mission Performance Plan	<b>ODIHR</b>	Office of Democratic Institutions and Human Rights
<b>MRA</b>	Migration and Refugee Assistance	<b>OECD</b>	Organization for Economic Cooperation and Development
<b>MRBM</b>	Medium Range Ballistic Missiles	<b>OES</b>	Bureau of Oceans, International Environmental and Scientific Affairs
<b>MRTD</b>	Machine Readable Travel Documents	<b>OGC</b>	Office of Government Commerce
<b>MRV</b>	Machine Readable Visa	<b>OIC</b>	Organization of Islamic Conference
<b>MTCR</b>	Missile Technology Control Regime	<b>OIG</b>	Office of Inspector General
<b>MWO</b>	Muslim World Outreach	<b>OMB</b>	Office of Management and Budget
<b>N/A</b>	Not Applicable	<b>ON+</b>	OpenNet Plus
<b>NADR</b>	Nonproliferation, Anti-Terrorism, Demining, and Related Programs	<b>ONDCP</b>	Office of National Drug Control Policy
<b>NAFTA</b>	North America Free Trade Agreement	<b>ONUCL</b>	UN Mission in Cote d'Ivoire
<b>NAPHISIS</b>	National Association for Public Health Statistics and Information Systems	<b>OPCW</b>	Organization for the Prohibition of Chemical Weapons
<b>NARA</b>	National Archives and Records Administration	<b>OPIC</b>	Overseas Private Investment Corporation
<b>NASA</b>	National Aeronautics and Space Administration	<b>OPM</b>	Office of Personnel Management
<b>NATO</b>	North Atlantic Treaty Organization	<b>OSAC</b>	Overseas Security Advisory Council
<b>NCCT</b>	Non-Cooperative Countries and Territories	<b>OSCE</b>	Organization for Security and Cooperation in Europe
<b>NCMEC</b>	National Center for Missing and Exploited Children	<b>OSD</b>	Office of Secretary of Defense
<b>NCTC</b>	Non-Cooperative Countries and Territories	<b>OSIS</b>	Open Source Information System
<b>NDF</b>	Nonproliferation and Disarmament Fund	<b>OSTP</b>	Office of Science and Technology Policy
<b>NDI</b>	National Democratic Institute	<b>OVP</b>	Office of the Vice President
<b>NEA</b>	Bureau of Near Eastern Affairs	<b>P&amp;F</b>	Program and Financing
<b>NEC</b>	New Embassy Compound	<b>P.L.</b>	Public Law
<b>NEC</b>	New Embassy Construction	<b>PA</b>	Bureau of Public Affairs
<b>NED</b>	National Endowment for Democracy	<b>PAR</b>	Performance and Accountability Report
<b>NePAD</b>	New Partnership for Africa's Development	<b>PART</b>	Program Assessment Rating Tool
<b>NGO</b>	Non-Governmental Organization	<b>PBSA</b>	Performance-Based Service Acquisition
<b>NICS</b>	Nutrition Information in Crisis Situations	<b>PCI</b>	Project Concern International
<b>NIIE</b>	Non-Intrusive Inspection Equipment	<b>PD</b>	Public Diplomacy
<b>NIS</b>	Newly Independent States	<b>PDA's</b>	Personal Digital Assistants
<b>NIV</b>	Non-Immigrant Visa	<b>PDNet</b>	Public Diplomacy Net
<b>NOAA</b>	National Oceanic and Atmospheric Administration	<b>PELE</b>	Principles of Environmental Laws and Enforcement
<b>NOB</b>	New Office Building	<b>PEPFAR</b>	President's Emergency Plan for AIDS Relief
<b>NORAD</b>	North American Aerospace Defense	<b>PESP</b>	Partnership to Eliminate Sweatshops Program
<b>NORINCO</b>	China North Industries Corporation	<b>PfP</b>	Partnership-for-Peace
<b>NPAC</b>	Nonproliferation and Arms Control	<b>PIAIL</b>	Presidential Initiative Against Illegal Logging
<b>NPT</b>	Nuclear Nonproliferation Treaty	<b>PICES</b>	North Pacific Marine Science Organization
<b>NRC</b>	NATO-Russian Council	<b>PISCES</b>	Personal Identification Secure Comparison and Evaluation System
<b>NRF</b>	NATO Response Force	<b>PKI</b>	Public Key Infrastructure
<b>NSA</b>	National Security Agency	<b>PKO</b>	Peacekeeping Operations
<b>NSC</b>	National Security Council		

<b>PLSC</b>	Pakistan Legislative Strengthening Consortium	<b>SBA</b>	Small Business Administration
