

STRATEGIC OBJECTIVE #2: ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS

STRATEGIC GOAL 9: SOCIAL AND ENVIRONMENTAL ISSUES

Improve health, education, environment, and other conditions for the global population

I. Public Benefit

Strengthening international cooperation to ensure stable, prosperous societies is critical to U.S. national security. Disease, poverty, displacement, lack of education, and environmental degradation destroy lives, ravage societies, destabilize regions, and cheat future generations of prosperity. By integrating economic growth with social development and environmental stewardship worldwide, we are extending to the international community the basic values American citizens hold dear: prosperity in balance with sustainable management of our land-based and marine natural resources, healthy lifestyles, an informed society, and cooperation to advance research frontiers and stimulate innovation.

U.S. health sector investments have improved health and well being for women, men, and children worldwide. Results include the rapid expansion of HIV/AIDS treatment, prevention, and care services in high-priority countries and improved quality of life for persons living with and affected by HIV/AIDS; more couples being able to decide the number and spacing of their children; more women having access to skilled care at childbirth; more children being immunized and surviving common childhood illnesses; expanded access to effective prevention and treatment measures for infectious diseases like malaria and tuberculosis; greater international engagement to address Avian Influenza; better preparedness against the threat of bioterrorism; and significant progress in eradicating polio worldwide.

Investments in basic education have provided millions of people with the literacy and numeracy skills that are needed to live and work productively in today's world. Improvements in higher education help to ensure a stable, high-skilled work force, provide opportunity for economic betterment, and create an informed society that will both demand and participate constructively in democratic institutions.

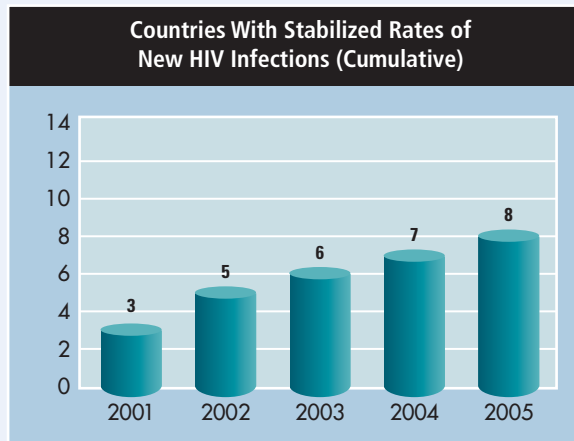
Sound governance of natural resources not only protects the planet, it is a key condition for sustainable growth and a key attribute of democratic governance. By promoting access to clean drinking water and clean, modern energy, by sustainably managing fisheries, forests, and other flora and fauna, by keeping dangerous chemicals and other pollutants out of terrestrial and marine environments, by increasing resilience to climate variability and change, and by improving the environmental capacity of trade partners, we are promoting economic prosperity in sustainable harmony with nature. These initiatives reduce the strains on society that lead to conflict and even terrorism, while inculcating democratic values of participatory decision-making, rule of law, and transparency.



Children participate in a rally in New Delhi, India for debt relief and resources for education, July, 2005.

AP/Wide World Photo

II. Selected Performance Trends



ADULTS AND CHILDREN ESTIMATED TO BE LIVING WITH HIV/AIDS, END 2004



Source: UNAIDS

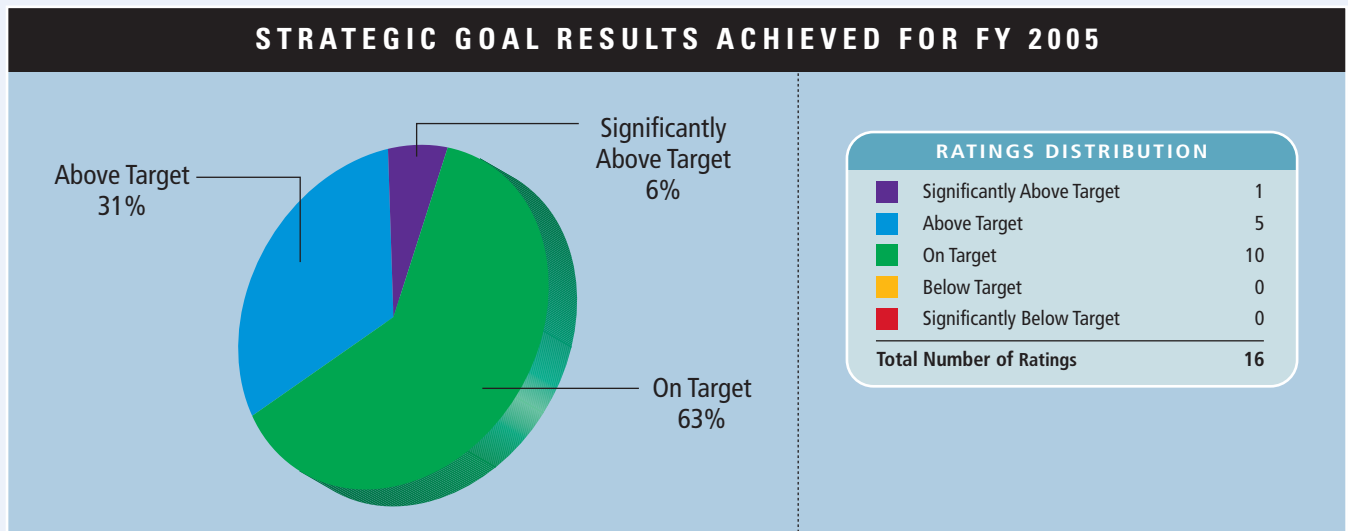
III. Strategic Context

This strategic goal is supported by four performance goals. Shown below are the major initiatives/programs, resources, bureaus, and partners that contribute to accomplishment of the strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/Program	Major Resources	Lead Bureau(s)	External Partners	
Social and Environmental Issues	Global Health	Global Health	D&CP, GHAI, CS&H, ESF	S/GAC, OES, IO	Global Fund, HHS, USAID, DOD, DOL, EPA, CDC, NSC, CEQ, Commerce, UN, UNAIDS, WHO, private sector entities	
		Combating Bioterrorism	D&CP	PM, OES, IO	HHS, DHS, DOD, Commerce, CIA, NSC, HSC, UN, WHO	
		Population	D&CP	PRM	UNFPA, UN Population Division, USAID, HHS	
	Environmental Protection	Institutionalizing Sustainable Development	D&CP, ESF	OES	USAID, EPA, USDA, NOAA, DOE, Smithsonian Institution, civil society and private sector organizations	
		Marine Resources	D&CP, ESF, IO&P	OES	DOC National Oceanic and Atmospheric Administration, USAID, USDA, DOE, DOI USFWS, EPA, NSF, NRC, NASA, DOD, USTR, USCG, NGOs, international organizations, and International Coral Reef Initiative Partners	
		Conservation of Protected Areas and Tropical Forests	D&CP ESF	OES, AF, WHA	USAID, USDA, Treasury Department, USDA-Forest Service, NGOs, international organizations	
		Global Climate Change and Clean Energy	D&CP, IO&P, ESF	OES, STAS	DOE, EPA, CEQ, CEA, NOAA, NASA, USAID, Treasury, USDA, NSF, DOC, DOI, DOT, DOD	
		Science and Technology Cooperation	D&CP, ESF	OES, STAS, EB	USAID, USDA, DOE, DOC, DOI, EPA, NSF, NRC, NASA, DOD, USPTO, USTR, private sector entities	
	Access to Quality Education	Accomplishment of this performance goal is the responsibility of USAID, and is therefore not reported in the Department of State's FY 2005 Performance and Accountability Report.				
	Migration Policies and Systems	Effective and Humane Migration Policies and Systems	MRA, ERMA	PRM	IOM, DHS	

IV. Performance Summary

The chart below shows the performance rating distribution of the FY 2005 results for the Social and Environmental Issues strategic goal.



V. Performance Analysis

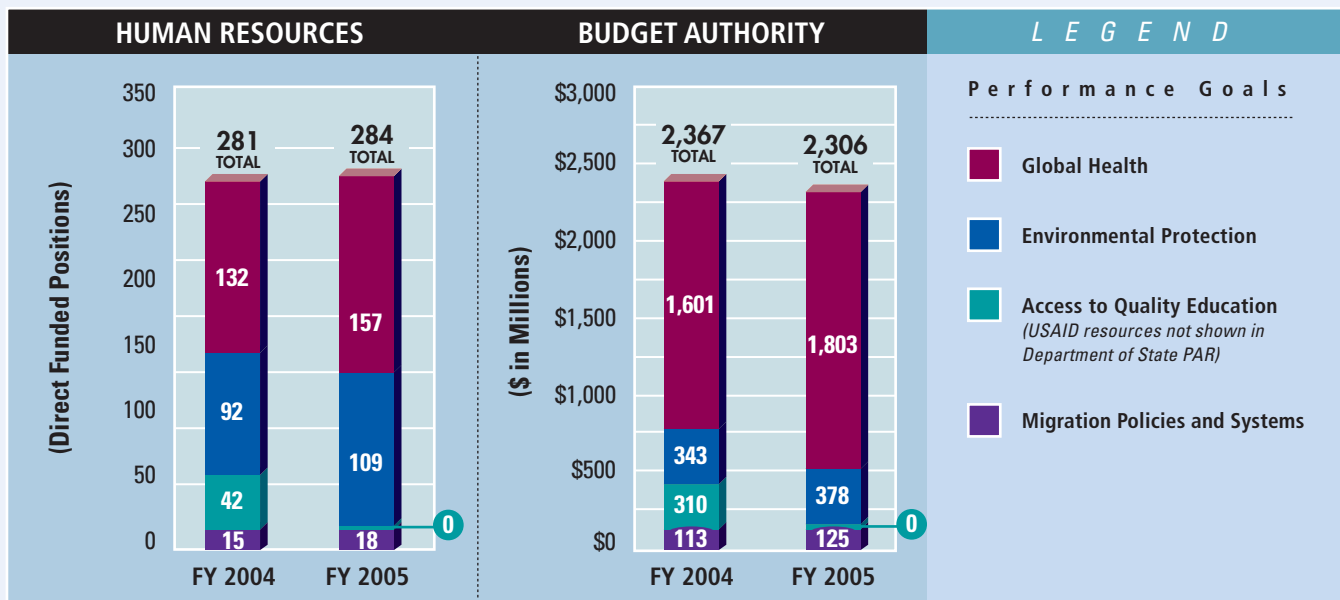
PERFORMANCE TRENDS. Performance under the President’s Emergency Program for AIDS Relief (PEPFAR) has exceeded expectations for treatment (235,000 were treated during the first half of 2005, versus the June 2005 target of 200,000). In addition, more than 120 million people have been reached with HIV/AIDS prevention messages/programs, exceeding the year one goal of reaching 47.8 million people with prevention messages/programs by 250 percent. The percentage of the world’s population with access to tuberculosis care and treatment continued its steady three-year increase from 63% to 75%. There has also been an unmistakable trend toward more effective implementation of treaties and agreements on natural resources management (marine, forest, climate, etc), as demonstrated by an increase in partners, cooperation, transparency, standards, and assessments.

OUTCOME-LEVEL RESULTS. The Department has made significant progress toward PEPFAR’s five-year goals of supporting treatment for 2 million people infected with HIV, prevention of 7 million new HIV infections, and care for 10 million people infected and affected by HIV/AIDS, including orphans and vulnerable children. As a result of the U.S. Water for the Poor Initiative (launched at the 2002 World Summit on Sustainable Development), over 12 million people have received improved access to water and more than 12 million people have received improved access to adequate sanitation. Other outcome-level results were achieved in FY 2005 in sustainable development and climate change.

RESULTS SIGNIFICANTLY ABOVE OR BELOW TARGET. The Department significantly exceeded its performance target for international cooperation to reduce persistent organic pollutants, an important global health issue. We expected twenty additional countries to ratify the Stockholm Convention in 2005 and 31 actually did so, bringing the number of States-Parties to 110 countries, a remarkably fast pace for a global environmental agreement. There were no results significantly below target in this strategic goal area in 2005.

RESOURCES INVESTED. The U.S. Government continued to invest significant resources in social and environmental programs in 2005. In FY 2005, the Department allocated an estimated 9.1% of its budget to this strategic goal, or \$2.3 billion. This represents a slight decrease of 3% from FY 2004.

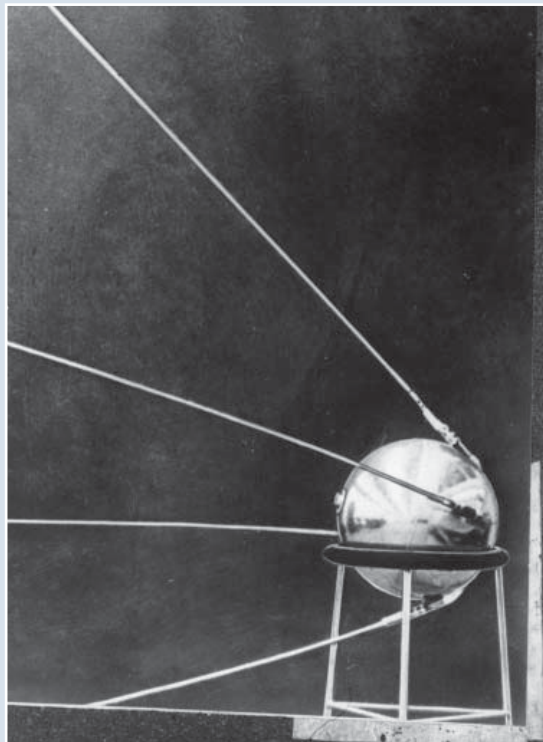
VI. Resources Invested



A Look to History: Social and Environmental Issues

The introduction of nuclear power during the final stages of World War II signaled the emergence of high technology as a potent factor of international diplomacy. After the Soviet Union successfully launched its Sputnik satellite in 1957, the Department of State deepened engagement on science and technology, and an Office of International Scientific and Technological Affairs was established in 1965. In 1973 Congress broadened the legislative mandate of the Department to include environment, conservation, population, fisheries and wildlife, and other responsibilities, leading to the creation of the Bureau of Oceans and International Environmental and Scientific Affairs.

This first official picture of the Soviet satellite Sputnik I was issued in Moscow on October 9, 1957. AP Photo



VII. Performance Results

PERFORMANCE GOAL 1

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

INITIATIVE/PROGRAM (I/P) #1: GLOBAL HEALTH – PRESIDENT’S EMERGENCY PLAN FOR AIDS RELIEF (PART PROGRAM)

Indicator #1: The Number of People Receiving HIV/AIDS Treatment in the 15 Focus Countries

Indicator revised. Please see Appendix for details.

JUSTIFICATION (VALIDATION): The Emergency Plan targets \$10 billion in funding to integrate and scale-up national HIV/AIDS prevention, treatment, and care services in 15 of the most affected countries: Botswana, Cote d’Ivoire, Ethiopia, Guyana, Haiti, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Vietnam, Zambia. This is a direct, objective measure of the output of a key aspect of the President’s Emergency Plan for AIDS Relief: treatment of individuals.

FY 2005 PERFORMANCE	Target	470,000
	Results	Data collected for the first half of FY 2005 shows that the Emergency Plan is supporting treatment to 235,000 individuals. The Emergency Plan is on target to achieving its FY 2005 treatment goal. Updated end of FY 2005 result data will be available no later than November 30, 2005.
	Rating	■ On Target
	Impact	With its severe social, economic, and political consequences, HIV/AIDS presents a security threat and violates a basic principle of development that each generation do better than the one before. HIV/AIDS treatment mitigates the consequences of HIV/AIDS by dramatically improving health and therefore productivity. With every person receiving treatment, life is extended, families are held intact, and nations move forward with development.
PERFORMANCE DATA	Data Source	Semi-annual and annual progress reports to the Office of the Global AIDS Coordinator from each of the focus countries reporting numbers of people receiving support for treatment in each country.
	Data Quality (Verification)	Progress reports are reviewed and analyzed by officials from the Office of the Global AIDS Coordinator.
PAST PERFORMANCE	2004	As of September 30, 2004, the Emergency Plan was supporting treatment for 155,000 individuals with only 8 months of funding. These data are used as the baseline for future performance measurement.
	2003	N/A
	2002	N/A

I/P #1: GLOBAL HEALTH – PRESIDENT’S EMERGENCY PLAN FOR AIDS RELIEF (continued)

Indicator #2: Estimated Number of HIV Infections Prevented in the 15 Focus Countries

Indicator revised. Please see Appendix for details.

JUSTIFICATION (VALIDATION): This is a direct, objective measure of the high-level impact of the President’s Emergency Plan for AIDS Relief. It is applied consistently across the 15 targeted countries and provides the best single indication of overall progress toward the desired outcome.

FY 2005 PERFORMANCE	Target	1,000,000.
	Results	Information on prevention services provided during FY 2005 in the 15 focus countries will be available no later than November 30, 2005.
	Rating	■ On Target
	Impact	Reduced HIV transmission is a primary factor in winning the war against HIV/AIDS. Preventing new HIV infections will dramatically decrease burdens of the disease on individuals, families, and nations.
PERFORMANCE DATA	Data Source	Semi-annual and annual progress reports to the Office of the Global AIDS Coordinator from each of the focus countries reporting numbers of people receiving prevention services in each country. Country bi-annual reports from UNAIDS reporting prevalence rates. Country demographic health surveys reporting HIV/AIDS prevalence rates.
	Data Quality (Verification)	Progress reports are reviewed and verified by officials from the Office of the Global AIDS Coordinator.
PAST PERFORMANCE	2004	During the first 8 months of 2004 funding: 24,041,800 individuals were reached by community outreach HIV/AIDS prevention programs. 130,073,400 persons were reached by mass media HIV/AIDS programs that promote abstinence and being faithful. 11,899,900 individuals were reached by community outreach programs that promote other prevention strategies and 76,620,600 individuals were reached by mass media HIV/AIDS prevention programs that promote other prevention strategies. Counts cannot be added because the same individuals may be reached by more than one prevention program. In addition, 1.2 million women were reached with prevention of mother to child transmission services, of whom 125,100 received mostly short-course antiretroviral preventive therapy, averting an estimated 23,766 infections of newborns. 2004 prevalence rates unavailable for focus countries, but will be available for at least 5 focus countries by the end of the 2005 calendar year. Based on September 30, 2004 reports, more than 120 million people have been reached with prevention messages/programs, exceeding the Year One June 2005 goal of reaching 47.8 million people with prevention messages/programs by 250 percent.
	2003	N/A
	2002	N/A



Liberian refugee schoolgirls signal thumbs up at the Buduburam Refugee Settlement in Ghana.

State Department Photo

I/P #1: GLOBAL HEALTH – PRESIDENT’S EMERGENCY PLAN FOR AIDS RELIEF (continued)

Indicator #3: The Number of People Receiving HIV/AIDS Care and Support Services in the 15 Focus Countries, Including Orphans and Vulnerable Children

Indicator revised. Please see Appendix for details.

JUSTIFICATION (VALIDATION): This is a direct, objective measure of the success of a key input in the President’s Emergency Plan for AIDS Relief and is applied consistently across the 15 targeted countries in the program.

FY 2005 PERFORMANCE	Target	2,600,000
	Results	As of March 30, 2005, 2 million people were receiving care and support services, exceeding the goal of providing services to 1.15 million people by June 2005. The program is on track to exceed the FY 2005 goal of providing care to 2,600,00 people. Updated end of FY 2005 result data will be available no later than November 30, 2005.
	Rating	■ Above Target
	Impact	Care for people infected and affected by HIV/AIDS, including orphans and vulnerable children, mitigates the severe pain and debilitating symptoms caused by HIV/AIDS as well as its social and economic consequences.
PERFORMANCE DATA	Data Source	Semi-annual and annual progress reports to the Office of the Global AIDS Coordinator from each of the focus countries reporting number of people receiving care services in each country.
	Data Quality (Verification)	Progress reports are reviewed and verified by officials from the Office of the Global AIDS Coordinator.
PAST PERFORMANCE	2004	1.7 million people received care and support services.
	2003	N/A
	2002	N/A



U.S. Global AIDS Coordinator Randall Tobias, right, chats with U.S. ambassador to China, Clark T. Randt as they visited the Youan Hospital in Beijing, China, June, 2005.

AP/Wide World Photo

I/P #1: GLOBAL HEALTH (continued)

Indicator #4: Status of World Health Organization (WHO) International Health Regulations

JUSTIFICATION (VALIDATION): This indicator tracks the progress of the WHO International Health Regulations (IHRs), an important measure of WHO and global abilities to respond to public health emergencies of international concern. Because the IHR process is a lengthy one, an indicator focusing on IHR status provides flexibility to use this indicator for more than one year, allowing data to be tracked and compared between years for trend analysis.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> Revised IHRs are submitted to the 58th World Health Assembly (WHA) and approved by the member states. Revised IHRs, when implemented, will prevent or protect against international spread of disease, whether of natural or deliberate occurrence, with a minimum interference with world trade and travel. Countries are reporting outbreaks sooner and requesting international help, where necessary, to contain infectious disease outbreaks.
	Results	The U.S. achieved its objective of participating in the revision and adoption of new IHRs in 2005. This was accomplished through two final negotiating sessions of one week in February and two days in early May just prior to the WHA. The 58th WHA approved by consensus the revised IHRs. In June 2005, the WHO Director General notified all World Health Organization (WHO) member states that the IHRs will enter into force on June 15, 2007.
	Rating	■ On Target
	Impact	WHO Member States will have legally binding reporting and response requirements levied upon them by the IHRs, including mandatory reporting of H5N1 avian influenza or any other novel subtype of influenza. The IHRs provide the legal framework for sharing urgent public health and epidemiological information of an outbreak across international borders and joint action to contain and mitigate its impact. WHO maintains an effective, proactive Global Outbreak Alert and Response Network, and a pool of human and technical resources for rapid identification, confirmation, and response to outbreaks of international importance.
PERFORMANCE DATA	Data Source	WHO, Department of Health and Human Services (Centers for Disease Control and Prevention), other governments, media or informal sources.
	Data Quality (Verification)	IHRs and other relevant documents are subject to public review on the WHO website (www.who.int/en).
PAST PERFORMANCE	2004	A technical review of the revised IHRs at global, regional, and sub-regional level has taken place. The U.S. participated in a number of these review meetings. A revised draft of the IHRs has been submitted to member states for review and consideration at the Intergovernmental Working Group in November 2004.
	2003	<ol style="list-style-type: none"> WHO strengthened its activities related to global and national-level disease surveillance and undertook major efforts with governments in limiting and controlling SARS. Work continued on revising the WHO International Health Regulations with the target for adoption in 2005 of revised regulations.
	2002	WHO continued consultation and elaboration of approach and gaining international consensus.

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

NOTE: This indicator has been deleted, please see Appendix for details


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

NOTE: This indicator has been deleted, please see Appendix for details

I/P #1: GLOBAL HEALTH (continued)


Indicator #7: Establishment of International Agreements and Programs That Minimize Use of Toxic Substances that Adversely Impact Human Health

JUSTIFICATION (VALIDATION): This indicator directly measures the extent and effectiveness of international cooperation to protect human health and the environment from persistent organic pollutants (POPs). POPs are chemicals that remain intact in the environment for long periods, become widely distributed geographically, accumulate in the fatty tissue of living organisms and are toxic to humans and wildlife. POPs circulate globally and can cause damage wherever they travel. Ratification and implementation of international agreements to minimize use and promote sound management of chemicals, such as the Stockholm Convention on persistent organic pollutants, are essential to reduce global risks to human health and the environment from exposure to chemicals.

FY 2005 PERFORMANCE	Target	An additional 20 countries ratify the Persistent Organic Pollutants Convention and develop national plans to phase out the use of POPs.
	Results	In FY 2005, an additional 31 countries ratified the POPs Convention and prepared plans for its implementation. These ratifications increase the number of Parties to 110 countries, a remarkably fast pace for a global environmental agreement.
	Rating	 Significantly Above Target
	Impact	An even greater number of countries than anticipated have taken steps to reduce or eliminate the use and release of POPs. Because POPs can travel far from their source of release, this provides human health and environmental benefits in the United States and all over the world.
PERFORMANCE DATA	Data Source	Stockholm Convention website (http://www.pops.int/) contains information from UN depository regarding treaty ratification.
	Data Quality (Verification)	Data are reliable and complete and subject to public review via the Stockholm Convention website and regular POPs conferences.
PAST PERFORMANCE	2004	The Convention entered into force on May 17, 2004. Seventy-nine States-Parties had ratified the POP Convention by the end of 2004. States-Parties participated in a workshop on implementation of the Stockholm Convention on Persistent Organic Pollutants in developed countries in Neuchâtel, Switzerland, from June 16-18, 2004.
	2003	U.S. proposes new global actions to address mercury pollution, another toxic substance of global environmental and health concern.
	2002	1. General terms of reference for the creation of a pharmaceutical and biotech industry anti-terrorism code of conduct were developed. 2. U.S. submits the POPs Convention to Congress for ratification. 30 other countries ratify the agreement.

Indicator #8: Number of Targeted Countries Using Market-Based Approaches for Delivering Point of Use Technologies for Treating Water at the Household Level

JUSTIFICATION (VALIDATION): Access to potable water is a significant factor in reduction of diarrheal disease, which impacts malnutrition, dehydration, and child health. Market-based approaches can deliver point-of-use technologies more efficiently than the public sector.

FY 2005 PERFORMANCE	Target	10.
	Results	14.
	Rating	 Above Target
	Impact	Reduction of diarrheal disease in targeted communities.
PERFORMANCE DATA	Data Source	U.S. Centers for Disease Control (CDC).
	Data Quality (Verification)	Confidence in the data quality is high. CDC conducts site visits to verify whether activities are or are not taking place in the targeted communities.
PAST PERFORMANCE	2004	8.
	2003	6.
	2002	3.

I/P #2: COMBATING BIOTERRORISM

Indicator #9: Status of the Global Health Security Action Group (GHSAG)

JUSTIFICATION (VALIDATION): Because GHSAG is a relatively new initiative (begun in November 2001), its sustainability impacts its ability to achieve its goals of promoting greater health security among the eight member nations and beyond. This indicator can be used for multiple years, allowing data to be tracked and compared between years for trend analysis.

FY 2005 PERFORMANCE	Target	GHSAG develops "lessons learned" and strategies for sharing with countries outside of GHSAG. GHSAG lab network develops safe and secure transport protocols, ensures that biosafety procedures are in place at all GHSAG labs, and promotes voluntary adoption of improved standards. GHSAG implements bioterrorism-related training programs and simulations for both GHSAG and non-GHSAG members. GHSAG develops rapid response methodologies for preventing and responding to bioterrorism.
	Results	GHSAG members are developing lab network coordination and protocols by implementing workshops on electron microscopy, plague, tularemia, and environmental sampling. At the same time, the GHSAG lab network is continuing work on the issue of transportation of infectious substances. GHSAG conducted a pandemic influenza exercise and is preparing for a radio-nuclear exercise for GHSAG members. GHSAG conducts tests and drills of the GHSAG Emergency Contact Network on a quarterly basis. Different GHSAG members take the lead on conducting the various tests and drills. GHSAG has developed a consolidated risk guidance document that is available for use by GHSAG members (Canada, France, Germany, Italy, Japan, Mexico, UK, and USA).
	Rating	■ On Target
	Impact	GHSAG Members are better prepared for dealing with both deliberate and naturally occurring disease outbreaks.
PERFORMANCE DATA	Data Source	Statement from GHSAG Ministerial Meeting in Paris, France: http://www.state.gov/g/oes/rls/or/2004/40812.htm
	Data Quality (Verification)	Data are reliable, of high quality, and verified by OES direct participation in GHSAG activities.
PAST PERFORMANCE	2004	GHSAG has completed a successful international anthrax workshop to test lab procedures, developed plans with WHO for distribution of smallpox vaccination training materials, and initiated work both with governments and private sector institutions to strengthen preparedness and response capabilities for pandemic influenza.
	2003	GHSAG has formed technical working groups. In December 2002, GHSAG formed a new technical working group on Pandemic Influenza. During the GHSAG working meeting in September 2003 in Ottawa, GHSAG members decided to add SARS to the topic of the Influenza technical working group. GHSAG has tested Incident Scale. GHSAG members were prepared to submit Terms of Reference for GHSAG Ministerial Meeting in November 2003.
	2002	General terms of reference for the creation of a pharmaceutical and biotech industry anti-terrorism code of conduct were developed.



Undersecretary of State for Democracy and Global Affairs Paula Dobriansky, left, talks to United Kingdom Minister of State for Environment Elliot Morley at the 10th International Convention on Climate Change in Buenos Aires, Argentina, December, 2004.

AP/Wide World Photo

I/P #3: POPULATION

Indicator #10: Management Reforms at UNFPA

JUSTIFICATION (VALIDATION): The Department’s collaboration with the United Nations Population Fund (UNFPA) focuses on promoting human rights in reproductive health care, especially voluntarism, and strengthening the performance of that agency. Ensuring financial transparency, operational accountability, and management reform are important first steps for institutional reform and to establish a foundation for promoting efficiency gains.

FY 2005 PERFORMANCE	Target	UNFPA reforms methods of monitoring and evaluating 3 country programs.
	Results	The Technical Advisory Program (TAP) is building capacity at the regional and national levels in at least 3 countries through multiple Country Support Teams by providing technical support and expertise from specialized agencies in the UN, further promoting monitoring and evaluation.
	Rating	■ On Target
	Impact	The country support team in Amman, in collaboration with the League of Arab States, provided support in the area of population. The country support team in Harare worked with 14 countries on Poverty Reduction Strategies (PRS).
PERFORMANCE DATA	Data Source	Executive Board of the United Nations Development Program and of the United Nations Population Fund, <i>United Nations Population Fund Technical Advisory Program, 2006-2007 DP/FPA/16</i> . Goss Gilroy Inc. Management Consultants, Evaluation of the UNFPA Technical Advisory Program Final Report.
	Data Quality (Verification)	The documents provide both an internal and external review of the performance of the TAP and have been reviewed by UNFPA’s Executive Board.
PAST PERFORMANCE	2004	Implementation of UNFPA’s new monitoring and evaluation system, the Technical Advisory Program, began in October 2003. Assessment of this method is ongoing.
	2003	Department special teams conducted 2 monitoring trips to China, a UNFPA program country, in FY 2003.
	2002	Baseline: One independent Department team visited China to assess the UNFPA program there.

Secretary Rice and Thailand Deputy Prime Minister Surakiart Sathirathai, back row left, pose with Thai and foreign school children at Bang Sak school July, 2005. The school was devastated by the December 2004 tsunami and was rebuilt as part of U.S. reconstruction efforts in Pang-nga province, southern Thailand.

AP/Wide World Photo



PERFORMANCE GOAL 2

PARTNERSHIPS, INITIATIVES, AND IMPLEMENTED INTERNATIONAL TREATIES AND AGREEMENTS THAT PROTECT THE ENVIRONMENT AND PROMOTE EFFICIENT ENERGY USE AND RESOURCE MANAGEMENT

I/P #4: INSTITUTIONALIZING SUSTAINABLE DEVELOPMENT

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

JUSTIFICATION (VALIDATION): Although not a direct quantitative measure, this indicator does measure the existence of institutional frameworks and an increase in activities dedicated to address these issues.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Energy fora including the World Energy Forum and the World Energy Council focus on public/private partnerships to implement sustainable development objectives. 2. Within the Commission on Sustainable Development, activities are centered on the development and implementation of partnerships and capacity building of key sustainable development areas included in the Johannesburg Plan of Implementation and Agenda 21. 3. Strengthened international consensus for U.S.-supported positions on sustainable development.
	Results	<ol style="list-style-type: none"> 1. As a result of active U.S. engagement, a number of key fora highlighted public/private partnerships in the energy sector. The December 2004 Energy for Development Conference underscored the importance of public-private partnerships for energy and sustainable development, as did the 2nd International Forum on Partnerships for Sustainable Development (Morocco, March 2005), which highlighted energy partnerships as one of two its focal areas. In addition, the Organization for Economic Cooperation and Development (OECD) Committee on Science and Technology Policy adopted U.S. proposals to focus on energy efficiency during a workshop to be hosted by the Government of South Africa in November 2005 and to incorporate partnerships in the workshop's agenda. 2. The thirteenth session of the UN Commission on Sustainable Development (CSD 13) concluded the CSD's first-ever 2-year "Implementation Cycle." Over 70 new public-private partnerships were registered with the UN during the two-year cycle, and the CSD Learning Center provided capacity building to over 500 participants at CSD 13. In addition, CSD 13 established a non-negotiated "Matrix of Policy Options and Practical Measures," an implementation-oriented tool for sharing best practices and lessons learned on increasing access to safe water and sanitation. The decisions adopted at CSD 13 strengthened national commitments to improve domestic good governance, defined collective actions to increase access to safe water and basic sanitation, and strengthened the mandate of UN Water as a tool for UN agency coordination on water and sanitation. Several of the CSD's implementation-oriented outcomes, including the matrix of policy options, have strong parallels to the package of outcomes first floated in an August 2004 U.S. Government non-paper. 3. In the run-up to CSD 13, two months after U.S.-EU consultations based on a U.S. non-paper, the EU released a paper which mirrored many U.S. proposals, calling for CSD 13 to be organized with the aim of delivering "policy options" and specific commitments to action, rather than a "traditional" negotiating session. At CSD 13, the U.S. worked with several EU member states (including, e.g., The Netherlands, Sweden, the United Kingdom) and developing countries (including Ethiopia, El Salvador, and Indonesia) in launching new public-private partnerships on water and sanitation. The EU continues to push, however, for lengthy negotiations and global norm-setting.
	Rating	<ol style="list-style-type: none"> 1. ■ Above Target 2. ■ Above Target 3. ■ On Target
	Impact	<p>As international institutions and processes focus more on promoting partnerships and capacity building, they become more effective in facilitating practical approaches to advance sustainable development:</p> <ul style="list-style-type: none"> • Over 70 new public-private partnerships were registered with the UN during the two-year cycle. • The CSD 13 Learning Center provided capacity building to over 500 participants at CSD 13. • As a result of the U.S. Water for the Poor Initiative (launched at the 2002 World Summit on Sustainable Development), over 12 million people have received improved access to water and more than 12 million people have received improved access to adequate sanitation.
	PERFORMANCE DATA	Data Source
Data Quality (Verification)		Data is of high quality and objectively verified by direct OES participation in events.

Continued on next page

I/P #4: INSTITUTIONALIZING SUSTAINABLE DEVELOPMENT (continued)

Indicator #1: (continued)

PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. The CSD's 12th Session (April 2004) consisted of a first-ever non-negotiating "Review Session" focused on water, sanitation, and human settlements. It drew record levels of participation from governments, civil society, and private sector organizations and boosted momentum for action to carry out the Johannesburg Plan of Implementation. 2. CSD 12's "Learning Center" provided capacity building through 18 courses, each of which drew an average of 25 to 30 participants representing a cross-section of stakeholders. CSD 12's "Partnerships Fair" drew an average of about 42 people each to fifty presentations and still more to 28 information desks, 18 poster exhibits, five video displays, and six thematic dialogues. 3. Developing countries and other stakeholders supported the CSD's new meeting format and they participated actively in the "Learning Center" and "Partnerships Fair" activities and numerous side events. Most engaged constructively in plenary dialogues to highlight domestic action and needs on water, sanitation, and human settlements. 4. U.S. launched "SDP.gov," an Internet-based clearinghouse of information on U.S. sustainable development partnerships. 5. CSD focuses efforts on implementing the water elements of the Johannesburg Plan of Implementation and other internationally agreed development goals relating to water. 6. Capacity-building Institute at CSD 12 presents 8-12 classes, each with 10-20 issue experts and multi-stakeholder participants; CSD 12 Partnership Fair highlights 20 partnerships. 7. Key developing countries (e.g., Brazil, South Africa, India, and Indonesia) support implementation and partnerships focused CSD reforms. 8. The third Global Water Alliance meeting among donors took place. The CSD resulted in the building of capacity and development of partnerships on water and sanitation. A multi-donor process for developing and supporting the implementation of national level plans on water was established. Global Forum for Sustainable Energy established procedures to facilitate better coordination between all World Summit for Sustainable Development energy partnerships. Global Village Energy Partnership identified new host organization for technical secretariat and transfers responsibilities. World Energy Congress highlighted all World Summit for Sustainable Development energy partnerships at its biannual conference. 9. Water development plans were completed for the Niger and Senegal. Regional meetings on water continued on the Okavango, Niger, Sava, and Nile. China intensified cooperation with MRC. Data sharing among Nepal, India and Bangladesh expanded to include information sharing on flood mitigation strategies. Global Village Energy Partnership hosted Asia regional workshops. 10. Market-based program for manufacturing and distributing point-of-use technologies for disinfecting water at the household level established in two additional countries. Activities were underway to support national level development and implementation of water plans in one country. Market-based energy access national and/or sub-national plan were developed in two countries, through the Global Village Energy Partnership.
	2003	<ol style="list-style-type: none"> 1. U.S. discussion paper on CSD reform influenced CSD Secretariat's proposed plan of work, which now focuses on implementation. 2. Bilateral and regional meetings in key regions (Europe, Latin America) emphasized need for implementation, not new norm-setting. Europeans remained wedded to norm-setting approach in high-level multilateral meetings, although some began supporting U.S.-led partnerships and Oceans, Environment and Science Initiative programs focusing on good domestic governance and implementation. 3. Nile Basin Initiative established regional advisory committees to implement sub-regional development projects on water and energy. Global Village Energy Partnership hosted regional workshops in Africa and Latin America linking energy access issues to country Poverty Reduction Strategy Papers. China, as "dialogue partner" with the MRC, began sharing data on water levels and rainfall from two monitoring stations in Yunnan. 4. Market-based program for manufacturing and distributing point-of-use technologies for disinfecting water at the household level established in Haiti and Malawi. Local program expanded to the national level in Madagascar. Country Global Village Energy Partnership teams established in Zambia and Mexico.

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I/P #4: INSTITUTIONALIZING SUSTAINABLE DEVELOPMENT (continued)

Indicator #1: (continued)

PAST PERFORMANCE (continued)	2002	<ol style="list-style-type: none"> 1. The Johannesburg Plan of Implementation called for reform of the Commission on Sustainable Development to place more emphasis on implementation at all levels, including promoting and facilitating multi-stakeholder partnerships, and contained the strongest language to date on domestic good governance as a foundation for sustainable development. 2. U.S. continued to promote multi-stakeholder partnerships to advance international development. WSSD was the first UN conference recognizing partnerships as an official outcome. 3. The Johannesburg Plan of Implementation underscored the need to accelerate access to water and energy services in order to realize the Millennium Development Goals. New international targets goals on access to sanitation and the development of national water plans were adopted. Global Village Energy Partnership, a public-private partnership dedicated to increasing access to modern energy services, was launched. 4. Regional: Legal framework on the Sava River reached. Secretariat established for the Nile Basin Initiative. Niger basin riparians engaged in regional discussions to identify challenges and opportunities. Information sharing system established by the Mekong River Commission. Ad hoc water-related meetings occurring in the Araks/Kura, Hindu-Kush, Okavango, and Caucasus. Plan to share flood forecasting information among South Asian countries developed; project to identify flood mitigation strategies launched. 5. National/local: Market-based program for manufacturing and distributing point-of-use technologies for disinfecting water at the household level established in Rwanda.
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Indicator #2: Key Developing Countries Build Capacity for Good Domestic Environmental Governance

JUSTIFICATION (VALIDATION): This measure of domestic capacity directly relates to the desired outcome of institutionalized sustainable development. The key assumption is that countries with good domestic environmental governance will be more likely to promote sustainable development.

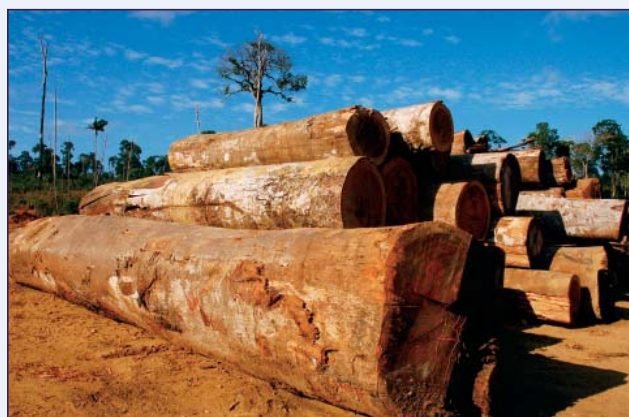
FY 2005 PERFORMANCE DATA	Target	2-3 key developing countries or emerging economies demonstrate measurable improvements in the effectiveness of domestic environmental enforcement programs, compliance with environmental laws, and national systems for public participation, access to information and access to justice on environmental matters.
	Results	<ol style="list-style-type: none"> 1. International Law Enforcement Academy (ILEA) in Gaborone debuts revised Principles of Environmental Laws and Enforcement (PELE) workshop for southern Africa countries. South Africa launched "Green Scorpions" unit integrating environmental inspectors from all levels of government; and Swaziland strengthened its environmental agency's enforcement authority. U.S. and UK partner built Green Scorpions' inspection, investigation and prosecution capacity. 2. PELE workshops conducted in Amman and Manama for Arab countries. Jordan asserted leadership in developing regional environmental enforcement network. 3. United Nations Environment Program (UNEP) launched global capacity programs for Green Customs and Multilateral Environmental Agreement (MEA) enforcement and compliance, with U.S. Government technical support. NAFTA environment commission approved US-proposed green customs program. OES supported environmental judicial training program in Paraguay. International Network on Environmental Compliance and Enforcement (INECE) and EPA developed training featuring a water case study and integrating environmental law, enforcement policy, inspection, prosecution and performance measurement; delivered at World Conservation Congress, CSD, and INECE's 7th global enforcement conference in Marrakech. INECE conference underscored role of environmental enforcement in good governance and rule of law. 4. Convention on International Trade in Endangered Species (CITES) emphasized enforcement to combat illegal trade in endangered species, Thailand proposed regional CITES enforcement network. Department mobilized the Department of Justice (DOJ), the U.S. Fish and Wildlife Service (USFWS), and NGOs to assist; launched global Coalition Against Wildlife Trafficking, with initial focus on Southeast Asia in support of Thai leadership. 5. Department-supported American Bar Association (ABA) Rule of Law project prompts Shenyang, China to implement measures providing public access to environmental information, while legislature considers related legislation.
	Rating	■ Above Target
	Impact	Improved environmental governance in developing countries is an essential prerequisite to progress toward sustainable development, while reinforcing democracy and rule of law.
	Data Source	OES monitors events through direct participation in capacity-building activities, U.S. Government agency reports on results, and reporting from U.S. embassies and the press on outcomes.
Data Quality (Verification)	Data quality in measuring capacity-building outputs is high, and verified through OES and other U.S. Government direct participation in events. The capacity to measure outcomes such as improvements in good environmental governance is not highly developed in most of the developing world. OES must therefore rely on anecdotal data on improvements in good governance within specific countries, until countries environmental governance systems develop sufficiently to include the capacity to measure governance improvement outcomes.	

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I/P #4: INSTITUTIONALIZING SUSTAINABLE DEVELOPMENT (continued)	
Indicator #2: (continued)	
PAST PERFORMANCE	<p>2004</p> <ol style="list-style-type: none"> 1. Department supported EPA training on Principles of Environmental Enforcement in Brazil, environmental legislation and enforcement capacity building in Central America. U.S. Government interagency team integrated training on environmental law, enforcement and anti-corruption into new workshop on "Principles of Environmental Laws and Enforcement"; advised UNEP to ensure that global environmental training for judges focuses on practicalities of domestic environmental law adjudication. Department supported first North America integrated training on traffic in hazardous waste, ozone-depleting substances, and endangered species on the U.S./ Mexico border, including a focus on mechanisms to combat corruption. Department-led interagency team advised UNEP on development of global Green Customs initiative. INECE and the World Bank Institute promoted national-level environmental enforcement and compliance performance measures. EPA expert conducted workshops in Argentina and Uruguay to promote environmental enforcement performance indicators, with Department support. 2. Free Trade Agreements with Chile, Jordan, Morocco, Bahrain and Singapore committed these countries to effective enforcement of environmental laws, and cooperative efforts to improve legal and enforcement capacity and public participation. 3. Department supported training and regional network-building to strengthen interdiction of illegal trade in endangered fauna and flora in the Amazon, at the Bangkok ILEA, and in South Asia. Thailand launched wildlife enforcement initiative. Brazilian officials arrested 11 wildlife traffickers and seized 1,000 wildlife items. ILEA Gaborone hosted USFWS for wildlife enforcement training for second year in a row.
	<p>2003</p> <ol style="list-style-type: none"> 1. U.S. Government interagency teams explored and developed partnerships with civil society, private sector organizations, and governments to promote good domestic governance. 2. U.S.-Chile Free Trade and Environmental Cooperation Agreements included focus on capacity-building for environmental enforcement, compliance and public access to information. 3. U.S. funded efforts to promote public participation and access to information on environmental matters in Baltic states and Chile. 4. U.S. funded course for Southeast Asian representatives on enforcement of laws on trade in endangered species at International Law Enforcement Academy in Bangkok.
	<p>2002</p> <ol style="list-style-type: none"> 1. U.S. Government efforts at the World Summit for Sustainable Development successfully led to inclusion in the Johannesburg Plan of Implementation of the strongest language to date on domestic good governance as a foundation of sustainable development. 2. EnviroLaw Conference in South Africa focused on importance of domestic good governance as a foundation for sustainable development. 3. First environmental crime course held at International Law Enforcement Academy in Budapest. 4. U.S. funded ABA Rule of Law program to engage government and civil society stakeholders in improving environmental law in China.

Sustainable Forest Management

Since the President's Initiative Against Illegal Logging was launched in July 2003, the Department has initiated and co-sponsored the Africa Ministerial on Forest Law Enforcement and Governance to address illegal logging and the export of illegally harvested timber. In FY 2005, Russia hosted a similar ministerial for the Eurasia region. The Department's Liberia Forest Initiative, launched in 2004, continued work in partnership with the U.S. Agency for International Development, U.S. Department of Agriculture Forest Service, and Conservation International to help reform the Liberian forest sector in the post conflict era. The U.S.



The U.S. convinced the UN Security Council to extend timber sanctions for one year (by unanimous vote) to enable the initiative to take hold. The U.S. Government has concluded four new debt-for-nature swaps under the Tropical Forest Conservation Act, which will generate \$30 million for forest conservation over 10-20 years in Colombia, Jamaica and Panama.