<b>PLUS</b>	Partnerships for Learning Undergraduate Studies	<b>SC/UK</b>	Save the Children/United Kingdom
<b>PM</b>	Bureau of Political/Military Affairs	<b>SC/US</b>	Save the Children/United States
<b>PM/WRA</b>	Bureau of Political-Military Affairs/Office of Weapons Removal and Abatement	<b>SCI</b>	Sensitive Compartmented Information
<b>PMA</b>	President's Management Agenda	<b>SECI</b>	Southeast Europe Cooperative Initiative
<b>PMS</b>	Payments Management System	<b>SEED</b>	Support for East European Democracy
<b>PNR</b>	Passenger Name Record	<b>SEED</b>	Supporting Entrepreneurs for Environment and Development
<b>POA&amp;M</b>	Plan of Action and Milestones	<b>SENTRI</b>	Secure Electronic Network for Travelers Rapid Inspection
<b>POEs</b>	Points of Entry	<b>SES</b>	Senior Executive Service
<b>POF</b>	Perfect Order Fulfillment	<b>SEFAS</b>	Statements of Federal Financial Accounting Standards
<b>POP</b>	Persistent Organic Pollutants	<b>SFOR</b>	Stabilization Force in Bosnia and Herzegovina
<b>PPA</b>	Prompt Payment Act	<b>SGL</b>	Standard General Ledger
<b>PPRA</b>	Plutonium Production Reactor Agreement	<b>SIA</b>	Special Issuance Agency
<b>PrepCom</b>	Preparatory Committee	<b>SIPRNET</b>	Secret Internet Protocol Router Network
<b>PRM</b>	Bureau of Population, Refugees and Migration	<b>SMART</b>	State Messaging and Archive Retrieval Toolset
<b>PSC</b>	Personal Service Contractor	<b>SNAP</b>	Spouse Networking Assistance Program
<b>PSI</b>	Proliferation Security Initiative	<b>SOA</b>	Summit of the Americas
<b>PSMC</b>	Peace Support Missions Concluded	<b>SPAW</b>	Specially Protected Areas and Wildlife
<b>PSO</b>	Peace Support Operation	<b>SPS</b>	Senior Policy Seminars
<b>PSO</b>	Post Security Officer	<b>SSA</b>	Social Security Administration
<b>PTR</b>	Office of Proliferation Threat Reduction	<b>SSN</b>	Social Security Number
<b>PuD</b>	Plutonium Disposition	<b>START</b>	Strategic Arms Reduction Treaty
<b>QID</b>	Questioned Identification Document	<b>STCU</b>	Science and Technology Center in Ukraine
<b>RAMOS</b>	Russian American Observation Satellite	<b>SYSADMINs</b>	Systems Administrators
<b>RCM</b>	Regional Conference on Migration	<b>STMS</b>	Student Training Management System
<b>RevCon</b>	Review Conference	<b>TAP</b>	Technical Advisory Programme
<b>RFMS</b>	Regional Financial Management System	<b>TBD</b>	To Be Determined
<b>RM</b>	Bureau of Resource Management	<b>TC</b>	Technical Cooperation
<b>ROI</b>	Return on Investment	<b>TCNs</b>	Third Country Nationals
<b>ROK</b>	Republic of Korea	<b>TDA</b>	U.S. Trade and Development Agency
<b>RSO</b>	Regional Security Officer	<b>TDY</b>	Temporary Duty
<b>S&amp;T</b>	Science and Technology	<b>TED</b>	Turtle Excluder Device
<b>S/COS</b>	Office of the Secretary/Chief of Staff	<b>TFCA</b>	Tropical Forest Conservation Agreement
<b>S/CPR</b>	Chief of Protocol	<b>TIP</b>	Terrorist Interdiction Program
<b>S/CRS</b>	Coordinator for Reconstruction and Stabilization	<b>TIP</b>	Trafficking in Persons
<b>S/CT</b>	Coordinator for Counterterrorism	<b>TMC</b>	Theater Ballistic Missile Defense
<b>S/ES</b>	Office of the Secretary/Executive Secretariat	<b>TMD</b>	Theater Missile Defense
<b>S/GAC</b>	Global AIDS Coordinator	<b>TNA</b>	Transitional National Assembly
<b>S/OCR</b>	Office of Civil Rights	<b>TOC</b>	Transnational Organized Crime
<b>S/P</b>	Policy Planning Staff	<b>TOPOFF</b>	National Level of Top Officials
<b>S/WCI</b>	Ambassador at Large for War Crimes Issues	<b>TRIPS</b>	Trade-Related Aspects of Intellectual Property Rights Agreement
<b>SA</b>	Bureau of South Asian Affairs	<b>TSC</b>	Terrorist Screening Center