Logs cut from the Brazilian Amazon, August, 2005. AP/Wide World Photo

I/P #5: MARINE RESOURCES

Indicator #3: Status of Marine Resources Agreements

JUSTIFICATION (VALIDATION): Under the UN Fish Stocks Agreement (UNFSA), the U.S. must be party to relevant treaties and agreements whose mandate includes stocks for which the United States fishes. Such treaties also must be broadly ratified by other affected parties to be effective.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. The Western and Central Pacific fisheries convention enters into force and Japan and Korea join as Parties. 2. U.S.-Russia agreements on science and enforcement are concluded. 3. Parties adopt and implement regional sea turtle conservation measures. 4. Indian Ocean Memorandum of Understanding (MOU) implements regional sea turtle/habitat conservation programs and measures. 5. Canada hosts UNFSA implementation review meeting. 6. U.S. judge is elected to the International Tribunal for the Law of the Sea; U.S. begins implementation of the Law of the Sea, including a review of domestic and international policies and practice. 7. U.S. negotiates an oil spill response agreement with the U.K. on behalf of the British Virgin Islands.
	Results	<ol style="list-style-type: none"> 1. Convention entered into force in June 2004. Korea and Japan became Parties to the Convention as of October 2004 and July 2005, respectively. 2. Negotiations for science and enforcement agreements rolled into a comprehensive fisheries management agreement to be concluded as a "package deal" including ratification of 1990 U.S.-Soviet Union boundary treaty. 3. Parties to the Inter-American Convention for the Protection and Conservation of Marine Turtles (IAC) adopted a resolution on leatherback sea turtle conservation and began reviewing biological data and conservation priorities for other turtle species. 4. The Indian Ocean – South-East Asian Marine Turtle MOU identified areas for attention/improvement following compilation of national reports on turtle and habitat distribution, and national and regional conservation activities. The MOU Secretariat established a website with conservation tools and coordinating capabilities, and the MOU Signatories initiated an awareness and education campaign within the entire agreement region. 5. Canada hosted the St. John's Conference on the Governance of High Seas Fisheries and the UN Fish Stocks Agreement in May 2005. 6. The U.S. did not accede to the Treaty. Because accession was a prerequisite to the election of a US judge, there was no U.S. judge elected, and U.S. implementation of the Treaty could not begin. 7. Oil spill response negotiations have been successfully completed.
	Rating	<ol style="list-style-type: none"> 1. ■ On Target 2. ■ On Target 3. ■ On Target 4. ■ On Target 5. ■ On Target 6. ■ Below Target 7. ■ On Target

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I/P #5: MARINE RESOURCES (continued)		
Indicator #3: (continued)		
FY 2005 PERFORMANCE (continued)	Impact	<ol style="list-style-type: none"> 1. Accession of Japan and Korea, the two major distant water fishing nations in the Pacific, ensures that the Western and Central Pacific Fisheries Commission (WCPFC) will include all major players in Pacific fisheries, a necessary precondition to the adoption of binding measures for the effective conservation and management of Pacific fish stocks covered by the Convention. 2. Conclusion of a comprehensive fisheries management agreement with Russia would improve conservation and management of transboundary fish stocks in the North Pacific Ocean and Bering Sea, and ensure Russian ratification of the 1990 maritime boundary treaty, as entry into force of the two agreements would be linked. 3. The leatherback resolution, the first conservation-oriented action of the IAC, addresses the highest-priority species within the mandate of the agreement and highlights actions to mitigate immediate threats. 4. All signatories now have an inventory of conservation activities across the region, and coordination at the regional, sub-regional national and local levels are greatly facilitated. 5. Initiatives coming out of the St. John's Conference are spurring efforts to improve the effectiveness of regional fisheries management organizations and will feed into the UN Fish Stocks Agreement review conference in 2006. 6. Because the US did not accede to the Treaty, the goal has not been met. 7. Oil spill response agreement with UK improves the U.S. Government's ability to respond to emergencies in the Caribbean region.
	Reason for Shortfall	U.S. accession to Law of the Sea Treaty was a prerequisite to the election of a US judge and U.S. implementation of the treaty; because U.S. did not accede, target could not be reached.
	Steps to Improve	The Administration strongly supports immediate, favorable action by the Senate to consent to ratify the Law of the Sea Treaty.
PERFORMANCE DATA	Data Source	Bureau of Oceans and International Environmental and Scientific Affairs will track, including with information from Inter-American Tropical Tuna Convention and Western and Central Pacific Fisheries Commission secretariats.
	Data Quality (Verification)	Accuracy, quality, and reliability of performance data are certain and verified by direct participation in targeted activities.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. Administration submits Inter-American Tropical Tuna Commission (IATTC) Convention to the Senate for advice and consent. 2. Amendment to U.S.-Canada albacore treaty enters into force. 3. U.S. and Canada successfully conclude an agreement on Pacific hake stocks; Administration submits new Agreement to Senate. 4. Extension of 1988 U.S.-Russia agreement submitted to Congress; two parties begin consideration of new related agreements on science and enforcement.
	2003	<ol style="list-style-type: none"> 1. The third WCPFC Preparatory Conference was held; Japan participated for the first time. 2. Renegotiation of Convention IATTC concluded. 3. The package of amendments to the U.S.-Canada Albacore Treaty is submitted to the Senate. 4. Negotiations began toward a U.S.-Canada agreement on Pacific hake stocks. 5. Extension of 1988 U.S.-Russia Agreement was underway.
	2002	<p>Baseline:</p> <ol style="list-style-type: none"> 1. The second WCPFC Preparatory Conference was held; one more State ratified the Convention. 2. U.S. and Canada reached agreement to amend albacore tuna treaty. 3. The U.S. and Canada agreed to undertake new efforts to negotiate an agreement on Pacific hake stocks. 4. U.S. and Russia agreed in principle to extend 1988 Mutual Fisheries Agreement until 2008.

I/P #5: MARINE RESOURCES (continued)

Indicator #4: Partnerships to Build Capacity for the Sustainable Use and Protection of Marine Resources

JUSTIFICATION (VALIDATION): The development of partnerships to address key environmental, science and technology issues is an important tool for promoting sustainable natural resource management while protecting U.S. interests.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. U.S. conducts law enforcement training and capacity building work in Caribbean region. 2. Work begins in United Nations Food and Agriculture Organization (FAO) and Asia Pacific Economic Cooperation (APEC) on a mechanism to promote closer cooperation on aquaculture issues in the Americas. 3. Countries adopt the implementation plan for an integrated and sustained earth observation system as created by Group on Earth Observations. 4. With U.S. support and an expanded number of government and private partners, the International Coral Reef Initiative (ICRI) becomes more effective in conservation of the world's coral reefs as evidenced by establishment of additional national coral reef committees and new or expanded marine protected areas. 5. International Council for the Exploration of the Seas (ICES) and the North Pacific Marine Science Organization (PICES) produce ecosystem status reports on the North Atlantic and North Pacific; data will be used to better manage marine resources in the two regions. 6. Conference convened in the Wider Caribbean to develop a regional protocol for the handling of cruise ship-based pollution. 7. 1996 Protocol to the London Dumping Convention is ratified.
	Results	<ol style="list-style-type: none"> 1. The United States conducted a fisheries management and enforcement workshop in conjunction with the First Ministerial Meeting on Transboundary Cooperation in the Gulf of Honduras in December 2004. 2. FAO and APEC conducted projects to design and implement an aquaculture network for the Americas; APEC ocean-related ministers called for the implementation of the network during 2005. 2006 APEC project approved to solicit funding for 2-3 years start-up costs for initial network staffing. 3. Under the Earth Observation partnership, agreement was reached on a 10-year implementation plan for a comprehensive, coordinated and sustained terrestrial, atmospheric, and marine Global Earth Observation System of Systems (GEOSS), and the corresponding international coordination mechanisms. 4. The ICRI general meeting April 2005 approved improved guidelines specific to coral reef conservation. 5. PICES published the North Pacific Ecosystem Status Report in 2005. Additionally, in response to the first request for PICES Advice (made by the U.S.), PICES produced a report entitled "Fisheries and Ecosystem Response to Recent Regime Shifts." With this precedent, PICES hopes to follow the example of ICES in becoming the regional international scientific advisory body. ICES produced the first volume of "ICES Advice", its new integrated report series that combines advice from its three advisory committees due to the introduction of integrated advice under the Ecosystem Approach. 6. The US supported the establishment of a joint MEPC (International Maritime Organization Marine environment policy group) and LC (London Convention) working group that will focus on the enforcement and gaps in the current agreements coverage regarding ship pollution. The working group should meet in the Spring of 2006. The U.S. financially supported the scientific and technical meeting for the Caribbean environment program, which addressed the volume and impact of ship traffic in the Caribbean. The U.S. provided continued support for the White Water to Blue Water (WW2BW) partnership initiative to promote integrated coastal and marine resource management in the wider Caribbean, including supporting WW2BW partnerships between a cruise line and the Globe program to improve environmental education for passengers and a grant from a cruise line to a Panamanian NGO for support of environmental research. 7. The 1996 Protocol to the London Dumping Convention has not yet been ratified.
	Rating	<ol style="list-style-type: none"> 1. ■ On Target 2. ■ On Target 3. ■ On Target 4. ■ On Target 5. ■ On Target 6. ■ On Target 7. ■ Below Target

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I/P #5: MARINE RESOURCES (continued)		
Indicator #4: (continued)		
FY 2005 PERFORMANCE (continued)	Impact	<p>U.S. leadership on multilateral efforts to improve the status of marine resources advances the goal of improving living conditions worldwide. Specifically:</p> <ol style="list-style-type: none"> 1. Coordinated fisheries management and stronger enforcement will reduce illegal fishing and improve the sustainability of key Caribbean fish resources such as spiny lobster and queen conch, for which the US is both a harvester and the major market. 2. Once under way, the aquaculture network for the Americas can lead to better prices and market access for producers and to safer, higher quality products for consumers. 3. We will markedly improve global capacity to evaluate climate change, and predict weather emergencies and other natural disasters. 4. Improved conservation of the world's threatened coral reefs. 5. PICES and ICES are productively working towards increasing the effectiveness of their advisory input towards management of marine resources in their respective regions using an ecosystem approach. 6. White Water to Blue Water (WW2BW) partnership initiative is improving national capacity for integrated management of coastal and marine resources in the wider Caribbean, including sound marine transportation, particularly of cruise ship traffic. 7. U.S. ratification will take longer than anticipated.
	Reason for Shortfall	Development of implementing legislation took longer than anticipated.
	Steps to Improve	U.S. is considering appropriate timing of legislation and ratification.
	PERFORMANCE DATA	
Data Source		OES tracks events and relies on reporting from WW2BW Steering Committee, UNEP Caribbean Environmental Program and other WW2BW partners, Arctic Council working groups.
Data Quality (Verification)		Confidence in accuracy, quality and reliability of performance data is high based on OES direct involvement in program activities.
PAST PERFORMANCE	2004	The WW2BW conference resulted in 100 partnerships.
	2003	Significant progress was made through WW2BW to energize partnerships to address integrated approaches to watershed and marine ecosystem management. Improved regional capacity and collaboration among and between governments, international organizations, NGOs, universities and the private sector occurred through increased consultations and networking, creation of an international steering committee for the initiative, and improved U.S. Government inter-agency coordination. Department set aside \$1.3 million towards WW2BW-related projects and the FY 2004 Miami partnership conference, designed to foster 10 new public-private partnerships.
	2002	The White Water to Blue Water Initiative (designed to promote regional cooperation and strengthen developing country capacity to address land-based sources of marine pollution, promote sustainable fisheries, agricultural and forestry practices, challenges associated with tourism; and degradation of coastal areas) was launched as one of the U.S. Government deliverables at the World Summit on Sustainable Development, generating international interest in both this initiative and cross-sectoral approaches to integrated management of watersheds and marine ecosystems.

I/P #6: CONSERVATION OF PROTECTED AREAS AND TROPICAL FORESTS

Indicator #5: Status of Agreements and Programs Related to Forest Conservation

JUSTIFICATION (VALIDATION): Specific recommendations are contained in the statement from the conference. Bolivia, Peru, and Brazil update and revise action plans to fully satisfy Convention on International Trade in Endangered Species (CITES) Appendix II listing requirements.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Tropical Forest Conservation Agreement (TFCA) agreements concluded with Guatemala, Costa Rica, and Ecuador. 2. The six Congo Basin Forest Partnership (CBFP) regional partners agree to protect 11 areas of tropical forests for permanent management thorough national legislation. 3. Presidential Initiative Against Illegal Logging (PIAIL) generates political commitments from four countries, one per region, identified as strategic targets under this initiative. 4. The Convention on Biological Diversity (CBD) program of work and other fora develop plans for increased capacity building in developing countries on protected area designation and management.
	Results	<ol style="list-style-type: none"> 1. TFCA- Review for Guatemala nearly complete. Ecuador and Costa Rica on hold due to political issues. 2. CBFP- The regional conservation treaty for Central Africa is pending ratification by the 6 regional partners' respective legislators. 3. PIAIL- Russia has hosted preparatory meetings and will host the Europe and North Asia Forest Law Enforcement and Governance Ministerial in November 2005. Liberia commits to reform its forest sector under the Liberia Forest Initiative. 4. CBD develops tool kits for the identification, designation, management, monitoring and evaluation of national and regional systems of protected areas. The Third International Union for the Conservation of Nature and Natural Resources World Conservation Congress, held in Bangkok November 17-15, 2004, adopted resolutions directing the IUCN secretariat to expand its capacity building activities related to protected areas. The Man in the Biosphere program designated 19 new biosphere reserves, 13 of which are in developing countries, in October 2004. In October 2004, the Ramsar Wetlands Convention's regional center in Panama launched its study to assess the capacity needs of developing countries in the western hemisphere with respect to designating and maintaining protected areas.
	Rating	<ol style="list-style-type: none"> 1. ■ TFCA – Below Target 2. ■ CBFP – On Target 3. ■ PIAIL – On Target 4. ■ PA – Above Target
	Impact	<ol style="list-style-type: none"> 1. TFCA: consequences are less tropical forests conserved or sustainably used. 2. CBFP: cooperative efforts is more likely to conserve and sustainably use the earth's second largest tropical forest area. 3. PIAIL: political commitment is essential to improve governance in the forest sector. 4. PA: conservation of protected areas is necessary for continuation of the richness of the earth's biodiversity.
	Reason for Shortfall	TFCA - Time it is taking the targeted countries to qualify with the U.S. Treasury.
	Steps to Improve	TFCA – Work continues on the countries listed above as well as other selected tropical forest countries.
	PERFORMANCE DATA	Data Source
Data Quality (Verification)		The Bureau of Oceans and International Environmental and Scientific Affairs, Office of Ecology and Terrestrial Conservation reviews source documents and verifies their validity.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. Tropical Forest Conservation Agreement agreements concluded with Jamaica and Colombia. 2. All FY 2003 Central Africa Regional Program for the Environment (CARPE) funds were committed to projects that implemented the CBFP objectives. Development of proposed training approach and schedule were developed. Training of senior forest officials carried out in U.S. New funds committed by other partners for 11 landscapes. 3. CBD Seventh Conference of Parties adopted concrete recommendations to conserve biological diversity in protected areas.
	2003	<ol style="list-style-type: none"> 1. U.S. Government launched President's Initiative Against Illegal Logging with up to \$15 million first-year commitment. 2. TFCA agreement concluded with Panama.
	2002	<ol style="list-style-type: none"> 1. TFCA agreements concluded with Peru and the Philippines. 2. Secretary Powell launched CBFP with 29 partners at WSSD. U.S. committed \$50 million over 4 years. 3. WSSD reaffirms the importance of protected areas in sustainable development.

I/P #7: GLOBAL CLIMATE CHANGE AND CLEAN ENERGY

Indicator #6: Status of Bilateral Regional, and Global Climate Change Partnerships and Initiatives¹

JUSTIFICATION (VALIDATION): Partnerships with key countries provide a platform for advancing U.S. interests on climate change, and implement the President’s instruction to actively promote international cooperation on climate change.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Establish partnerships with additional targeted countries as necessary and strengthen existing partnerships, with particular emphasis on activities and deliverables related to international initiatives on adaptation, science, and energy technologies. 2. Continued implementation of U.S. initiatives on earth observation, carbon capture and storage, and the hydrogen economy.
	Results	<ol style="list-style-type: none"> 1. Each of the existing bilateral partnerships involves multiple discrete initiatives, and we are meeting timelines and deliverables established in previous years in order to continue advancing them. Cooperative activities under the bilateral partnerships now total over 400, and within each partnership the number of activities has tended to grow at a gradual and manageable pace. Reviews of partnerships are ongoing, and activities are being adjusted to enhance effectiveness. The U.S. initiated its 15th bilateral working group on climate change with the implementation of the “U.S.-Germany Working Group on Energy, Development, and Climate Change.” 2. The U.S. announced the launch of a new Asia-Pacific Partnership on Clean Development and Climate Change that currently encompasses countries that in addition to the U.S. represent approximately 50% of global economic activity and greenhouse gas emissions (China, India, Japan, Australia, South Korea). 3. Work on multilateral partnerships focused on observation, carbon capture and storage, and the hydrogen economy continues to develop with international meetings and workshops. 4. Second Asian regional workshop on climate and energy convened, working in collaboration with a number of bilateral partners as well as with APEC.
	Rating	■ Above Target
	Impact	Our climate change partnerships assist key developing countries to build capacity on a full range of technical aspects that are essential to permit them to undertake meaningful commitments to address global climate change, while advancing the development of new technologies to mitigate greenhouse gas emissions and address global climate change in a manner consistent with economic growth.
PERFORMANCE DATA	Data Source	Decisions and reports of the United Nations Framework Convention on Climate Change (UNFCCC); internal and external reviews of activities under bilateral and regional programs and partnerships. OES tracks events through reporting on bilateral activities.
	Data Quality (Verification)	Global climate change is by definition a multilateral challenge. OES tracks progress through development of work plans for multilateral initiatives, reporting on bilateral activities, and participation in UNFCCC work.
PAST PERFORMANCE	2004	Partnership with Brazil established. 13 other existing partnerships (involving multiple discrete initiatives) meet timelines and deliverables established in previous years. Reviews of partnerships are ongoing, and activities are being adjusted to enhance effectiveness.
	2003	New partnerships announced with Australia, Canada, the EU, India, and China. Implementation of existing partnerships with Japan, Central American countries, Italy, India and Australia begins. Key working groups established, specific projects and project-related activities agreed and begun (e.g. Italy 20+ projects relating to climate science and technology; Japan 30+ projects in science, technology and policy cooperation identified for potential implementation; Australia 10 projects identified and initiated). Timelines and deliverables established or in process.
	2002	New partnerships announced with Australia, Canada, the EU, India, and China. Implementation of existing partnerships with Japan, Central American countries, Italy, India and Australia begins. Key working groups established, specific projects and project-related activities agreed and begun (e.g. Italy 20+ projects relating to climate science and technology; Japan 30+ projects in science, technology and policy cooperation identified for potential implementation; Australia 10 projects identified and initiated). Timelines and deliverables established or in process.

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

I/P #8: SCIENCE AND TECHNOLOGY COOPERATION

Indicator #7: Status of Science and Technology Agreements

JUSTIFICATION (VALIDATION): Science and Technology (S&T) collaboration supports technological advances that create key conditions for sustainable development and improved environmental protection.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Develop new partnerships with Central Asia and Central America. 2. Renew partnerships with Brazil, Argentina. 3. Significant implementation of new partnerships in North Africa and South Asia. 4. Significantly advance U.S. science agenda in international forums, such as United Nations Educational, Scientific and Cultural Organization (UNESCO), OECD, APEC and G-8. 5. Streamline processes for negotiating S&T agreements and subsidiary arrangements.
	Results	<ol style="list-style-type: none"> 1. New partnerships: Central Asia S&T cooperation agreement with Kazakhstan expired in 2000; we are now exploring possible renewal or standalone projects. In Europe, agreement negotiations with Ukraine were proposed, but have not yet begun. In Central America, there were no new framework S&T cooperation agreements, but there was one significant project with Caribbean partners on tsunami and other natural hazard warning/mitigation. 2. The U.S.-Brazil S&T agreement is up for renewal in 2006. The U.S.-Argentina S&T agreement is up for renewal in 2007. There was activity under both agreements and a strong intent to renew. 3. In North Africa, there was very strong progress. The Tunisia S&T cooperation agreement was signed in 2004 and there was growing activity during 2005. The Algeria and Morocco S&T agreements were finalized and are now ready for signature. There have been discussions with Libyan officials about potential areas for S&T cooperation once diplomatic relations are reestablished. Bilateral cooperation discussions with all four countries have included areas for regional collaborations. In South Asia, Pakistan shared funding for a range of S&T cooperation projects under the 2004 S&T agreement. This has been so successful in 2004-05 that funding will be expanded (U.S. funding administration will shift from State/OES to USAID in FY 2006). In India, a S&T cooperation agreement was signed and many areas of cooperation are projected. Regional tsunami warning and mitigation projects and either underway or planned. 4. International fora: The OECD Committee on Science and Technology Policy emphasized energy efficiency, science education, and sustainable development technologies. There was major U.S. participation in the UNESCO Science Committee and APEC Science Ministerial. Recent G-8 themes have emphasized sustainable development and climate change science. 5. There were no major changes in the processes of negotiating S&T agreements. Streamlining has occurred in the U.S. Government interagency coordination and clearance process, as the number of agreements and partner countries has grown.
	Rating	■ On Target
	Impact	<p>The results cited above are the building blocks of the promotion of international S&T cooperation. The steadily increasing quantity and intensity of US collaborations in S&T with international partners has benefited the U.S. Government technical community, used the influence of US dominance in S&T to gain support for US interests and positions internationally, and strengthened US trade in an increasingly knowledge-based global economy.</p>
PERFORMANCE DATA	Data Source	Status of S&T agreements, U.S. Government technical agency collaborations, and multilateral S&T projects are derived from Science and Technology Cooperation officers in the State Department and in overseas embassies. See www.state.gov/g/oes/stc for more information.
	Data Quality (Verification)	Confidence in data quality and reliability is high, since source data are reviewed by a number of different international organizations and are widely published and disseminated.

Continued on next page

I/P #8: SCIENCE AND TECHNOLOGY COOPERATION (continued)	
Indicator #7: (continued)	
PAST PERFORMANCE	<p>2004</p> <ol style="list-style-type: none"> 1. Biannual report to Congress on U.S.-China S&T cooperation delayed due to incomplete data from U.S. Government agencies; final submissions received September; will form the basis for policy review second or third quarter FY 2005. 2. One new S&T agreement negotiated: Tunisia, June 22, 2004. Five S&T agreements renewed. Sixteen S&T agreements under negotiation (C-175 Authority obtained), includes Algeria and Morocco. Twelve S&T agreements planned (no C-175 Authority, in clearance, or being drafted).
	<p>2003</p> <ol style="list-style-type: none"> 1. Established new S&T agreements in Bangladesh, Pakistan, and the Philippines. 2. Renewed Ukraine S&T Agreement for 1 year to allow time to negotiate a new 5-year agreement. 3. Conducted S&T assessments in Maghreb (Morocco, Algeria, and Tunisia). 4. Initiated S&T dialogue with Baltic States (Estonia, Latvia, and Lithuania), Kazakhstan, Norway, and Switzerland. 5. Expanded S&T relationships under existing agreements with Italy, Japan, South Korea, and Vietnam by adding new topics and partnerships. 6. Achieved record levels for Embassy Science Fellows Program. 7. Agreements with several additional states stalled due to lengthy negotiation over IPR negotiations, liability, and taxation issues.
	<p>2002</p> <p>Policy review was conducted of the S&T activities under the U.S.-China S&T agreement.</p>

PERFORMANCE GOAL 3

BROADER ACCESS TO QUALITY EDUCATION WITH EMPHASIS ON PRIMARY SCHOOL COMPLETION

The U.S. Agency for International Development is reporting results for this goal.

PERFORMANCE GOAL 4

EFFECTIVE AND HUMANE MIGRATION POLICIES AND SYSTEMS

I/P #9: EFFECTIVE AND HUMANE MIGRATION POLICIES AND SYSTEMS

Indicator #1: Percentage of Initiatives Agreed Upon at Regional Migration Dialogues that are Implemented

JUSTIFICATION (VALIDATION): Tracking the number of activities implemented under the auspices of migration dialogues is a good indicator because it is the most quantifiable measure of governments' political financial commitment to the success of these dialogues.

FY 2005 PERFORMANCE	Target	Seventy percent of activities agreed to in the Regional Conference on Migration in North and Central America (RCM) are implemented.
	Results	Approximately 80% (17 of 21) activities agreed to by RCM member states have been implemented or are in the process of implementation in FY 2005. Nearly 100% of the activities agreed upon by members of the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia have been implemented or are in the process of implementation.
	Rating	■ On Target
	Impact	An increased number of governments committed to pursuing regional migration dialogues helps pave the way for humane and effective migration regimes for the 150 million migrants in the world today.
PERFORMANCE DATA	Data Source	The Department's Bureau of Population, Refugees, and Migration is the only U.S. Government entity to track the activities implemented under the migration dialogues.
	Data Quality (Verification)	The Bureau participates in migration dialogues, and tracks the implementation of follow-on activities. Results reported in 2004 and 2005 correspond to specific migration dialogues rather than the aggregate, which the indicator targets. For example, 80% of activities agreed to at the RCM were implemented, but that percentage does not reflect activities agreed to in other migration dialogues such as the South American Conference on Migration. Some regional dialogues are more productive than others. The targets for FY 2006 and FY 2007 include nascent dialogues (such as the West Africa Regional Consultative Process) that should become increasingly productive.
PAST PERFORMANCE	2004	Over 90% of the activities agreed upon by members of the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia have been implemented. Over 75% of the activities agreed by Regional Conference on Migration in North and Central America member states have been implemented. Shorter-term activities were conducted in a reasonable timeframe, while implementation of longer-term initiatives is underway. While the activities of more nascent regional dialogues are difficult to quantify, considerable progress is being made in establishing these fora and developing specific goals and activities of the groups.
	2003	Baseline: Approximately 75% of the activities agreed upon in the RCM, the IGC, and the Southern African dialogues were implemented.
	2002	N/A

Migration and Anti-Trafficking

In FY 2005, the Department continued to support a successful U.S. Government-funded anti-trafficking project in Ghana. The project identifies, returns and assists children trafficked to work in fisheries in Ghana's Upper Volta and Central regions. Activities include documentation, counseling, transportation, family tracing and reunification, as well as activities to facilitate the reintegration of the returned children. The International Organization for Migration (IOM) implements this project, and has assisted several hundred Ghanaian children over the past two years. This IOM project is a stellar example of community efforts to stop the trafficking cycle and rehabilitate child victims.



State Department Photo

**STRATEGIC OBJECTIVE #2:
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS**

STRATEGIC GOAL 10: HUMANITARIAN RESPONSE
Minimize the human costs of displacement, conflicts, and natural disasters

I. Public Benefit

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

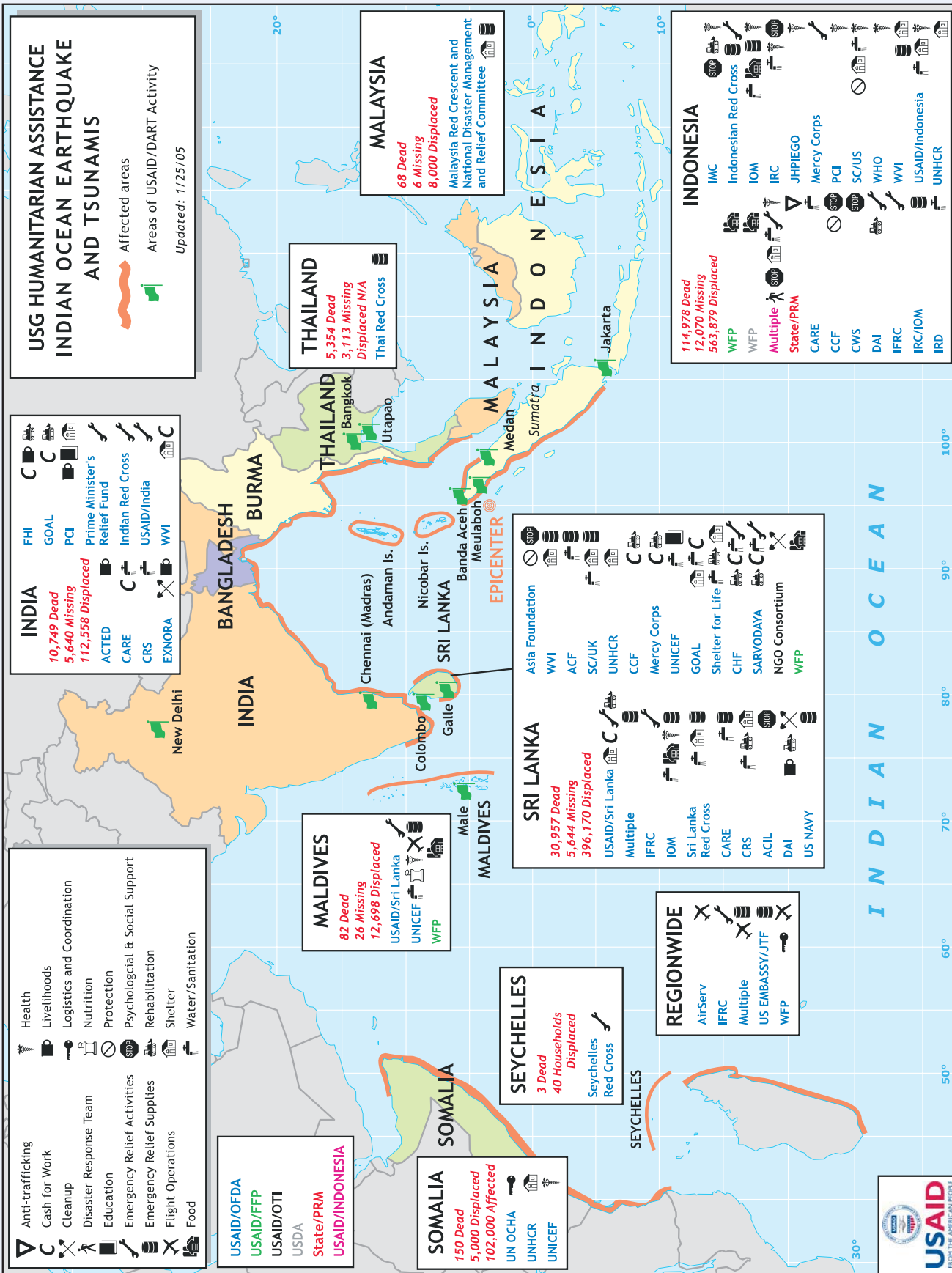
The Department of State leads international efforts to prevent and respond to humanitarian crises. We provide substantial resources and guidance, channeled through international and nongovernmental organizations for worldwide humanitarian programs, to save lives and minimize suffering in the midst of crises, increase security, promote responsibility-sharing, and coordinate funding and implementation strategies. The Department actively participates in the multilateral response to humanitarian crises and regularly monitors and evaluates humanitarian programs to ensure that the needs of refugees, internally displaced persons (IDPs), and other victims of conflict or natural disasters are met. Our financial support for demining activities makes areas safe for the return of refugees and IDPs. The Department’s management and support of overseas refugee admissions programs provide an important durable solution for refugees,

and serve as a leading model for other resettlement countries. The United States leadership and humanitarian support to disasters and complex emergencies provides a positive standard for the donor community and hope for a better future for the people suffering as a result of natural or human-made disasters.

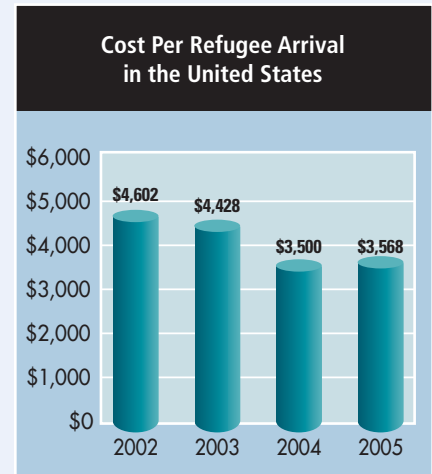
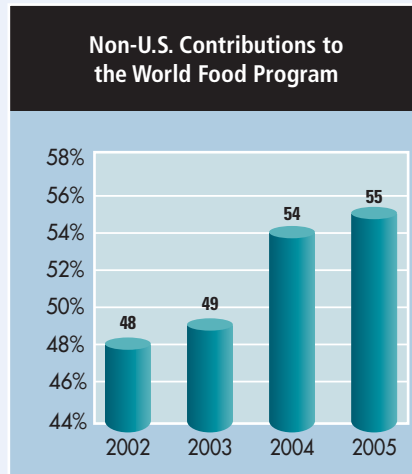
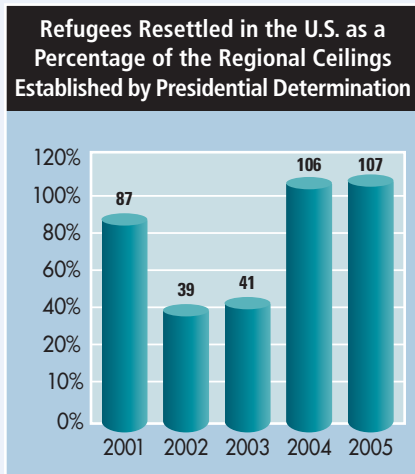


Trucks carry U.S. humanitarian aid through the Libyan desert on a 2,800 kilometer journey to refugee camps in Chad.

State Department Photo



II. Selected Performance Trends



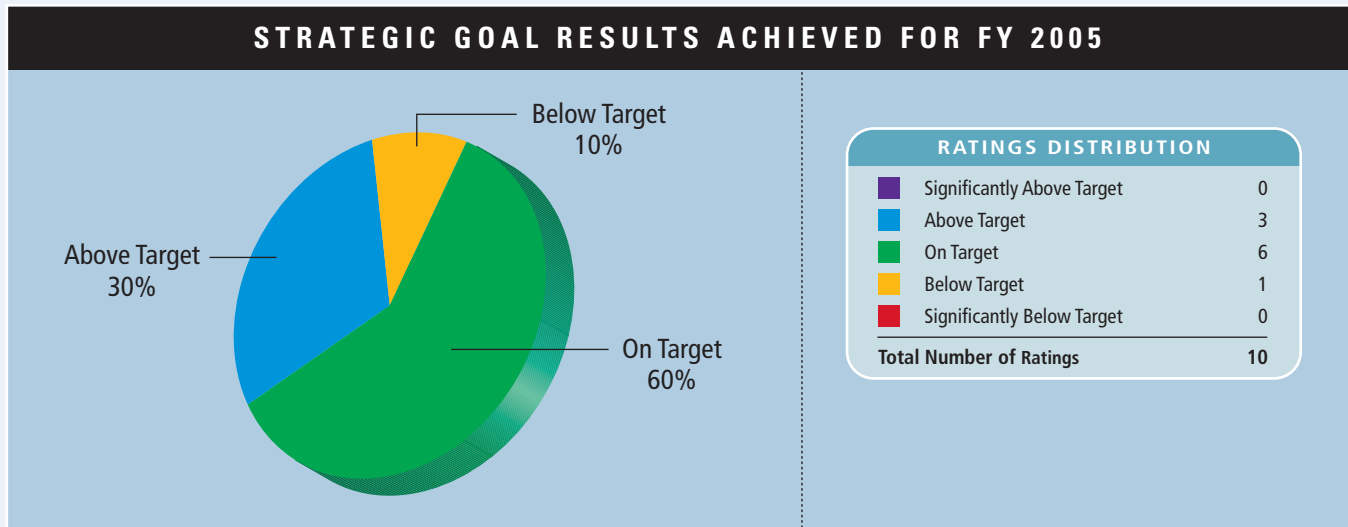
III. Strategic Context

This strategic goal is supported by two performance goals. Shown below are the major initiatives/programs, resources, bureaus, and partners that contribute to accomplishment of the strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/Program	Major Resources	Lead Bureau(s)	External Partners
Humanitarian Response	Assistance for Refugees and Other Victims	Refugee Assistance	MRA, ERMA	PRM	UNHCR, UNRWA, ICRC, IOM, other international and nongovernmental organizations, USAID
		Protection	MRA, ERMA	PRM	UNHCR, UNRWA, ICRC, IOM, other international and nongovernmental organizations, USAID
		Refugee Admissions to the United States	MRA, ERMA	PRM	DHS, HHS, UNHCR, IOM, NGOs
		Humanitarian Demining	NADR	PM	DoD, USAID, NGOs, the UN and other international organizations and donor states
		World Food Program Donor Base	D&CP, IO&P, MRA, ERMA	IO & PRM	USAID, WFP, other WFP donors
		Partner Accountability	MRA, ERMA	PRM	UNHCR, UNRWA, ICRC, IOM, other international and nongovernmental organizations
	Disaster Prevention and Response Through Capacity Building	Accomplishment of this performance goal is the responsibility of USAID, and is therefore not reported in the Department of State's FY 2005 Performance Plan.			

IV. Performance Summary

The chart below shows the performance rating distribution of the FY 2005 results for the Humanitarian Response strategic goal.



V. Performance Analysis

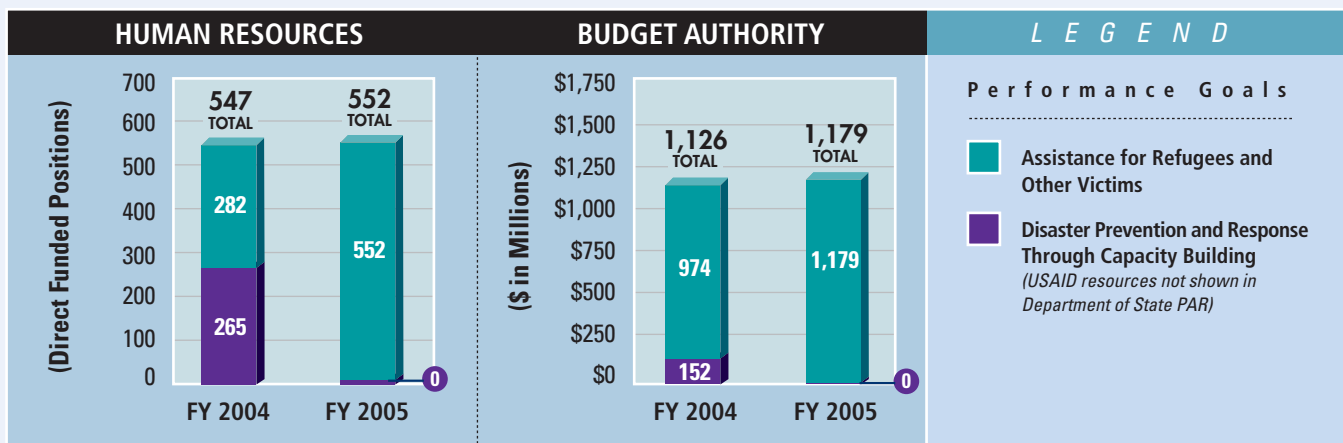
PERFORMANCE TRENDS. Three significant performance trends in the area of Humanitarian Response are worthy of note: (1) administrative and program management costs have declined over a four-year period; (2) the range and impact of the Department’s response to crises and disasters has increased – for example, in FY 2005, the Department assisted refugees, asylum seekers, and displaced persons in dozens of countries worldwide; and (3) inter-agency and international cooperation have increased, as evidenced by the unprecedented scale and complexity of the Indian Ocean Tsunami relief and reconstruction program.

OUTCOME-LEVEL RESULTS. The Department made demonstrable progress toward high-level outcomes such as assisting and protecting refugees, carrying out humanitarian demining operations, and responding to humanitarian crises. All of the programs in these areas performed at or above target in FY 2005, with the exception of our efforts to prevent global acute malnutrition, which was rated below target.

RESULTS SIGNIFICANTLY ABOVE OR BELOW TARGET. There were no results significantly above or below target, although the Department continues to face challenges in reducing crude mortality rates and improving the nutritional status of children in complex humanitarian emergencies. The Department alone cannot affect these outcomes and works in close partnership with host governments, other U.S. Government agencies, international organizations and non-governmental organizations to achieve the desired outcomes.

RESOURCES INVESTED. Although performance has improved in Humanitarian Response, funding levels for some activities have declined. For example, funding for migration and refugee assistance, which is provided to international organizations such as the UN High Commissioner for Refugees (UNHCR) and the International Committee of the Red Cross (ICRC), declined by 2% from \$780 million to \$763 million.

VI. Resources Invested



The Tsunami

A devastating, 9.0 magnitude earthquake off the west coast of Northern Sumatra triggered massive tsunamis which caused catastrophic damage and flooding in many countries in South and Southeast Asia on December 26th, 2004. In May 2005, President Bush signed a supplemental budget bill that included \$857 million to support relief, rehabilitation and reconstruction in tsunami-affected countries and to reimburse U.S. Government relief efforts. These funds are directed towards a wide array of activities, such as the provision of food, water, and relief supplies; cash-for-work cleanup programs; construction of emergency shelters; and provision of sanitation, medical necessities, child protection and psychosocial trauma support. Local infrastructure rebuilding is being carried out through block grants, involving the diverse elements within communities in planning and decision-making for local investments. U.S. Government infrastructure programs are helping countries to build back better, improving the construction standards for homes, roads and public buildings and ensuring access for disabled populations to public buildings reconstructed with U.S. Government funding.



Thai monks sit in front of the flags of Tsunami victims' countries during the memorial service for Tsunami victims at a stadium in the worst-hit Southern province of Phang Nga, Thailand. January, 2005. AP/Wide World Photo

VII. Performance Results

PERFORMANCE GOAL 1

EFFECTIVE PROTECTION, ASSISTANCE, AND DURABLE SOLUTIONS FOR REFUGEES,
INTERNALLY DISPLACED PERSONS, AND CONFLICT VICTIMS

INITIATIVE/PROGRAM (I/P) #1: REFUGEE ASSISTANCE

Indicator #1: Crude Mortality Rates (CMR)

JUSTIFICATION (VALIDATION): The crude mortality rate is the mortality rate from all causes of death for a defined population. It is an accepted indicator of the extent to which the international community is meeting minimum standards of care (see www.sphereproject.org) and by extension the overall impact and performance of the international relief system (www.smartindicators.org). Criteria developed by UNHCR and the Sphere Project establish regional CMR thresholds for emergency response based on long-term CMR data in these areas.

FY 2005 PERFORMANCE	Target	Complex humanitarian emergencies do not exceed a CMR of 1/10,000 people/day. Support efforts to improve data collection, e.g., expand pilot data collection effort to other countries and partner organizations, and to take other measures to address any problems of excess mortality.
	Results	<ol style="list-style-type: none"> Where data are available, CMR does not exceed regional emergency thresholds in over 98% of targeted refugee sites. In FY 2005, CMR was reported above the regional emergency threshold in four sites (three in Chad and one in Kenya) out of over 225 refugee camps and settlements worldwide. There has been a decline in CMR among Sudanese refugees from Darfur, although it remains an issue of concern in selected sites in Chad. The Complex Emergencies Database (CE-DAT) is operational and contains data on mortality, nutritional status, morbidity and vaccination coverage for sixteen pilot countries. It is expanding data coverage and improving its online interface.
	Rating	■ On Target
	Impact	The Department's contributions to international humanitarian efforts saved refugee lives, as indicated by CMR below emergency thresholds. In a few cases, CMR exceeded emergency thresholds. In complex humanitarian crises, this is typically due to high rates of malnutrition, outbreaks of disease, and in some cases, insecurity in refugee camps and settlements. In some Sudanese refugee camps in Chad, for example, severe acute malnutrition (including Kwashiorkor) and outbreaks of Hepatitis E caused deaths at a rate that exceeded acceptable levels. In these cases, the Department will target funding and programming to address these major causes of death and bolster health and nutrition services.
PERFORMANCE DATA	Data Source	Reports from Complex Emergencies Database, WHO, UN Office for the Coordination of Humanitarian Affairs (UNOCHA), WFP, UNHCR, and non-governmental organizations. Bureau of Population, Refugees, and Migration (PRM) program officers in Washington and refugee coordinators in the field collect data from these sources.
	Data Quality (Verification)	The Department actively monitors Crude Mortality Rates reported by UNHCR, the International Committee of the Red Cross (ICRC), and other international and non-governmental organizations. Refugee coordinators and program specialists monitor performance in the field and through regular consultations with partners in Washington and Geneva. The Complex Emergencies Database provides accessible, high quality data in an increasing number of countries, as well as information regarding the methodology, accuracy and reliability of the data reported.
PAST PERFORMANCE	2004	In June 2004, CMR exceeded 2/10,000/day among Sudanese refugees in Chad. The Center for Research on the Epidemiology of Disasters has created an online Complex Emergencies Database to track data on CMR and nutritional status.
	2003	Available data from partners and refugee coordinators shows that CMR did not exceed 1/10,000 people/day in refugee populations targeted by PRM.
	2002	Where data were available, refugee crisis did not exceed a CMR of 1/10,000 people/day. State/PRM and USAID developed tools and conducted a training workshop to measure and track CMR and under-five child nutritional status under the Standardized Monitoring and Assessment of Relief and Transitions initiative.