<b>SAARC</b>	South Asian Association for Regional Cooperation	<b>TSCTI</b>	Trans-Sahara Counter Terrorism Initiative
<b>SACM</b>	South American Conference on Migration	<b>TSP</b>	Thrift Savings Plan
<b>SACU</b>	Southern African Customs Union	<b>TSUs</b>	Technical Security Upgrades
<b>SADC</b>	South African Development Community	<b>TSWG</b>	Technical Support Working Group
<b>SAGSI</b>	Standing Advisory Group on Safeguards Implementation	<b>TTIC</b>	Terrorist Threat Information Center
<b>SALT</b>	Strategic Arms Limitation Talks		
<b>SARS</b>	Severe Acute Respiratory Syndrome		

<b>U.S.C.</b>	U.S. Code	<b>USIA</b>	United States Information Agency
<b>U/S</b>	Under Secretary	<b>USINFO</b>	United States Information
<b>UAE</b>	United Arab Emirates	<b>USMS</b>	United States Marshal Service
<b>UIA</b>	United Israel Appeal	<b>USOSCE</b>	United States Mission to the Organization for Security and Cooperation in Europe
<b>UK</b>	United Kingdom	<b>USPS</b>	United States Postal Service
<b>UN</b>	United Nations	<b>USPTO</b>	United States Patent and Trademark Office
<b>UNAIDS</b>	United Nations Program on HIV/AIDS	<b>USSR</b>	Union of Soviet Socialist Republics
<b>UNAMSIL</b>	UN Mission in Sierra Leone	<b>USTR</b>	U.S. Trade Representative
<b>UNCTAD</b>	United Nations Conference on Trade and Development	<b>USUN</b>	U.S. Mission to the United Nations
<b>UNDP</b>	United Nations Development Program	<b>UXO</b>	Unexploded Ordinance
<b>UNDPKO</b>	United Nations Department for Peacekeeping Operations	<b>VACIS</b>	Vehicle and Cargo Inspection System
<b>UNFPA</b>	United Nations Population Fund	<b>VCI</b>	Verification, Compliance and Implementation
<b>UNFSA</b>	UN Fish Stocks Agreement	<b>V-Fund</b>	Verification Assets Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees	<b>VIG</b>	Vaccinia Immune Globulin
<b>UNICEF</b>	United Nations Children's Emergency Fund	<b>VMT</b>	Verification and Monitoring Team
<b>UNMEE</b>	UN Mission in Ethiopia and Eritrea	<b>VP</b>	Voluntary Principle
<b>UNMIL</b>	United Nations Mission in Liberia	<b>VPNs</b>	Virtual Private Networks
<b>UNMOVIC</b>	United Nations Monitoring, Verification and Inspection Commission	<b>VWP</b>	Visa Waiver Program
<b>UNOCHA</b>	United Nations Office for the Coordination of Humanitarian Assistance	<b>WA</b>	Wassenaar Arrangement
<b>UNRWA</b>	United Nations Relief and Works Agency for Palestine Refugees in the Near East	<b>WAIS</b>	Wassenaar Arrangement Information System
<b>UNSC</b>	UN Security Council	<b>WARCP</b>	West Africa Regional Conference Process
<b>UNSCR</b>	UN Security Council Resolution	<b>WBI</b>	World Bank Institute
<b>USAID</b>	United States Agency for International Development	<b>WCF</b>	Working Capital Fund
<b>USAWC</b>	U.S.-Afghan Women's Council	<b>WCPFC</b>	Western and Central Pacific Fisheries Commission
<b>USCG</b>	United States Coast Guard	<b>WFP</b>	World Food Program
<b>USCIRF</b>	United States Commission on International Religious Freedom	<b>WHA</b>	Bureau of Western Hemisphere Affairs
<b>USCS</b>	United States Customs Service	<b>WHO</b>	World Health Organization
<b>USDA</b>	U.S. Department of Agriculture	<b>WMD</b>	Weapons of Mass Destruction
<b>USFK</b>	U.S. Forces Korea	<b>WMEAT</b>	World Military Expenditures and Arms Transfers
<b>USFWS</b>	U.S. Fish and Wildlife Service	<b>WRC</b>	World Radiocommunications Conference
<b>USG</b>	United States Government	<b>WSIS</b>	World Summit on the Information Society
		<b>WSSD</b>	World Summit on Sustainable Development
		<b>WTO</b>	World Trade Organization
		<b>WVI</b>	World Vision International
		<b>WW2BW</b>	White Water to Blue Water

## PHOTO CREDITS

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