I/P #1: REFUGEE ASSISTANCE (continued)

Indicator #2: Nutritional Status of Children Under 5 Years of Age


JUSTIFICATION (VALIDATION): Nutritional status is a basic indicator for assessing the severity of humanitarian crisis, together with Crude Mortality Rate. In emergencies, weight loss among children 6-59 months is used as a proxy indicator for the general health and well being of the entire community. Global acute malnutrition (GAM) is the term used to include all malnourished children whether they have moderate wasting, severe wasting or edema, or some combination of these conditions. GAM is defined as weight-for-height ratios that are less than 2 standard deviations below the mean (Z score of less than -2), or less than 80% median weight-for-height, or the presence of nutritional edema. (See www.sphereproject.org)

FY 2005 PERFORMANCE	Target	In complex humanitarian emergencies, less than 10 percent of children under five suffer from global acute malnutrition.
	Results	In 7% of targeted sites (16 sites out of over 225 refugee camps and settlements worldwide), more than 10% of children under age five suffered from global acute malnutrition. During FY 2005, GAM rates exceeded 10 percent in eleven camps in Chad, seven camps in Ethiopia, and one camp in the Central African Republic. For example, GAM rates among Sudanese refugees in Chad have declined since FY 2004; however, they remain at serious levels (around 15%), according to May 2005 surveys. The Department is working with UNHCR and other international and nongovernmental organizations to ensure that less than 10% of children under age five suffer from global acute malnutrition in refugee camps.
	Rating	 Below Target
	Impact	Elevated rates of GAM directly contribute to increased rates of morbidity and mortality in children under five years of age. Malnutrition may also threaten refugee protection in terms of camp security, vulnerability to exploitation, and in extreme cases, involuntary return.
	Reason for Shortfall	<ol style="list-style-type: none"> 1. Inadequate resources for the World Food Program's (WFP) refugee feeding operations frequently result in reduced food rations or pipeline breaks. 2. Malnutrition may be endemic in refugee hosting communities, where food security, water, sanitation and health conditions are poor; an influx of refugees may strain existing coping mechanisms and resources. 3. The natural/environmental conditions of refugee sites may pose logistical challenges to relief agencies in providing food and other basic services (as in Chad).
	Steps to Improve	<ol style="list-style-type: none"> 1. Work with WFP, UNHCR, and non-governmental partners to develop an urgent and coordinated emergency response to reduce GAM to below 10 percent in all refugee sites. 2. Prioritize funding therapeutic and supplementary feeding, as well as other health and nutrition programs in refugee sites where GAM exceeds acceptable levels. 3. Address urgent food pipeline breaks through cash contributions to WFP's refugee operations. 4. Work with other donors to increase support to WFP and address the global food shortfall. 5. Work with host governments and development actors to improve food security over the long-term.
PERFORMANCE DATA	Data Source	Reports from CE-DAT, WHO, UNOCHA, WFP, UNHCR, and nongovernmental organizations.
	Data Quality (Verification)	CE-DAT provides information regarding the methodology, accuracy and reliability of the data reported. PRM routinely monitors the nutrition surveillance and feeding programs of international and non-governmental organizations through refugee coordinators in the field and specialists based in Washington and Geneva.
PAST PERFORMANCE	2004	In 8% of targeted sites (20 sites out of over 225 refugee camps and settlements worldwide), more than 10% of children under age five suffered from global acute malnutrition. For example, in June 2004, surveys conducted by the Centers for Disease Control and Prevention found that 36-39% of children under age five, among Sudanese refugees in Chad, suffered from global acute malnutrition. The Department and USAID continued supporting new tools/measures to improve data collection and reporting on nutritional status.
	2003	<p>Baseline:</p> <ol style="list-style-type: none"> 1. In humanitarian crises where Department funds were provided, at least 90% of children under age five had weight-for-height ratios that were greater than or equal to 2 standard deviations below the mean (Z score of greater than or equal to 2), or greater than 80 percent median weight-for-height, and an absence of nutritional edema. 2. Kakuma refugee camp in Kenya was one exception where slightly less than 90% of children under age five had weight-for-height ratios that were greater than or equal to 2 standard deviations below the mean (Z score of greater than or equal to 2), or greater than 80 percent median weight-for-height, and an absence of nutritional edema. An anthropometric survey of Kakuma camp by the International Rescue Committee in January 2003 found that 12.5 percent of Somali Bantu children and 14.3 percent of other children under age five suffered from acute malnutrition. 3. PRM and USAID continued to support the development of tools and measures to improve data collection and reporting on nutritional status.
	2002	N/A

I/P #2: PROTECTION

Indicator #3: Percentage of Partners Receiving Funding That Have Adopted a Code of Conduct That Contains All of the Internationally Accepted "Common Elements" To Protect Against Exploitation of Beneficiaries


JUSTIFICATION (VALIDATION): Adoption of standard codes of conduct for protection represents partners' commitment to eradicate exploitation, and can help spur awareness of protection issues among all staff. The U.S. Government believes that implementing codes of conduct is an important step toward promoting a universal protection mandate for refugees and vulnerable populations.

FY 2005 PERFORMANCE	Target	100% of all overseas partners have instituted codes of conduct, 100% have developed awareness training, 100% have implemented reporting and follow-up mechanisms, and 90% of investigations are launched within 60 days of a case report of exploitation.
	Results	100% of all overseas partners have instituted codes of conduct, 100% have developed awareness training, 100% have implemented reporting and follow up mechanisms and corrective actions are taken in response to case reports.
	Rating	 On Target
	Impact	Humanitarian partner organizations improve institutional efforts to prevent and respond to exploitation. Protection of refugees and other vulnerable populations is improved as the threat of exploitation in humanitarian operations is reduced.
PERFORMANCE DATA	Data Source	Codes of Conduct and reporting on anti-exploitation mechanisms submitted to PRM by NGO partners and shared by international organizations.
	Data Quality (Verification)	PRM tracks codes of conduct and their implementation by partner organizations through monitoring at headquarters and in the field.
PAST PERFORMANCE	2004	All of PRM's NGO partners operating overseas are required to sign codes of conduct in order to receive funding. All international organizations have adopted the Inter Agency Standing Committee common elements in developing codes of conduct.
	2003	All of PRM's NGO partners operating overseas are required to sign codes of conduct in order to receive funding. All international organizations have adopted the Inter Agency Standing Committee common elements in developing codes of conduct.
	2002	PRM did not have monitoring mechanisms in place in FY 2002. This indicator was established to take effect in FY 2003.

I/P #3: REFUGEE ADMISSIONS TO THE U.S. (PART PROGRAM)

Indicator #4: Refugees Resettled in the U.S., as a Percentage of the Ceiling¹

JUSTIFICATION (VALIDATION): This indicator measures the effectiveness of the refugee admissions program overall. To the extent that the Bureau of Population, Refugees and Migration (PRM) has control of the process, it also measures PRM's performance in managing the program.

FY 2005 PERFORMANCE	Target	100% of the regionally allocated ceiling of 50,000 refugees. This number is set by the President for each fiscal year.
	Results	107% of the regionally allocated ceiling of 50,000 refugees (53,813) have been resettled to the U.S. as of September 30, 2005.
	Rating	 Above Target
	Impact	Refugees and their families achieved a durable solution and started new lives in communities across the United States.
PERFORMANCE DATA	Data Source	The Department's Refugee Processing Center collects data on refugee arrivals in the U.S.
	Data Quality (Verification)	The Department's Refugee Processing Center collects, records, and analyzes data on refugee admissions to the United States using the Worldwide Refugee Admissions Processing System (WRAPS).
PAST PERFORMANCE	2004	106%. 52,868 refugees were resettled in the U.S., surpassing the allocated ceiling of 50,000.
	2003	Out of a ceiling of 70,000 refugees, 28,422 (or 41%) were resettled.
	2002	Out of an allocated ceiling of 70,000 refugees, 27,113 were resettled. This number was significantly affected by developments since the events of 9/11.

¹ The ceiling is established by Presidential determination each year through consultations with voluntary agencies, Congress, the Department of Homeland Security, and the Department of Health and Human Services.

Indicator #5: Square meters of Land Cleared in U.S. Program Countries (PART Program)
NOTE: This indicator has been deleted. Please see Appendix for details

I/P #4: HUMANITARIAN DEMINING

Indicator #6: Countries Reaching Sustainment of End State/Cumulative Budget Authority

JUSTIFICATION (VALIDATION): The Department oversees bilateral humanitarian mine action programs worldwide by supporting national programs through strategic planning, capacity development, mine action training, victim’s assistance and mine risk education. This indicator captures the total level of national programs that have been assisted and graduated to either self-sustainment or attainment of mine impact-free status compared against the total mine action budget of the U.S. Department of State Humanitarian Mine Action program.

FY 2005 PERFORMANCE	Target	1. 15 countries/\$442 million. 2. Measure: 3.4 . This target has been revised. Please see Appendix for details.
	Results	1. 16 countries/\$442 million. 2. Measure: 3.6.
	Rating	■ Above Target
	Impact	Accelerates strategic objective to graduate mine-affected countries to either self-sustainment or attainment of mine impact-free status
PERFORMANCE DATA	Data Source	Department reporting from nation-partners, implementing partners, and U.S. Embassies of the successful completion of host-nation strategic and national objectives.
	Data Quality (Verification)	The Department of State oversees humanitarian mine action programs worldwide and works with national partners and implementing partners to track levels of self-sustainment and the attainment of mine impact-free status.
PAST PERFORMANCE	2004	1. 14 countries/\$373 million. 2. Measure: 3.8.
	2003	1. 12 countries/\$328 million. 2. Measure: 3.7.
	2002	1. 9 countries/\$258 million. 2. Measure: 3.4.

Burundi Repatriation

The Department continues to support the voluntary repatriation of Burundi refugees, who fled to surrounding countries during sporadic violence over the past 35 years. More than 250,000 Burundi refugees have returned since the UN’s voluntary repatriation program started from Tanzania in March 2002, and the UN plans to help another 50,000 more return before the end of 2005. Repatriation assistance includes transport from refugee camps to refugees’ home villages, as well as three months of food rations, and basic supplies like plastic sheeting, buckets, pots, tools, and soap. Some 238,000 Burundi refugees remain in Tanzanian camps.



*Burundi refugee women load luggage onto transport trucks in preparation for a convoy to depart for their home country, May 2005.
State Department Photo*

I/P #5: WORLD FOOD PROGRAM DONOR BASE

Indicator #7: Percentage of Non-U.S. Donors to the World Food Program (WFP)

JUSTIFICATION (VALIDATION): The effectiveness of multilateral organizations can be compromised by over-reliance on contributions from a single donor. More contributors and greater contributions from existing contributors are needed to keep WFP’s crisis response capacity at its current level. WFP operates on a calendar year, while the U.S. Government operates on a fiscal year.

FY 2005 PERFORMANCE	Target	1. WFP has sufficient funds to carry out its work, with contributions from many donor countries and the private sector. 2. Number of donors to WFP increased by three, and non-U.S. contributions increased to more than 50% of total.
	Results	As of September 26, 2005, there were four new donors: Azerbaijan, Liechtenstein, Namibia, and Trinidad and Tobago. As of September 26, 2005, WFP had received \$2.08 billion in contributions, of which \$934 million were from the United States. Non-U.S. Government contributions were 55% of total contributions.
	Rating	■ Above Target
	Impact	Contributions to WFP enable it to provide both emergency and development food aid to people in need.
PERFORMANCE DATA	Data Source	Documents prepared by WFP for the Executive Board’s annual session and available on WFP’s website.
	Data Quality (Verification)	The performance indicator can be easily tracked and verified through WFP’s accounting, which is available to the Department.
PAST PERFORMANCE	2004	As of October 4, 2004, there were seven new donors: Madagascar, Guatemala, Ecuador, United Arab Emirates, Iran, Pakistan, and Zimbabwe. As of October 4, 2004, WFP had received \$1.562 billion in contributions, of which \$718 million were from the United States. Non-U.S. Government contributions were 54% of total contributions.
	2003	As of September 22, 2003, WFP had nine new donors: Cameroon, El Salvador, Greece, Kuwait, Malta, Marshall Islands, Qatar, Russia, and Vietnam. As of September 22, 2003, non-U.S. Government contributions to WFP totaled \$877 million, compared to \$871 million as of December 31, 2002 (an increase of 0.7%).
	2002	Baseline: Of the \$1.8 billion, U.S. contributions were 52% and non-U.S. Government contributions were 48%.

Humanitarian Mine Actions

In FY 2005, approximately 22 mine-affected countries in the U.S. Humanitarian Demining Program received assistance to clear land and infrastructure of dangerous mines. This assistance helped restore food production, livelihoods, key transportation corridors, and most importantly, a sense of public safety. These countries also witnessed the safe return of tens of thousands of refugees and internally displaced persons. In many countries, mine action also served as a vital tool of engagement, supporting peace-building initiatives and demonstrating U.S. resolve to protect victims of conflict. In 2005, thousands of victims of landmines and other war-associated injuries continued to regain their ability to participate in social and economic activities as a result of physical rehabilitation and other forms of assistance in many countries, including Afghanistan, Angola, Cambodia, Laos, and Vietnam.



U.S. Ambassador William Wood watches two soldiers test mine detectors donated by the U.S. Government during a ceremony in Bogota, Colombia, October, 2004. AP/Wide World Photo

I/P #6: PARTNER ACCOUNTABILITY

Indicator #8: Percentage of International Organization and NGO Partners That Take Corrective Action Within One Year of Receiving "Critical Recommendations" in Financial Audits

Indicator revised. Please see Appendix for details.

JUSTIFICATION (VALIDATION): Financial transparency is essential to ensuring responsible programming and effective oversight.

FY 2005 PERFORMANCE	Target	95% of PRM's overseas partners have taken corrective action in response to any "critical recommendations" in financial audits conducted of their organizations.
	Results	95% of PRM's overseas partners have taken corrective action in response to any "critical recommendations" in financial audits conducted of their organizations.
	Rating	■ On Target
	Impact	Partner organizations demonstrate a commitment to accountability and to improving their financial performance on behalf of beneficiaries and taxpayers. The U.S. Government has confidence that its resources for humanitarian response are being used wisely and responsibly.
PERFORMANCE DATA	Data Source	Financial audit reports of the Department's partner organizations.
	Data Quality (Verification)	Periodic external audits are conducted on all PRM's NGO and non-UN international partners (e.g., ICRC and IOM). Data on states, local governments, and non-profit organizations comes from OMB A-133 audits. UN organizations are audited by the UN Board of Auditors.
PAST PERFORMANCE	2004	95% of our partners have taken corrective action in response to any "critical recommendations" in financial audits conducted of their organizations.
	2003	95% of our partners have taken corrective action in response to any "critical recommendations" in financial audits conducted of their organizations.
	2002	N/A

**UN HIGH COMMISSIONER FOR REFUGEES
(PART PROGRAM EFFICIENCY MEASURE)**

Indicator #9: Ratio of Total Value of Non-Expendable Items Procured by Headquarters in One Year to Total Value of Recorded Non-Expendable Property Procured by Headquarters in that Year (Inventory Control)

JUSTIFICATION (VALIDATION): This indicator measures the UN High Commissioner for Refugees' (UNHCR) efficiency of tracking procurements through implementation of its Management Systems Renewal Project (MSRP).

FY 2005 PERFORMANCE	Target	Tracking items procured at headquarters, the ratio is 1.5:1.
	Results	Continuing its 2004 performance, UNHCR is on track to achieve its 2005 target; final results will be available after the close of the calendar year.
	Rating	■ On Target
	Impact	Equipment and supplies (e.g., computers, telecommunications equipment, office supplies) essential for UNHCR's humanitarian response are procured efficiently, increasing the timeliness and performance of response efforts, and generating cost savings that allow greater resources to be spent directly on refugee programs.
PERFORMANCE DATA	Data Source	UNHCR calendar year financial statements.
	Data Quality (Verification)	The Department monitors UNHCR's implementation of the Management Systems Renewal Project and tracks its results (including efficiency) as part of the U.S. Government-UNHCR Framework for Cooperation.
PAST PERFORMANCE	2004	1.5:1 (Ratio A:B, where A=\$2.3m and B=\$1.5m).
	2003	1.8:1 (Ratio A:B, where A=\$38.7m and B=\$21.8m).
	2002	2.4:1 (Ratio A:B, where A=\$36.2m and B=\$14.8m).

**REFUGEE ADMISSIONS TO THE U.S.
(PART PROGRAM EFFICIENCY MEASURE)**

Indicator #10: Total Average Cost per Refugee Arrival in the U.S.

JUSTIFICATION (VALIDATION): This indicator measures the efficiency of the U.S. Refugee Program overall. Declining per capita costs reflect the Department's efforts to manage the program effectively and in the interests of U.S. taxpayers.

FY 2005 PERFORMANCE	Target	\$3,700.
	Results	\$3,568.
	Rating	■ On Target
	Impact	Relevant U.S. Government agencies and partner organizations used available resources efficiently to maximize benefits to refugees.
PERFORMANCE DATA	Data Source	The Department tracks program costs; the Department's Refugee Processing Center collects data on refugee arrivals in the U.S.
	Data Quality (Verification)	The Bureau's Admissions Office and Comptroller track financial reports from implementing partners. Partners are audited in accordance with OMB Circular A-133 to verify compliance with U.S. Government requirements.
PAST PERFORMANCE	2004	\$3,500.
	2003	\$4,428.
	2002	Baseline: \$4,445 per refugee in the U.S.

A Look to History: Humanitarian Response

In 1975, a Coordinator for Humanitarian Affairs was established with a small staff in the Deputy Secretary of State's office. By 1977, the function was upgraded to the Bureau of Human Rights and Humanitarian Affairs, an office that grew in stature and influence under the Carter Administration. On March 5, 1977, President Carter nominated Patricia M. Derian to be Coordinator for Humanitarian Affairs. Overall, the bureau improved policy coordination on humanitarian issues such as human rights, refugees, and prisoners of war.



Civilian war refugees from occupied Europe are shown at Fort Ontario, Oswego, NY., August 5, 1944. AP Photo

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	
<p>JUSTIFICATION (VALIDATION): Humanitarian migrants leave absorption centers when able to secure permanent housing. Leaving absorption centers reflects their ability to make this critical step toward achieving self-sufficiency and integration into Israeli society. Reduction in the amount of time spent in absorption centers represents efficiency in reaching this goal.</p>	
FY 2005 PERFORMANCE	<p>Target 2% reduction in average cost . Target Average Cost: \$6,123.</p>
	<p>Results The United Israel Appeal reports on a calendar year basis; its report for 2005 is pending.</p>
	<p>Rating ■ On Target</p>
	<p>Impact Humanitarian Migrants from the former Soviet Union secure housing and take steps to become self-sufficient in a timely way, resulting in time and cost savings. The United Israel Appeal demonstrates program efficiency.</p>
PERFORMANCE DATA	<p>Data Source Reports from the United Israel Appeal, as well as reporting from the Department’s staff monitoring visits.</p>
	<p>Data Quality (Verification) Grant-specific site visits are conducted at least once a year by PRM/Washington staff. PRM’s refugee coordinator in Amman also conducts site visits.</p>
PAST PERFORMANCE	<p>2004 467 days or \$6,248 (a 25% reduction).</p>
	<p>2003 Baseline: Average stay is 601 days or \$8,041.</p>
	<p>2002 N/A</p>

Indicator #12: Countries Reaching Sustainment of End State/Cumulative Budget Authority
<p>NOTE: This indicator has been combined with Indicator #6 in this section (I/P #5). Please see Appendix for details.</p>

PERFORMANCE GOAL 2
DISASTER PREVENTION AND RESPONSE THROUGH CAPACITY BUILDING

The U.S. Agency for International Development is reporting results for this goal.

STRATEGIC OBJECTIVE #3: PROMOTE INTERNATIONAL UNDERSTANDING

Throughout the world, the public face of the United States generates strong opinions, positive and negative. These public attitudes directly affect our ability to achieve our foreign policy and development assistance objectives. The Department leads the effort to shape these U.S. perceptions by relating this public face to our values as a nation and our history as a people.

U.S. values and interests drive our policies. Moreover, the values we espouse of political and economic freedom and the non-negotiable demands of humanity are increasingly recognized as universal rather than culturally specified. Successful public diplomacy will need to communicate and translate this intersection of values, interests, and policy while listening carefully to international publics. To this end, we must maintain a continuous dialogue, mindful of regional context and cultural traditions, on the substance of U.S. ideals and their relationship to specific policies. Through this dialogue, the Department will work to paint a realistic picture of the United States, one that enables audiences to make informed judgements about our policies, our society, and the relationship of both to their own interests.

STRATEGIC GOAL 11: PUBLIC DIPLOMACY AND PUBLIC AFFAIRS

Increase understanding for American values, policies, and initiatives to create a receptive international environment

I. Public Benefit

The exchange of information, persons, and ideas is fundamental to the security of the United States. Public Diplomacy and Public Affairs functions are premised on the knowledge that public opinion profoundly influences official decision-making almost everywhere in the world today.

The Department's public diplomacy activities promote better appreciation and understanding for American values abroad and greater receptivity for U.S. policies among international publics. Public diplomacy provides a range of capabilities, from rapid turnaround to long term programming directed at improving understanding of and support for U.S. policy, encouraging and empowering moderates, offering productive and attractive alternatives to those who preach violence, and discouraging indoctrination in extremism.



Under Secretary of State for Public Diplomacy and Public Affairs Karen Hughes chats with Turkish children as she gives them books during her visit to Istanbul, Turkey, September, 2005. AP/Wide World Photo

The Department's strategic framework for public diplomacy has three components. First, we will offer a positive vision of hope, rooted in the President's freedom agenda. Second, we will work to isolate and marginalize the extremists and undermine their appropriation of religion. Third, we will foster a sense of common values and common interests between Americans and people of different countries, cultures and faiths.

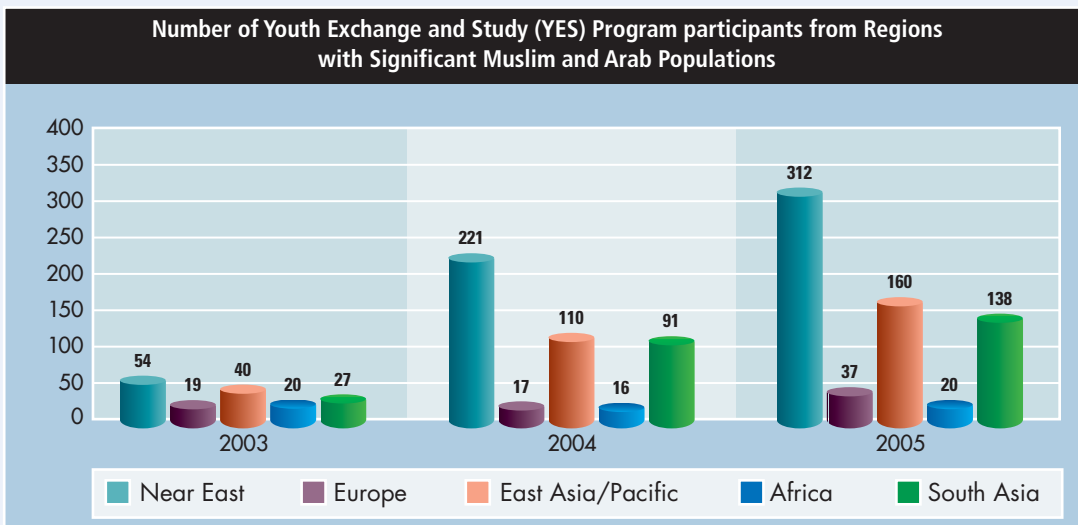
Over the long term, public diplomacy programs build and maintain a foundation of understanding and trust to create positive public opinion about the democratic values and goals of the United States. This wealth of understanding directly supports U.S. approaches to satisfying: universal demands for human dignity; the rule of law; limits on the absolute power of the state; free speech; freedom of worship; equal justice; respect for women; religious and ethnic tolerance; and respect for private property.

Through public affairs programs, the Department also informs the American people of U.S. foreign policy and initiatives that have a direct impact on their lives and provides opportunities for Americans to participate in programs that build individual capacity and deeper resources for the nation. In our democratic society, it is imperative that the public understands the basis of Department policies carried out on their behalf.

The four pillars of our public diplomacy are engagement, exchange, education, and empowerment. We vigorously engage, listening as well as advocating, responding rapidly and aggressively to inaccuracies and hate messaging. The power of exchanges to change lives makes people-to-people exchanges our most important public diplomacy program. We will expand our two-way exchanges so that more Americans and American organizations can find common values and common interests with foreign counterparts around the world. Through education programs we will offer both hope and opportunity for a better life, while increasing mutual understanding. We will also educate ourselves to be better citizens of the world. We will empower the individuals whose lives our programs touch to pursue their goals as citizens of the world and we will work closely with the private sector to foster greater communication and dialogue by empowering our most important national asset—the individual American citizen.

Public Diplomacy is committed to evaluation. The Bureau of Educational and Cultural Affairs has pioneered the measurement of international exchange programs and we are committed to spreading the "culture of measurement" to all aspects of public diplomacy. The Department will expand and strengthen the coordination of interagency communication activities to develop and magnify our nation's message of hope and freedom across the globe.

II. Selected Performance Trends



FOREIGN YOUTH EXCHANGE STUDENTS — FY 2005



Western Hemisphere	65	Africa	100
Europe	7,230	South Asia	225
Eurasia	1,525	Near East	400
		East Asia and Pacific	200

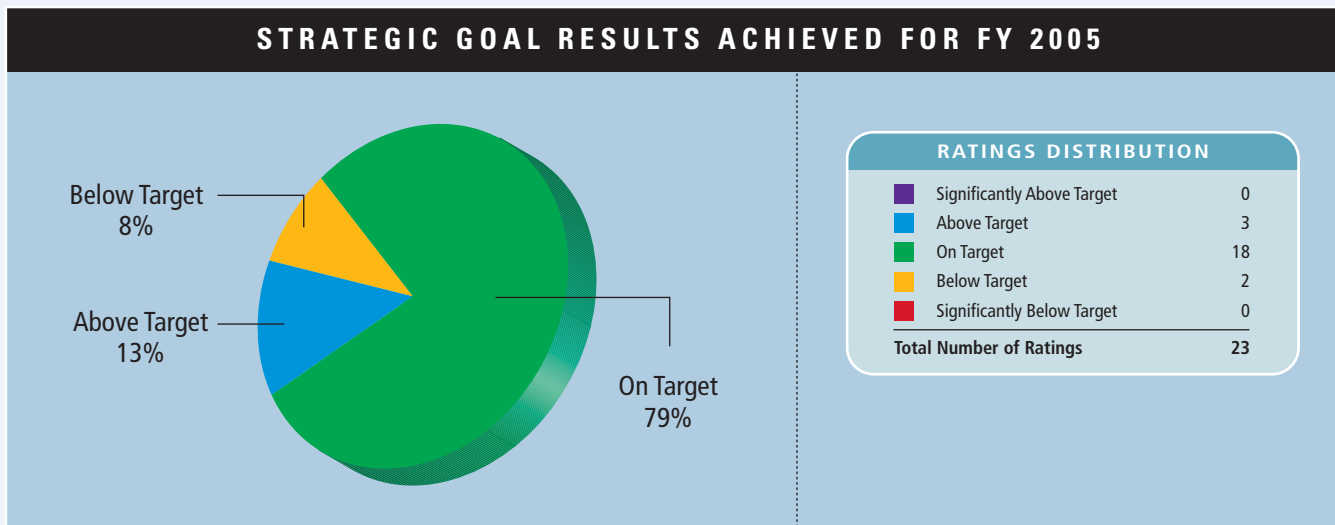
III. Strategic Context

This strategic goal is supported by four performance goals. Shown below are the major initiatives/programs, resources, bureaus, and partners that contribute to accomplishment of the strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	External Partners
Public Diplomacy and Public Affairs	International Public Opinion	Reaching Out to Allies and Regional Powers	D&CP	IIP, PA, Regional Bureaus	DoD, Board of Broadcasting Governors, international media organizations, think tanks and polling organizations
		Increase Knowledge of U.S. as Agent of Change	D&CP	IIP, Regional Bureaus	USAID, DoD, U.S. NGOs, think tanks and polling organizations
		Muslim Outreach	D&CP	IIP, Regional Bureaus	USAID, Board of Broadcasting Governors, private sector interest groups (NGOs), think tanks and polling organizations
	Mutual Understanding	Reach Younger Audiences	ECE, ESF	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
		Reach Broader Audiences	ECE, ESF	ECA, Regional Bureaus	U.S. NGOs, USAID, Dept of Education, academia, private sector
		Engage Audiences More Deeply	ECE, ESF	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
	American Values Respected Abroad	Promote Democratic Values and Behavior	D&CP, ESF, FSA/SEED	ECA, IIP, PA, Regional Bureaus	NED, private sector, NGOs, think tanks and polling organizations, academia
		Engage Young People	D&CP, ECE	ECA, IIP, Regional Bureaus	Board of Broadcasting Governors, private sector interest groups (NGOs), think tanks and polling organizations, academia
		Counter Anti-Americanism	D&CP, ECE	ECA, IIP, Regional Bureaus	BBG, DOD, Foreign Broadcast Information Service, private sector interest groups (NGOs), think tanks and polling organizations
	Domestic Understanding of Foreign Policy	Outreach to Expanded Audience	D&CP	PA	Educational institutions, inter-governmental organizations, NGOs, and community groups
		Historical Research and Publications	D&CP	PA	CIA
		Museum of American Diplomacy	D&CP	PA	Foreign Affairs Museum Council, private donors

IV. Performance Summary

The chart below shows the performance rating distribution of the FY 2005 results for the Public Diplomacy and Public Affairs strategic goal.



V. Performance Analysis

PERFORMANCE TRENDS. The Department’s academic and professional exchange programs continue to increase in popularity worldwide. In particular, there was a significant increase in the number of exchange students from the Middle East in FY 2005. Furthermore, the Department continues to assess the impact of exchange programs; in addition to counting the number of participants, for example, the Department tracks the percentage of participants who gain a better understanding of the United States, those who remain in contact with host country colleagues over time, and the number of those who initiate change in their home countries after completing an exchange program. The two-year performance trend has been positive.

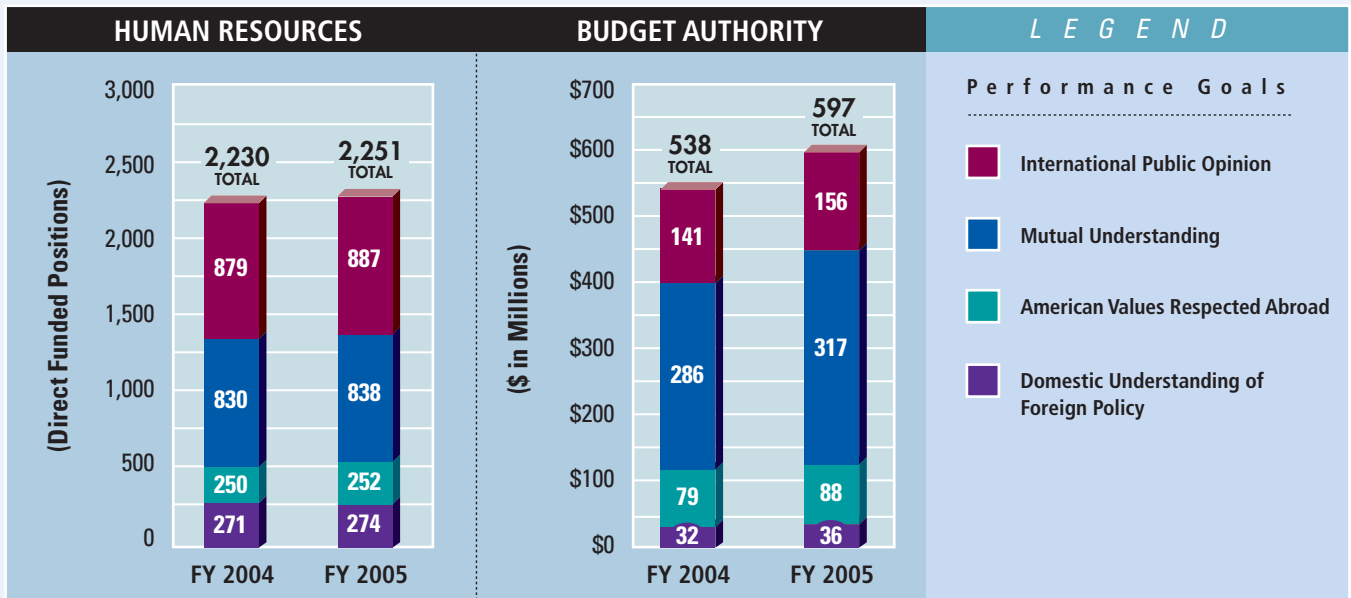
OUTCOME-LEVEL RESULTS. Due to the long term and complexity of results, it can be difficult to measure the impact of U.S. public diplomacy and public affairs programs, but many Department programs have achieved their desired result. For example, public opinion polls and surveys taken in Indonesia in the aftermath of the tsunami showed that for the first time ever in a major Muslim nation, more people favored U.S.-led efforts to fight terrorism than opposed them. The fact that more than 85% of exchange program participants remain in contact with their American hosts as long as 15 years or more after the completion of their program also indicates that the Department is having some success improving understanding and appreciation of U.S. values and policies.

RESULTS SIGNIFICANTLY ABOVE OR BELOW TARGET. There were no results rated significantly below target in the strategic goal of Public Diplomacy and Public Affairs, although the percentage of readers of *Hi Magazine* with an interest in learning more about U.S. society and values was less than expected in FY 2005 (76% versus a target of 90%). Results above target included:

- A 30% increase in International Information Programs listserv subscribers;
- 98.63% of exchange participants initiated positive change in their community within five years of their program experience; and
- 78.74% of program participants demonstrated an affinity for democratic values three or more years after their program experience.

RESOURCES INVESTED. The Department continued to increase its investment in public diplomacy and public affairs, targeting audiences in the Middle East in particular. For example, resources invested in academic, professional and cultural exchanges increased 12.4% from FY 2004 to FY 2005 (from \$316 million to \$356 million).

VI. Resources Invested



Dr. Mohamad Bashar Arafat, an imam from Baltimore, Maryland, visits with students at a madrasah in the Philippines as part of a U.S. speaker program focused on fostering dialogue about Islam. Dr. Arafat's program included speaking to Muslim and non-Muslim groups on Jolo Island – the first visit of a U.S. Speaker to that conflict-affected, Muslim-majority island in at least 30 years. State Department photo

VII. Performance Results



PERFORMANCE GOAL 1

PUBLIC DIPLOMACY INFLUENCES GLOBAL PUBLIC OPINION AND DECISION-MAKING CONSISTENT WITH U.S. NATIONAL INTERESTS

INITIATIVE/PROGRAM (I/P) #1: REACHING OUT TO ALLIES AND REGIONAL POWERS

Indicator #1: Number of Weekly Page Views to Department’s International Website, Mission Websites and Listservs

JUSTIFICATION (VALIDATION): Weekly website views are a valid measure indicating that users initiate action to obtain materials. The Department can assume that these self-selecting users at least read the materials provided, and in many instances, have made secondary use of the materials provided (desktop publishing, new web links developed, articles copied and e-mailed to other contacts, etc).

FY 2005 PERFORMANCE	Target	1. Ten percent increase over FY 2004 in unique weekly users. 2. Ten percent increase in listserv subscribers over 2004.
	Results	1. 69,960 page views per day (3% increase over FY 2004) 2. 13,380 listserv subscribers (30% increase over FY 2004)
	Rating	1.  Below Target 2.  Significantly Above Target
	Impact	Use of the Department’s international website is one indication of international public interest in the U.S. and what the U.S. is officially saying to the world.
	Reason for Shortfall	Both page views and listserv subscribers have increased over FY 2004, but page views did not increase enough to reach the target. Given that both indicators are going in a positive direction, it is possible that the target for page views was too ambitious.
	Steps to Improve	Evaluations will yield data that will be used to refine web outreach.
PERFORMANCE DATA	Data Source	WebTrends will measure web usage.
	Data Quality (Verification)	WebTrends, a reliable web analysis software package, automatically monitors traffic to Department websites; the data are objectively gathered and monitored, then compiled and reviewed by public affairs specialists.
PAST PERFORMANCE	2004	1. 68,000 page views per day. Note that this represents a new baseline due to a shift to an improved standard that provides more accurate data on actual usage by our targeted audience. 2. 10,284 listserv subscribers.
	2003	1. 155,000 page views per day. The USINFO website was rated by users as “above average” in customer satisfaction, slightly higher than what users give commercial websites. 2. 10,153 subscribers to listservs targeting all of the geographic regions of the world in six languages.
	2002	N/A

I/P #1: REACHING OUT TO ALLIES AND REGIONAL POWERS (continued)

Indicator #2: Level of Media Placement in Foreign Markets in Broadcast and Print

JUSTIFICATION (VALIDATION): Placement, or secondary use by international websites and other media organs, is a clear indicator of receptivity among opinion-making elites [in this case, media editors]. Analysis will be applied to subject matter and location of placement, both of which are strong indicators of impact and/or the need to refine program approaches. Indicators will be developed from this analysis.

FY 2005 PERFORMANCE	Target	Five percent increase in placement of IIP-generated materials over FY 2004.
	Results	<ol style="list-style-type: none"> 1. Placement of Broadcast Media: 106 stories made available to foreign media; State Department Video Clip reels (3,164 requested from foreign TV stations). 2. Production of Broadcast Media: Produced 37 TV-Coops; 126 live/taped studio and location TV interviews w/ DOS and other U.S. Government/NGO officials; 583 events covered; 66 original news productions; 70 Co-productions; and over 2000 hours of American Embassy Television Network (AETN) transmissions.
	Rating	■ On Target
	Impact	Placing information in foreign media provides audiences with accurate and authoritative information on U.S. policy, as well as promoting greater knowledge and understanding of American society and values.
PERFORMANCE DATA	Data Source	NewsMarket, a global platform that allows journalists to view and request broadcast-standard video 24/7 around the world.
	Data Quality (Verification)	Field reporting by posts, recorded in the Public Diplomacy Results database, is both reliable and verifiable. Public affairs analysts use the following search parameters in arriving at these placement figures: Program field: IIP: Op-Ed/By-Liners/Washington File, IIP: Print Publication/Product, and IIP: Web Publication/Product.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. Placement of Broadcast Media: 103 Stories made available to foreign Media (29 Official Speeches, 41 Iraqi Reconstruction Stories, 11 Afghanistan Reconstruction Stories, and 22 Terrorism Reports and others); State Department Video Clips uploaded (441 different foreign TV stations received 10,715 clips and 121 countries reached.) 2. Production of Broadcast Media: Produced 46 TV Co-ops; 67 Live/taped studio and location TV interviews with Department and other U.S. Government/NGO officials; 169 Events covered; 40 Original news productions; 6 Co-productions; and over 1300 hours of AETN transmissions. 3. Actual op-ed/byliner placement by region: Africa-242, East Asia/Pacific-231, Europe-277, Near East-174, South Asia-712, and Western Hemisphere-309.
	2003	<p>Baseline:</p> <ol style="list-style-type: none"> 1. Placement of Broadcast Media: Two short documentary films aired in 25 countries (Rebuilding Afghanistan and Afghan Spring); 120 special TV productions; 75 Foreign Press Center Briefings; 31 TV co-ops with foreign broadcasters; 4 co-productions for Russian Public TV, Belarus TV, Georgian TV, and French African TV, 184 TV interviews; and 38 radio interviews. Print media: 22 Foreign Press Center briefings and 87 interviews. 2. Actual op-ed/by-liner placement, by region: Africa-53, East Asia/Pacific-60, Europe-434, Near East-43, South Asia-78, and Western Hemisphere-238.
	2002	N/A

I/P #1: REACHING OUT TO ALLIES AND REGIONAL POWERS (continued)

Indicator #3: Percentage of Audience Members with a Better Understanding of U.S. Policy, Society and Values after Using/Attending Products/Programs of the Bureau of International Information Programs
Indicator revised. Please see Appendix for details.

JUSTIFICATION (VALIDATION): The Department will measure the impact of our security related information products on audiences, generally opinion leaders and influencers, such as media commentators, NGO leaders, editorial writers and educators. The Department can extrapolate that by influencing the opinions of the influencers, and determine whether or not such actions are affecting opinion in the wider society.

FY 2005 PERFORMANCE	Target	Expand measurement to 10 countries.
	Results	Post reporting indicates that 736 speakers, 449 digital video conferences and 650,000 publications reached their intended target audiences with information about U.S. Government policies.
	Rating	■ On Target
	Impact	By increasing international publics' understanding of U.S. policies, the Department creates an atmosphere which can foster greater acceptance of U.S. policies.
PERFORMANCE DATA	Data Source	Bureau of International Information Programs' tracker database and sales reports from the Regional Printing Office in Manila.
	Data Quality (Verification)	Data in tracker are reviewed by public affairs specialists at post and in Washington; data from the Regional Printing Office Manila are based on actual print runs completed and are reliable and verifiable.
PAST PERFORMANCE	2004	872 speakers, 393 digital video conferences.
	2003	Baseline: Post reporting indicates that 846 speakers, 480 digital video conferences and 500,000 print publications reached their intended target audiences with information about U.S. Government policies.
	2002	N/A



Under Secretary Hughes speaks to the media as U.S. Ambassador to Malaysia Christopher LaFleur listens during a news conference in Kuala Lumpur, Malaysia.

AP/Wide World Photo

I/P #2: INCREASE KNOWLEDGE OF THE U.S. AS AGENT OF CHANGE FOR A MORE HOPEFUL FUTURE

Indicator #4: Evidence of Increased Public Awareness of Positive U.S. Actions

JUSTIFICATION (VALIDATION): The Department will measure the impact of our global-issues related information products on our foreign target audiences. Since our foreign target audiences are generally opinion leaders/influencers, such as media commentators, NGO leaders, editorial writers and educators, the Department can influence the opinions of the influencers and determine whether or not such actions are affecting opinion in the wider society.

FY 2005 PERFORMANCE	Target	Expand measurement to 10 countries.
	Results	In the aftermath of the Indian Ocean tsunami, the Department provided worldwide audience with information about U.S. relief efforts. Polls taken in Indonesia in the months after show: <ul style="list-style-type: none"> ● 55% have an overall favorable opinion of the U.S. and 47% say that they feel this way because the U.S. "helps other countries." (Bureau of Intelligence and Research poll) ● 65% now hold a more favorable view of the U.S. due to tsunami relief efforts. (Terror Free Tomorrow poll) ● For the first time ever in a major Muslim nation, more people favor U.S.-led efforts to fight terrorism than oppose them (40% to 36%). (Terror Free Tomorrow poll)
	Rating	■ On Target
	Impact	Promoting awareness of positive U.S. actions contributes to greater understanding of U.S. society and values and greater support for U.S. policies.
PERFORMANCE DATA	Data Source	The Terror Free Tomorrow poll was conducted by the Lembaga Survei Indonesia, or the Indonesian Survey Institute. Additional source: INR polls.
	Data Quality (Verification)	Lembaga Survei Indonesia, or the Indonesian Survey Institute, is a highly respected, non-partisan public opinion research firm in Indonesia. It has a strong track record of high quality and accurate polling.
PAST PERFORMANCE	2004	Baseline: No data. Funding was not available to conduct a statistically-valid survey.
	2003	N/A
	2002	N/A

I/P #3: MUSLIM OUTREACH

Indicator #5: Level of Public Understanding of U.S. Policies, Society and Values in Muslim Societies

Indicator revised. Please see Appendix for details.

JUSTIFICATION (VALIDATION): This indicator measures the impact of outreach to Muslim audiences and helps the Department determine whether or not programs are affecting opinion in the wider society.

FY 2005 PERFORMANCE	Target	1. Percentage of <i>Hi Magazine</i> readers who indicate that the publication promotes interest in the U.S. increases relative from 2004. 2. Expand measurement to 10 countries.
	Results	A survey of <i>Hi Magazine's</i> online readers show that reading <i>Hi</i> promotes interest in learning more about the United States (76%).
	Rating	■ On Target
	Impact	By reaching out to the successor generation the Department will improve perceptions and acceptance of U.S. policy, society and values.
PERFORMANCE DATA	Data Source	Primescape online survey.
	Data Quality (Verification)	Primescape is an experienced firm that specializes in online surveys. The data are gathered and reviewed by public affairs specialists at the Department of State.
PAST PERFORMANCE	2004	An online Primescape survey of <i>Hi Magazine</i> showed that 78% stated that they had an improved understanding of American society and 50% felt that reading <i>Hi Magazine</i> changed their opinions about Americans for the better.
	2003	1. Developed <i>Hi Magazine</i> , an Arabic language periodical for the under-30 successor generation in the Arab world. 2. Baseline: Sales of about 3,000 copies per issue with three issues produced in FY 2003. The online version of <i>Hi Magazine</i> was read by approximately 80,000 people during the last quarter of FY 2003.
	2002	1. Provincial governments regularly harassed journalists who are critical of government. 2. Draft press law contained articles that curtailed press freedom.

A Look to History: Public Diplomacy and Public Affairs

When it was first established in February 1942, the Voice of America (VOA) fell under the auspices of the Department of State's Foreign Information Service. However, by June of that year, the independent Office of War Information had assumed all responsibilities for non-military international broadcasting. At the end of the war, the VOA moved back into the Department of State, under the Division of Cultural Relations and the Office of Public Affairs. In 1948, Congress passed the U.S. Information and Educational Exchange Act, also known as the Smith-Mundt Act. This legislation placed most overseas information efforts, including the VOA's offices in New York, under an Office of International Information administered by the Assistant Secretary of State for Public Affairs. By September 1948, the Department of State had assumed sole control of all news and commentary programs broadcast by the VOA, along with the right of full review of feature programming provided by private agencies.

President Reagan gives his weekly radio address, November 9, 1985, at the Voice of America studio in Washington. AP Photo



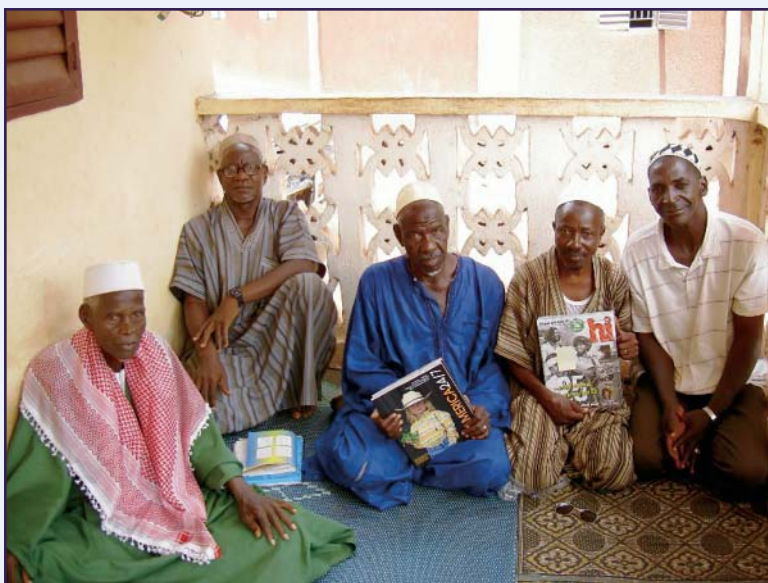
I/P #3: MUSLIM OUTREACH (continued)		
Indicator #6: Degree of Independent Media in Afghanistan		
JUSTIFICATION (VALIDATION): This indicator directly measures the extent to which citizens in a key Muslim country have access to unbiased, balanced information.		
FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Reporters without Borders notes no incidences of government harassment of journalists in annual report on media freedom. 2. Seventy-five percent of electronic media are privately controlled and no incidences of government harassment.
	Results	<ol style="list-style-type: none"> 1. According to Reporters without Borders, the Afghan media continued to develop but independent journalists ran afoul of old enemies in 2003: warlords, conservative judges and the Taliban. The draft constitution guaranteed press freedom but provided for prison sentences for press offences. The blasphemy law continues to be the biggest menace for journalists. Two were sentenced to death for what they had written and had to flee the country. According to Reporters without Borders, the government also intervened to halt "Islamically incorrect" television broadcasts. 2. At least 75% of electronic media are privately controlled. The U.S. Government is supporting an emerging independent media, with 45 independent radio stations established and broadcasting programs to 52% of the Afghan population. 40,000 radios have been distributed to hard-to-reach populations including rural women. Our programs provided training to almost 2,000 media professionals. 4,500 women have graduated from a community literacy program.
	Rating	■ On Target
	Impact	<ol style="list-style-type: none"> 1. There is marked and continued progress in the emergence of an independent media. Radio is the most important medium in Afghanistan, with 79 percent of respondents listening "yesterday"; 54 percent watched television. 2. Newspapers and the Internet are not comparatively important information sources. In addition, Internet access in Afghanistan is scarce. Users can log on in Internet cafes in provincial capitals. Various NGOs and international organizations are opening public access points as well. However, computer literacy and ownership rates are miniscule, and internet infrastructure is in the first days of its development. Internet use by demographic group conforms to user profiles in most developing countries, with users tending to be younger and better-educated. However, unlike in most developing countries, women in Afghanistan are more likely to use the internet than are men.
PERFORMANCE DATA	Data Source	Reporters Without Borders 2004 Report on Afghanistan; Congressional testimony; Foreign Broadcast Information Service (FBIS) surveys; Bureau of Educational and Cultural Affairs.
	Data Quality (Verification)	FBIS surveys are carried out using sound methodologies and are subject to internal controls. InterMedia reviewed the survey data gathered by Kabul-based market research company ACSOR, which conducted 3,169 interviews from 17 August to 2 October 2004 in five provinces in Afghanistan. Given a sample of this size, the range of error with a 95 percent confidence interval would be ±1.7percent. Reporters Without Borders data are subject to internal controls.
PAST PERFORMANCE	2004	The U.S. Government continues to support an emerging independent media, with 35 independent radio stations established and broadcasting programs to 52% of the Afghan population. 40,000 radios have been distributed to hard-to-reach populations including rural women. Our programs provided training to almost 2,000 media professionals. Many projects have focused on women, such as the development of Women's Resource Centers in 17 provincial capitals.
	2003	<ol style="list-style-type: none"> 1. U.S. Government-funded independent community radio stations begin broadcasting. 2. Press law adopted does not contain articles that curtail press freedom. 3. Radio and TV transmitters are provided to Afghan radio and television, as well as Voice of America to strengthen civil society programming.
	2002	<ol style="list-style-type: none"> 1. 150 media publications exist, with at least 35 owned by the government. 2. The government also controls almost all of the electronic media. 3. Provincial governments regularly harass journalists who are critical of government. 4. Draft press law contains articles that curtail press freedom.

I/P #3: MUSLIM OUTREACH (continued)

Indicator #7: Number of Direct Placements of Articles in the Arab Press that Show Accurate Understanding and Interviews of Senior U.S. Arab Officials on Pan-Arab Satellite TV

JUSTIFICATION (VALIDATION): This indicator helps the Department assess the degree to which the Arab press understands U.S. policies and values.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. 5% increase in newspaper placements 2. 10% increase in pan-Arab TV interviews
	Results	<ol style="list-style-type: none"> 1. The Department arranged more than a dozen interviews on the Iraqi Constitution issue, including Ambassador Khalilzad's appearances on Arab media outlets and a September 1, 2005 pilot program with Al Quds TV in Ramallah in Arabic. 2. 369 pan-Arab TV interviews took place, an increase of 12.5% over FY 2004.
	Rating	■ On Target
	Impact	These interviews and media outreach efforts – in Arabic, with the Arab media – enabled the Department to increase understanding of U.S. foreign policy on issues such as the Iraqi Constitution, Gaza disengagement, democracy in Lebanon and nonproliferation in Iran. Many of the interviews were aired repeatedly and picked up by other media outlets or wire services in the region and beyond.
PERFORMANCE DATA	Data Source	Articles in the Arab press, as obtained by the Bureau of Near Eastern Affairs via the Foreign Broadcast Information Service, post reports, and other sources.
	Data Quality (Verification)	Data are gathered and monitored by the Bureau of Near Eastern Affairs in Washington and due to the public nature of the events are verifiable by independent media organizations.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. 92 Stories made available to Arab Media (29 Official Speeches, 41 Iraqi Reconstruction Stories, and 22 Terrorism Reports and others). 2. Produced 46 TV Co-ops; 67 Live/taped studio and location TV interviews with Department and other U.S. Government/NGO officials; 169 events covered; 40 Original news productions; 6 Co-productions; and over 1300 hours of transmissions.
	2003	<ol style="list-style-type: none"> 1. 379 article placements in the following Arabic-speaking countries: Syria, Lebanon, Jordan, Saudi Arabia, Bahrain, Qatar, UAE, Oman, Yemen, Tunisia, Algeria, Egypt, Morocco, and Kuwait (new baseline data). 2. 253 interviews with pan-Arab TV, an increase of 500% over FY 2002, due to the war in Iraq.
	2002	<ol style="list-style-type: none"> 1. Article placements: Kuwait 40, Saudi Arabia 283. 2. 45 U.S. Government officials interviewed by pan-Arab media.



Islamic League elders in Kankan, Guinea receive copies of "Hi" Magazine, and the photo-journal, "America 24/7," hand delivered by staff from Embassy Conakry. Kankan is the second largest town in Guinea, located 500 miles east of the capital. State Department photo

PERFORMANCE GOAL 2
INTERNATIONAL EXCHANGES INCREASE MUTUAL UNDERSTANDING AND BUILD TRUST BETWEEN AMERICANS AND PEOPLE AND INSTITUTIONS AROUND THE WORLD

**I/P #4: REACHING YOUNGER AUDIENCES
(PART PROGRAM)**

Indicator #1: Number of Foreign Youth Participants in Regions With Significant Muslim and Arab Populations Reached by the Youth Exchange and Study (YES) Program

JUSTIFICATION (VALIDATION): Quantitative measures based on increases in number of participants are reliable and give an accurate measure of potential increased impact on Bureau of Educational and Cultural Affairs (ECA) activities. Qualitative measures substantiate fulfillment of program goals.

FY 2005 PERFORMANCE	Target	30% increase in new participants in youth exchange programs from 2004. NEA: 245 EAP: 150 SA: 130 AF: 50 EUR: 25 Total: 600
	Results	660
	Rating	■ Above Target
	Impact	By providing opportunities for foreign youth to participate in exchange programs, doors are opening in new sectors of foreign societies and exposing them to U.S. values, culture and society.
PERFORMANCE DATA	Data Source	Reports from field and domestic partners; planned performance evaluations.
	Data Quality (Verification)	The numbers of participants are verified by the non-profit partner organizations that provide the programming for the participants. ECA-sponsored comprehensive evaluation project is closely measuring the impact of the YES experience on the participants and has verified its output indicators through mandatory reporting by its non-profit partner organizations.
PAST PERFORMANCE	2004	454 total participants on program.
	2003	NEA: 54 EAP: 40 SA: 27 AF: 20 EUR: 19 Total: 160
	2002	N/A

**I/P #5: REACHING BROADER AUDIENCES
(PART PROGRAM)**

Indicator #2: Number of Foreign Adult Participants in Exchange Programs from the Near East and South Asia

JUSTIFICATION (VALIDATION): This indicator was chosen because it reflects the fundamental goal of the initiative to promote increased awareness and understanding of democracy and civil society. The percent of participants who increase their understanding of these themes demonstrates the effectiveness of programs sponsored by the Bureau of Educational and Cultural Affairs (ECA).

FY 2005 PERFORMANCE	Target	NEA: 1609 SA: 918 Total: 2,527
	Results	Anticipate meeting or exceeding FY2005 targeted goal. Data required to complete tabulation will be available no later than November 30, 2005.
	Rating	■ On Target
	Impact	By providing increased opportunities for foreign adults in the Near East (NEA) and South Asia (SA) to participate in exchange programs, doors are opening in new sectors of foreign societies and exposing them to U.S. values, culture and society.
PERFORMANCE DATA	Data Source	Reports from field and domestic partners; planned performance evaluations.
	Data Quality (Verification)	ECA verifies its output indicators through mandatory reporting by its non-profit partner organizations. ECA uses a comprehensive database and reporting system to verify the numbers.
PAST PERFORMANCE	2004	NEA: 1,739 SA: 971 Total: 2,710
	2003	NEA: 938 SA: 390 Total: 1,328
	2002	NEA: 1238 SA: 706 Total: 1,944



*First Lady Laura Bush, right, is greeted by Afghan school children upon arriving at Kabul University in Kabul, Afghanistan, March, 2005.
AP/Wide World Photo*

**I/P #6: ENGAGING AUDIENCES MORE DEEPLY
(PART PROGRAM)**

Indicator #3: Percentage of Participants Who Increased Their Understanding of their Host Country Immediately After Their Program

JUSTIFICATION (VALIDATION): This indicator was chosen because it reflects the fundamental goal of the Bureau of Educational and Cultural Affairs (ECA) to promote mutual understanding. The percent of participants who increase their understanding demonstrates the effectiveness of ECA programs.

FY 2005 PERFORMANCE	Target	93%
	Results	94.77%
	Rating	■ On Target
	Impact	Exchange programs have helped provide a more accurate and balanced understanding of the United States to international visitors. By increasing and improving understanding, it enhances dialogue and diminishes misperceptions that lead to hostility toward the United States. Increased understanding builds a foundation of trust that produces more cooperative relationships, thereby achieving a more secure, democratic and prosperous world.
PERFORMANCE DATA	Data Source	Direct exchange participants responses to pre- and post-program surveying using online performance measurement system (E-GOALS) and independent program evaluations.
	Data Quality (Verification)	ECA verifies its output indicators through mandatory reporting by its non-profit partner organizations. ECA uses a comprehensive database and reporting system to verify the numbers.
PAST PERFORMANCE	2004	94%
	2003	89%
	2002	91%

Indicator #4: Percentage of Participants Who Remain in Contact with Host Country People Met on Their Program One Year or Longer After Their Program

JUSTIFICATION (VALIDATION): The indicator reflects the primary goal of these programs, which demonstrate an outcome of mutual understanding, continued dialogue. The percent of participants who remain in contact demonstrates that ECA programs foster personal and professional linkages that form a foundation of trust to engage other countries on short-term issues as well as establishing long-term partnerships, thereby producing stronger international relations for the U.S.

FY 2005 PERFORMANCE	Target	77%
	Results	85.71%
	Rating	■ On Target
	Impact	Continued communication and collaboration assist in maintaining relationships and partnerships, which further U.S. interests. Linkages between individuals and institutions in the U.S. and other countries often serve to keep dialogue open between the U.S. and other countries.
PERFORMANCE DATA	Data Source	Reports from field and domestic partners; planned performance evaluations. Data are gathered in statistically valid surveys and polling conducted by independent, external evaluators.
	Data Quality (Verification)	ECA verifies its output indicators through mandatory reporting by its non-profit partner organizations. ECA uses a comprehensive database and reporting system to verify the numbers.
PAST PERFORMANCE	2004	83.6%
	2003	81%
	2002	81%

I/P #6: ENGAGING AUDIENCES MORE DEEPLY (continued)

Indicator #5: Percentage of Participants who Initiate or Implement Positive Change¹ in Their Organization or Community within Five Years of their Program Experience

JUSTIFICATION (VALIDATION): This indicator was chosen because it reflects one of the fundamental outcomes of mutual understanding and developing a foundation of trust, as well as the an intermediary level of outcomes based on the Kirkpatrick learning and Phillips methods for assessing results.

FY 2005 PERFORMANCE	Target	76%
	Results	98.63%
	Rating	■ On Target
	Impact	Application of knowledge or skills gained, or of changed perception and attitude by an individual to influence their immediate organization or local community multiplies the impact of the exchange experience. By changing institutions, it produces greater ability to work together in the international arena.
PERFORMANCE DATA	Data Source	Data are derived from statistically valid surveys of exchange program participants conducted through independent program evaluations and an on-line survey tool developed to capture pre-, post- and follow-up program data.
	Data Quality (Verification)	A change in the original question format has resulted in a much higher percentage of participants responding in the affirmative. The prior question format achieved closer to the expected target with approximately 80% responding in the affirmative. A review of the survey question format is being undertaken.
PAST PERFORMANCE	2004	Of those surveyed, 100 percent implemented a positive change based on a series of three research questions. Although the sample surveyed was more limited than we would have liked, we have confidence the target was met and therefore rate the indicator on target.
	2003	80% (Global)
	2002	88% (Global)

¹ Change is defined as the introduction of new or different methodologies, policies, curriculum, training, organizational structure, etc. into the participant's immediate work area or organization that affects multiple individuals.

EDUCATIONAL EXCHANGES IN NEAR EAST ASIA AND SOUTH ASIA (PART PROGRAM EFFICIENCY MEASURE)

Indicator #6: Ratio of Total Administrative Cost to Program Cost

JUSTIFICATION (VALIDATION): For a grant-making organization, the ratio of administrative to program cost ensures that an appropriate level of funding is being used for direct program costs as well as adequately funding the implementation of programs.

FY 2005 PERFORMANCE	Target	25%
	Results	24.77%
	Rating	■ On Target
	Impact	By reaching our efficiency target, ECA was able to maintain its level of programming. Meeting of outyear goals will allow ECA to add more participants and improve the range of experiences in the United States for those participants.
PERFORMANCE DATA	Data Source	The Department's grants database captures the level of program and administrative funds for each grant awarded by ECA. Data is entered by a grants officer. Analysis of data is conducted by the Evaluation and Performance Measurement Division.
	Data Quality (Verification)	Data come directly from ECA's grants management database, where administrative and program funds are tracked. The database has allowed a much more accurate and consistent calculation of the ratio.
PAST PERFORMANCE	2004	19.7%
	2003	34%
	2002	Baseline: 35%

PERFORMANCE GOAL 3
*BASIC HUMAN VALUES EMBRACED BY AMERICANS ARE RESPECTED AND UNDERSTOOD
 BY GLOBAL PUBLICS AND INSTITUTIONS*

I/P #7: PROMOTE DEMOCRATIC VALUES AND BEHAVIOR

Indicator #1: Percentage of Program Participants who Demonstrate an Affinity for Democratic Values Three or More Years After Their Program Experience

JUSTIFICATION (VALIDATION): Indicator represents national interest in promoting freedom and democracy.

FY 2005 PERFORMANCE	Target	65%
	Results	78.74%
	Rating	■ On Target
	Impact	ECA exchange program participants begin or continue to espouse democratic values as a result of their exchange experience.
PERFORMANCE DATA	Data Source	Direct exchange participants responses to pre- and post-program surveying using online performance measurement system (E-GOALS) and independent program evaluations.
	Data Quality (Verification)	Funding was not available to use comparison groups, but the data was gathered in statistically valid surveys and polling conducted by independent, external evaluators.
PAST PERFORMANCE	2004	77%
	2003	N/A
	2002	N/A

Secretary Rice hugs Chinese children skaters at the China World Trade Center's skating rink during a two-day visit to Beijing, March, 2005. AP/Wide World Photo



I/P #7: PROMOTE DEMOCRATIC VALUES AND BEHAVIOR (continued)

Indicator #2: Percentage of Participants Who Improve Their Understanding of U.S. Society and Values

JUSTIFICATION (VALIDATION): We will measure the sum total of the impact of our information on our target audiences. Since our foreign target audiences are generally opinion leaders/influencers, such as media commentators, NGO leaders, editorial writers and educators, we can assume that through the influencers, we are affecting opinion in the wider society.

FY 2005 PERFORMANCE	Target	90%
	Results	1. A survey of <i>Hi Magazine's</i> online readers show that reading it promotes interest in learning more about the United States (76%). 2. Post reporting indicates that 736 speakers, 449 digital video conferences and 650,000 publications reached their intended target audiences with information about U.S. policy, society and values.
	Rating	 Below Target
	Impact	By reaching out to the successor generation and opinion leaders, the Department will improve perceptions and acceptance of U.S. policy, society and values. While encouraging 76% of readers to want to learn more about the United States in a very encouraging number, it is important that we increase our efforts to reach out to this critical audience.
	Reason for Shortfall	When we set 90% as a worldwide goal, we expected there to be regional variations. Currently we only have data for an audience largely located in the Near East region; a region that presents major challenges for U.S. public diplomacy. Therefore, while below the worldwide target, the numbers themselves are encouraging.
	Steps to Improve	Data need to be gathered from worldwide audiences to more accurately assess the performance of these programs.
PERFORMANCE DATA	Data Source	1. Primescape online survey. 2. Bureau of International Information Programs' Tracker database and sales reports from Regional Publications Office in Manila
	Data Quality (Verification)	Primescape is an experienced firm that specializes in online surveys. The data are gathered and reviewed by public affairs specialists at the Department of State.
PAST PERFORMANCE	2004	An online Primescape survey of <i>Hi Magazine</i> showed that 78% stated that they had an improved understanding of American society and 50% felt that reading <i>Hi Magazine</i> changed their opinions about Americans for the better.
	2003	86% (Based on benchmarking similar ECA data)
	2002	N/A

I/P #7: PROMOTE DEMOCRATIC VALUES AND BEHAVIOR (continued)

Indicator #3: Number of American Corners

JUSTIFICATION (VALIDATION): This indicator reflects the Department’s outreach to younger, broader audiences around the world, promoting more profound, diverse and representative views of American life, and U.S. foreign policies.

FY 2005 PERFORMANCE	Target	275 American Corners.
	Results	278 American Corners have been established worldwide.
	Rating	■ On Target
	Impact	By making current and reliable information about the U.S. available to the general public, via book collections, the Internet, and through local programming, American Corners promote greater understanding of U.S. policy, society and values.
PERFORMANCE DATA	Data Source	American Corners database.
	Data Quality (Verification)	Information in the American Corners database is reviewed quarterly by public affairs specialists at post and in Washington.
PAST PERFORMANCE	2004	178
	2003	<ol style="list-style-type: none"> Throughout FY 2003, new American Corners were developed in other regions of the world. There are now a total of 71 American Corners in operation in EUR, AF, SA, and EAP. Interactive Exhibit prototype developed in partnership with the Smithsonian Institution.
	2002	Baseline: Eight additional Corners established in Russia, bringing the total number to 19.



*Ambassador Jendayi Frazer speaks to a group of primary school students in South Africa's Limpopo Province.
State Department Photo*

I/P #8: ENGAGE YOUNG PEOPLE

Indicator #4: Percentage increase in monthly circulation and number of online visits for *Hi Magazine*

Indicator revised. Please see Appendix for details.

JUSTIFICATION (VALIDATION): Readership is a valid indication that U.S. Government information is reaching its intended target audience and that readers are interested in the U.S. perspective on various issues.

FY 2005 PERFORMANCE	Target	1. <i>Himag.com</i> : 20% increase above 2004. 2. Hard copy: maintain 2004 level (targeted readership: 78,632 per month, a combined monthly average of online visits and distribution.)
	Results	FY 2005 readership (combined monthly average of online visits and distribution) 79,447.
	Rating	■ On Target
	Impact	<i>Hi Magazine</i> brings a positive message about America to a younger, Arabic-speaking audience.
PERFORMANCE DATA	Data Source	Web software and distributors.
	Data Quality (Verification)	Web software measures visits and sales figures are available from distributors; both data sets are objectively verified.
PAST PERFORMANCE	2004	1. <i>Himag.com</i> : 28,860 average visits/month. 2. Hard copy: 44,000 copies distributed. 3. Total readership: 72,860.
	2003	1. Produce Arabic language periodical for the under-30 successor generation in the Arab world. 2. Baseline: A baseline figure for sales is not yet available. However, the online version of 'Hi' was read by approximately 80,000 people during the last quarter of FY 2003.
	2002	N/A

I/P #9: COUNTER ANTI-AMERICANISM

Indicator #5: Timeliness of U.S. Responses to Misinformation or Deliberate Disinformation in International Media

JUSTIFICATION (VALIDATION): To successfully counter mis- and disinformation, it is important to make accurate information available in a timely manner to encourage publication of rebuttal information and to prevent the mis- or disinformation from spreading to other media.

FY 2005 PERFORMANCE	Target	All reported incidents are countered in a timely manner, 65% within 24 hours.
	Results	66% countered within 24 hours.
	Rating	■ On Target
	Impact	Debunking conspiracy theories, urban legends and deliberate disinformation contributed to the reduction of anti-Americanism worldwide.
PERFORMANCE DATA	Data Source	Bureau of International Information Programs.
	Data Quality (Verification)	Data were gathered by comparing dates that incident reports were received with the dates on which responses were sent out. Data are subject to internal controls at IIP.
PAST PERFORMANCE	2004	62.5%
	2003	1. All reported incidents are countered in a timely manner, 50% within 24 hours. 2. Posts report that some rebuttals are published or aired in media which initiated offending item(s).
	2002	N/A

PERFORMANCE GOAL 4
 AMERICAN UNDERSTANDING AND SUPPORT FOR U.S. FOREIGN POLICY, DEVELOPMENT PROGRAMS, THE DEPARTMENT OF STATE, AND THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

I/P # 10: OUTREACH TO EXPANDED U.S. AUDIENCE

Indicator #1: Number of Interviews and Contacts With U.S. Media

JUSTIFICATION (VALIDATION): This indicator demonstrates the Bureau of Public Affairs' efforts to strategically facilitate and disseminate the information flow by making the Department principals accessible to the media to explain thoroughly U.S. policies and initiatives.

FY 2005 PERFORMANCE	Target	16,000 interviews/contacts per year with the media.
	Results	1. Press Briefings: daily and special press briefings. 2. Media Contacts: 15,200 inquiries from the press. 3. Print, Radio, and TV interviews: 1,151, 58 op eds; 65 press camera sprays, facilitated by the Bureau of Public Affairs Press Office; 40 Secretary walkout/stakeouts; 21 Secretary Press Conferences; 47 Secretary speeches/remarks; and eight Secretary Congressional testimonies.
	Rating	■ On Target
	Impact	Daily press briefings and responses to journalists' policy questions gave the press accurate, authoritative statements of U.S. policy. Transcripts of daily and special press briefings and the Secretary's remarks to the press are available on the State.gov website, making those wide-ranging discussions of foreign policy available to enormous numbers of readers. Press events with Department officials are carefully planned and designed to explain U.S. foreign policy to the broadest possible audience.

PERFORMANCE DATA	Data Source	Bureau of Public Affairs.
	Data Quality (Verification)	There is high confidence in the quality and validity of the data. Briefings, contacts, interviews, speeches, etc. are in the public record and easily verifiable.

PAST PERFORMANCE	2004	1. Press Briefings: <ul style="list-style-type: none"> ● 227 daily and special press briefings ● 70 foreign press briefings 2. Media Contacts: <ul style="list-style-type: none"> ● 16,000 inquiries from the press, to include calls fielded by press officers, reporter drop-ins, press policy queries, press non-policy queries 3. Print, Radio and TV Interviews: <ul style="list-style-type: none"> ● 1,200 print, radio, and TV interviews, opinion editorials ● 58 Secretary walkouts and stakeouts ● 7 Secretary press conferences ● 63 Secretary speeches/remarks ● 9 Secretary Congressional testimonies
	2003	Baseline: <ul style="list-style-type: none"> ● 120 daily press briefings ● 15,000 inquiries from the press ● 1,000 print, radio, and TV interviews, opinion editorials ● Educational video on terrorism to 14,000 U.S. educators
	2002	N/A

I/P #10: OUTREACH TO EXPANDED U.S. AUDIENCE (continued)

Indicator #2: Number of Outreach Activities to Targeted U.S. Audiences

JUSTIFICATION (VALIDATION): Public outreach programs provide state and local government officials and the American public opportunities to exchange views with Department of State officials who formulate and implement policy. Conducted throughout the U.S., these programs encourage interest and involvement in foreign affairs and economic development opportunities among a broad cross-section of American society. This indicator demonstrates the Bureau of Public Affairs' efforts to strategically facilitate and disseminate information by making the Department officials accessible to the media to explain U.S. policies and initiatives.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> Ten percent increase in FY 2003 baseline to include student events, town meetings, and intergovernmental Conference participation. Evidence shows that information provided has reached intended users.
	Results	<ol style="list-style-type: none"> Grassroots activities: Conducted over 1,600 outreach activities, including: <ul style="list-style-type: none"> Conducted 700 Washington and regional events for Department's speakers program. Reached 20,000 students and others through in-house briefings. Conducted or participated in 26 town meetings and conferences. Participated in 232 radio programs. Educational Curriculum Materials: <ul style="list-style-type: none"> A History of Diplomacy curriculum and video over 13,000 copies distributed. Created and distributed CD-ROM curriculum "Diplomacy in Action" - distributed over 10,000 copies to colleges/universities, libraries and community organizations. Published supplement to weekly reader magazine that reached over 1.25 million students in 58,000 classrooms. State and Local Activities: <ul style="list-style-type: none"> Facilitated Embassy and Consulate assistance to overseas delegations for 150 state and local government officials. 60,000 contacts made with state and local government officials through presentations at conferences, courtesy meetings, push emails and distribution of Department publications. Responded to 370 requests for information about U.S. foreign policy from governors, mayors, and other state and local officials.
	Rating	■ On Target
	Impact	Through these programs, the Department continued to reach beyond its traditional audiences to include, women, youth, NGOs, businesses, the artistic community, and the Arab and Muslim communities. These programs continue to give Americans a better understanding of U.S. foreign policy and its relevance, and the Department's role in shaping it.
PERFORMANCE DATA	Data Source	Independent assessments of program execution; Bureau of Public Affairs reports.
	Data Quality (Verification)	There is high confidence in the accuracy and validity of the data. Materials, events, etc. are public and easily verifiable.

Continued on next page

I/P #10: OUTREACH TO EXPANDED U.S. AUDIENCE (continued)		
Indicator #2: (continued)		
PAST PERFORMANCE	2004	<p>Baseline:</p> <ol style="list-style-type: none"> 1. Conducted 776 Washington and regional events, including the Secretary's Hometown Diplomat Program, monthly NGO briefings, educational digital videoconferences, and public speaking engagements by senior level Department officials. 2. Reached over 21,000 individuals through in-house briefings. 3. Conducted 20 town meetings across the U.S. 4. Produced a weekly insert that reached 1.4 million elementary students across the U.S. 5. Number of press briefings/conferences: 485. Conducted 214 daily press briefings, 92 special briefings, and 9 Secretary of State press conferences, 84 Secretary speeches/remarks, 75 Secretary walk-outs, and 11 Secretary Congressional testimonies. 6. Number of media interviews: print, radio, and television: 1,035 including: 126 opinion editorials/letters, 284 television interviews, 401 print interviews, 224 radio interviews with Department principals. 7. Number of contacts with media: 18,305: which includes press calls/queries fielded by press officers, including policy and non-policy inquiries (by phone and in person). Also includes press participation in facilitated camera sprays.
	2003	<ol style="list-style-type: none"> 1. Distributed 14,000 curriculum video packages to U.S. educators. 2. Conducted over 1,500 outreach activities. 3. Reached over 12,000 students through in-house briefings and other programs. 4. Conducted 23 student town meetings at high schools and colleges. 4. Conducted over 600 Washington and regional events for the Department's Speakers Program. 5. Delivered over 70 presentations at state and national governmental conferences.
	2002	N/A

Indicator #3: Number of Hits on the Department's Domestic Website		
<p>JUSTIFICATION (VALIDATION): Information dissemination by electronic means continues to be successful, evidenced by gradually increasing hits on the Department's website. While the primary audience for the <i>www.state.gov</i> site is the American public, we are adding information on the U.S. to broaden our audience for <i>www.future.state.gov</i> to students around the world. Thirty percent of the hits are international, suggesting that we are making inroads with foreign audiences as well. Average hits per month were almost 6 million, which achieved the target level for FY 2004.</p>		
FY 2005 PERFORMANCE	Target	7 million hits per month.
	Results	12 million hits per month.
	Rating	■ Above Target
	Impact	While the American public remains the primary audience for <i>www.state.gov</i> , the global accessibility has increased in the international market to thirty-six percent as we continue to reach out to broader audiences both domestically and internationally, and we continue to reach more youth on the <i>future.state.gov</i> site.
PERFORMANCE DATA	Data Source	Web Trends.
	Data Quality (Verification)	There is high confidence in the validity of the data, which are tracked using a common software program. Data are reviewed and validated by officials in the Bureau of Public Affairs.
PAST PERFORMANCE	2004	5.9 million hits per month.
	2003	5 million hits per month.
	2002	4.8 million hits per month.

I/P #11: HISTORICAL RESEARCH AND PUBLICATIONS

Indicator #4: Number of Historical, Research, and Educational Publications

JUSTIFICATION (VALIDATION): This is a tangible, quantifiable, output-level measure of the Department’s outreach to the American public and meets a need identified by scholars, diplomats, and Congress.

FY 2005 PERFORMANCE	Target	Publish four for a total of fifteen Foreign Relations of the United States (FRUS) volumes.
	Results	<p>Foreign Relations of the United States (FRUS): Published 5 FRUS Volumes:</p> <ul style="list-style-type: none"> ● 1969-1976, Vol. V, United Nations, 1969-1972 ● 1964-1968, Vol. XXXII, Dominican Republic; Cuba; Haiti; Guyana ● 1969-1976, Vol. XI, South Asia Crisis, 1971 ● 1969-1976, Vol. E-7, Documents on South Asia, 1969-1972 ● 1969-1976, Vol. E-1, Documents on Global Issues, 1969-1972 <p>Educational Video and Curriculum:</p> <ul style="list-style-type: none"> ● A History of Diplomacy
	Rating	■ On Target
	Impact	The most significant progress during FY 2005, as in FY 2004, was not the number of volumes published, but maintaining the three main elements of production of <i>Foreign Relations</i> volumes: 1) research, 2) declassification, and 3) post-manuscript production. This continued emphasis on all three elements of the production process means that at least one more Nixon volume (and possibly three more) will be published this calendar year. In FY 2005, the Historian’s Office also published its first web-only <i>FRUS</i> volume. These web-only volumes will allow the Historian’s Office to make more information available to more people, more quickly, at a reduced cost. In FY 2006, the target is to publish a total of 12 volumes, placing the series well on its way toward reaching its goal of publishing volumes no later than 30 years after the events covered by the end of the decade.
	PERFORMANCE DATA	<p>Data Source Department of State, Bureau of Public Affairs, Office of the Historian</p> <p>Data Quality (Verification) There is high confidence in the validity of the data, as the products are widely published and distributed.</p>
PAST PERFORMANCE	2004	<p>Foreign Relations of the United States (FRUS):</p> <ul style="list-style-type: none"> ● Printed/released to date: 1964-68: Vol.XIX, Arab-Israeli Crisis and War, 1967 <p>In page proofs:</p> <ul style="list-style-type: none"> ● 1964-68:Vol.XXI, South and Central America; Mexico ● 1964-68:Vol.XXXII, Dominican Republic; Cuba; Haiti; Guyana ● 1964-68:Vol.XXXIII, Organization and Management of Foreign Policy; United Nations ● 1969-76:Vol.V, United Nations, 1969-72 ● 1969-76:Vol.VI, Vietnam, 1969-70 ● 1969-76:Vol.XI, South Asia Crisis, 1971 <p>Doors to Diplomacy Educational Videos:</p> <ul style="list-style-type: none"> ● History of Diplomacy ● Sports and Diplomacy ● Media and Diplomacy
	2003	<p>Published six Foreign Relations of the United States (FRUS) volumes:</p> <ul style="list-style-type: none"> ● 1964-1968, Vol. V. Vietnam ● 1964-1968, Vol. VI, Vietnam, 1968 ● 1969-1976, Vol. III, Foreign Assistance ● 1952-1954, (retrospective) Guatemala ● 1969-1976, Vol. I, Foundations of Foreign Policy ● 1964-1968, Vol. VII, Vietnam, 1968-Jan, 1969
	2002	N/A

I/P #12: UNITED STATES DIPLOMACY CENTER'S MUSEUM OF AMERICAN DIPLOMACY		
Indicator #5: Progress Toward Museum Completion		
JUSTIFICATION (VALIDATION): This indicator directly measures one tangible aspect of the U.S. Government's public outreach efforts.		
FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Raise \$21M of the capital campaign goal of \$25M (84%). 2. Complete the design development phase. 3. Complete the construction documents and bid phase. 4. Complete 15% of the construction of exhibitions and installation phase.
	Results	<ol style="list-style-type: none"> 1. Completed initial design concept. 2. Completed content exhibition outline. 3. Completed fundraising feasibility and strategic plan. 4. Completed planning and concept phase.
	Rating	 Below Target
	Impact	The creation of this Museum of American Diplomacy and Visitor Center will create an environment where the public can explore America's pivotal role in global affairs. With interactive exhibits, briefing space, multimedia stations and the latest technology, the museum will use inventive activities and displays to inform and educate visitors about the history, process, challenges, and relevancy of American diplomacy to our nation in the past and the present.
	Reason for Shortfall	While the plans for the Public Diplomacy center remains a high priority for the Bureau and the Department, no funding commitments have been made to move this project forward. As a result, no significant steps have been taken in meeting our fundraising targets as outlined. This has been in part due to changes in senior leadership both at the Bureau and the Department level.
	Steps to Improve	The Bureau has submitted a formal request seeking senior department level approval and funding commitment to move forward in the creation of the museum and visitor center.
PERFORMANCE DATA	Data Source	Bureau of Public Affairs, U.S. Diplomacy Center.
	Data Quality (Verification)	There is high confidence in the validity of the data, as all planning and funding documents are reviewed and vetted internally by multiple offices.
PAST PERFORMANCE	2004	Finished Initial Concept Design Phase.
	2003	Completed 75% of the Initial Concept Design Phase . Completed the Feasibility Study.
	2002	N/A

**STRATEGIC OBJECTIVE #4:
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES**

The fulfillment of the Department's mission and the achievement of our policy goals are inextricably linked to a foundation of sound management and organizational excellence required by the President's Management Agenda. This foundation is essential to support the work of America's Embassies and Consulates. The Department is committed to maintaining a well-qualified workforce, supported by modern infrastructure that provides the tools to achieve our diplomatic and development goals worldwide. Building this foundation will require significant investments in people, systems, and facilities.

STRATEGIC GOAL 12: MANAGEMENT AND ORGANIZATIONAL EXCELLENCE

Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities

I. Public Benefit

The 30,000 Foreign Service, Civil Service, and Foreign Service National employees posted in over 260 locations around the world are our most significant resource. The Department continues to pursue human resource initiatives aimed at building, deploying, and sustaining a knowledgeable, diverse, and high-performing workforce. The Department also continues to maintain and develop robust training programs that emphasize skills to achieve transformational diplomacy, such as advanced foreign language proficiency, public diplomacy, and leadership and management preparedness. With these efforts, the Department continues to build a workforce that through composition, size and skills can adapt quickly to changes in mission, technology, and the worldwide requirements of the foreign affairs environment.



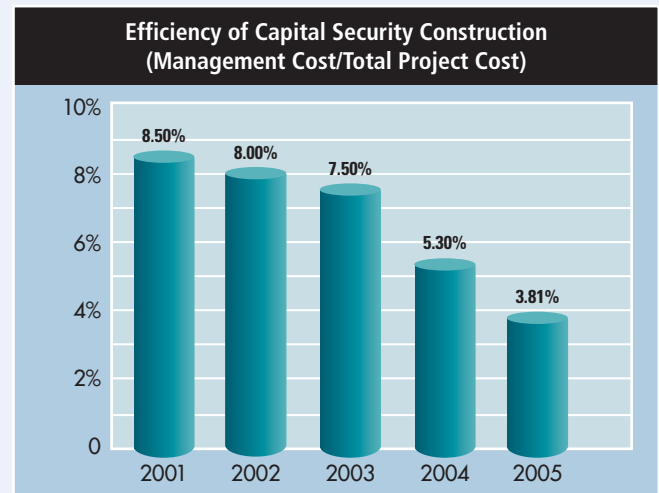
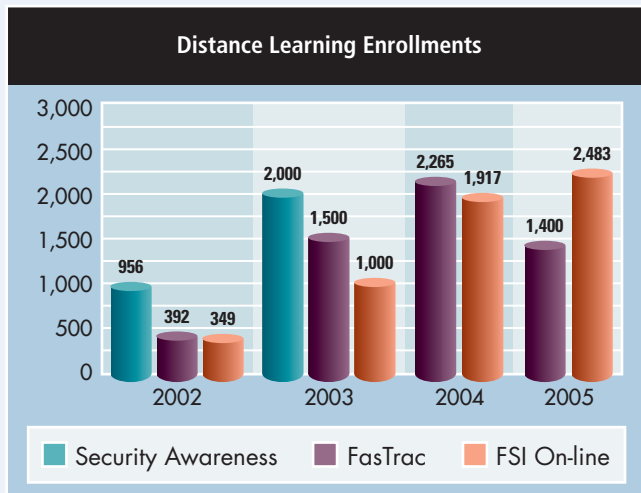
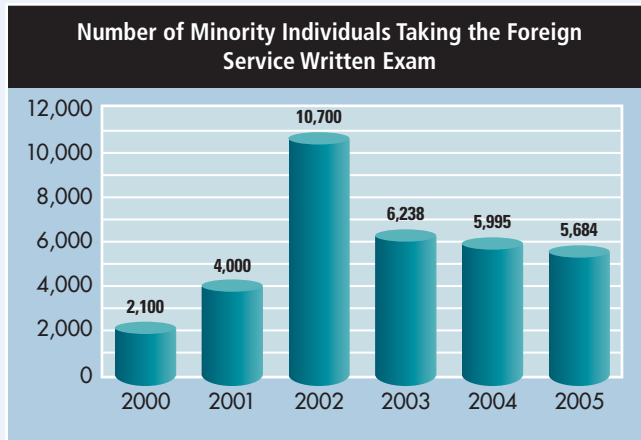
Under Secretary for Management Henrietta Fore gestures during an interview in Washington. AP/Wide World Photo

To fulfill our mission effectively, the Department of State depends heavily on the collection, analysis, communication, and presentation of information in forms useful to our stakeholders - the public, businesses, other U.S. Government agencies, foreign governments, and our employees. The Department uses commercial best practices in its secure office automation platforms, secure global networks (unclassified, classified and the Internet), IT infrastructure, and customer service programs.

Secure working and living environments are essential to effective implementation of U.S. Government foreign policy goals. The Department ensures security through a broad scope of global activities, including the protection of the Secretary of State and other senior government officials, resident and visiting foreign dignitaries; foreign missions in the U.S.; American embassies/consulates overseas; and special events. The worldwide network of Department facilities is a critical component of U.S. diplomatic and development readiness. The provision of secure, safe, and functional domestic and overseas facilities enables U.S. Government employees to pursue the vital interests of the American public more effectively.

Integrated budgeting, planning and performance measurement processes, together with effective financial management and demonstrated financial accountability, enhance the Department's management practices and performance. These measures help ensure that resources entrusted to the Department are well managed and judiciously used.

II. Selected Performance Trends

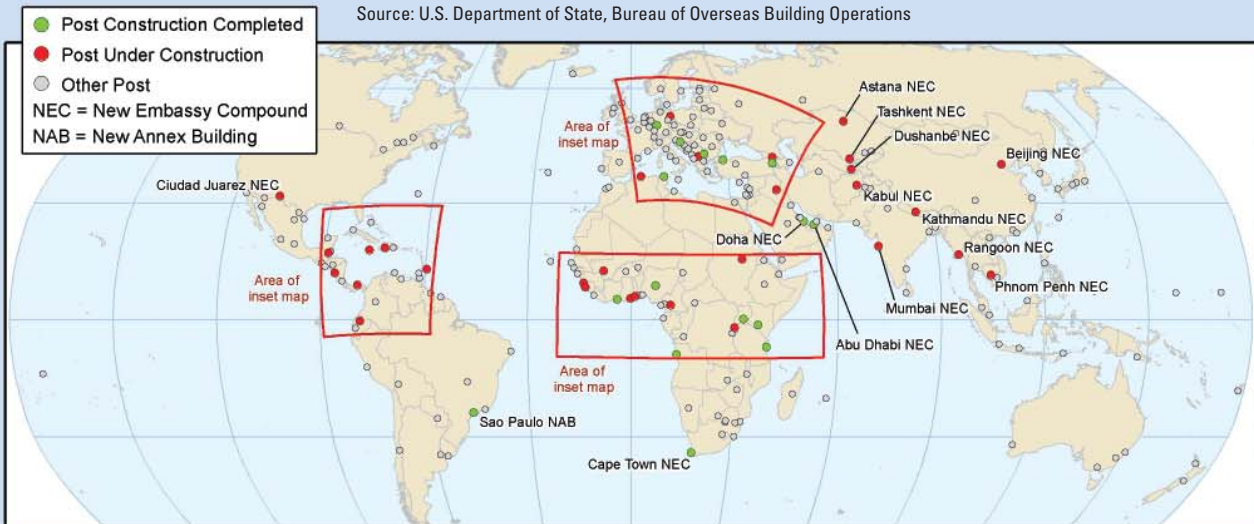




RECENT AND CURRENT STATE DEPARTMENT POST CONSTRUCTION EFFORTS

DATA CURRENT AS OF OCTOBER 3, 2005

Source: U.S. Department of State, Bureau of Overseas Building Operations



Boundary representation is not necessarily authoritative

III. Strategic Context

Shown below are the performance goals, initiatives/programs, resources, bureaus and partners that contribute to accomplishment of the “Management and Organizational Excellence” strategic goal. Acronyms are defined in the glossary at the back of this publication. Within this framework and in support of the Secretary’s vision for Transformational Diplomacy, the Department has identified a set of six crosscutting areas for action:

- Build on the Department’s success under the President’s Management Agenda (PMA) by addressing the remaining initiatives on which State has not reached green status;
- Remove all non-location specific support functions from critical danger posts to regional and central support centers;
- Strengthen open yet secure U.S. borders by maximizing legitimate travel to the U.S. while denying entry to those who would do the United States harm;
- Improve training opportunities and curricula for employees;
- Improve the quality of life for State employees whether domestic or abroad;
- Use technology to disseminate knowledge faster and more effectively.

The Department has developed an action plan with measurable milestones and metrics for tracking progress in each of these action areas.

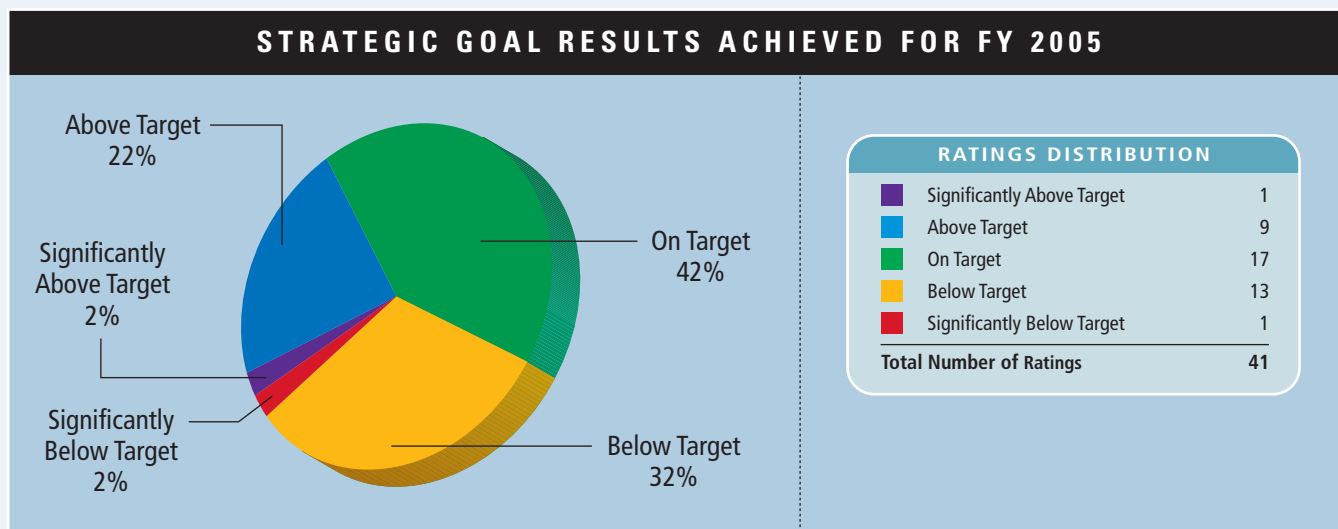
Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	External Partners
Management and Organizational Excellence	Human Resources and Training	Talented & Diverse Employees	D&CP	HR	HBCU, HACU, OPM, Partnership for Public Service
		Diplomatic Readiness and Other Priority Training	D&CP	HR, FSI	HBCU, HACU, OPM, Partnership for Public Service, USAID, FCS, FAS, and other foreign affairs agencies
		Core Training Programs	D&CP	FSI	USAID, FCS, FAS, and other foreign affairs agencies
		Locally Employed Staff	D&CP	HR	USAID, FCS, FAS
		Leverage Technology	D&CP	FSI	IRM, HR, USAID, FCS, FAS, and other foreign affairs agencies
		American Citizens Employed by UN System Organizations	D&CP	IO	International organizations, other U.S. Government agencies

(continued)

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	External Partners
Management and Organizational Excellence (continued)	Information Technology	Secure Global Network & Infrastructure	D&CP, CIF, ICASS, and expedited passport fees	IRM	USAID and 30 other U.S. Government agencies at overseas posts
		Ready Access to International Affairs Applications and Information	D&CP, CIF, ICASS, and expedited passport fees	IRM, IIP, CA, PM	USAID and 30 other U.S. Government agencies at overseas posts
		Integrated Messaging (State Messaging and Archive Retrieval Toolset)	CIF	M	USAID and 30 other U.S. Government agencies at overseas posts
		Leveraging IT to Streamline Operations	D&CP and CIF	A, HR, RM	USAID and 30 other U.S. Government agencies at overseas posts
	Diplomatic Security	Secure Employees	D&CP	DS	N/A
		Protect Critical Infrastructure	D&CP	DS	DHS; President's Homeland Security Council; DoD; Intelligence Community
		Improve DS Infrastructure	D&CP	DS	N/A
	Overseas and Domestic Facilities	Capital Security Construction	ESCM	OBO	DS, regional bureaus, posts, other agencies
		Foggy Bottom Renovation/ Consolidation	ESCM and Prior Year Unobligated Balances	A	GSA
		New Office Building for USUN	D&CP	A	GSA, USUN, IO
		Compound Security Program	ESCM	OBO	Various U.S. Government agencies
		Maintenance and Repair of Assets	ESCM	OBO	DS, regional bureaus, posts, other agencies
	Resource Management	Integrate Budget & Performance	D&CP	RM	OMB, Congressional committees & subcommittees, foreign affairs agencies, GAO
		Improved Financial Performance	D&CP	RM	OMB, GAO, Treasury
	Administrative Services	Worldwide Logistics	D&CP	A	Various U.S. Government agencies
		Overseas Schools	D&CP	A	U.S. Government agencies, international schools, diplomatic community, educational associations
		Allowances	D&CP	A	U.S. Government agencies
		Records and Publishing Services	D&CP	A	NARA, GAO, GPO, OMB, various foreign affairs agencies
		Competitive Sourcing	D&CP	A	OMB

IV. Performance Summary

The chart below shows the performance rating distribution of the FY 2005 results for the Management and Organizational Excellence strategic goal.



V. Performance Analysis

PERFORMANCE TRENDS. Among the key trends in the strategic goal area of Management and Organizational Excellence is a steady, four-year increase in leadership, language, and public diplomacy training. In FY 2005, the Foreign Service Institute and the Human Resources bureau placed greater emphasis on identifying and developing appropriate skill sets and both have become better at measuring the impact of training rather than the training event itself. The Department saw a slight decline in the number of individuals taking the Foreign Service Written Exam – particularly minority candidates – and a decline in the number of Americans employed by international organizations. Positive trends continued in overseas building operations, as administrative efficiency and embassy construction increased. There was also a notable increase in security awareness and effectiveness for networks, individuals, and facilities.

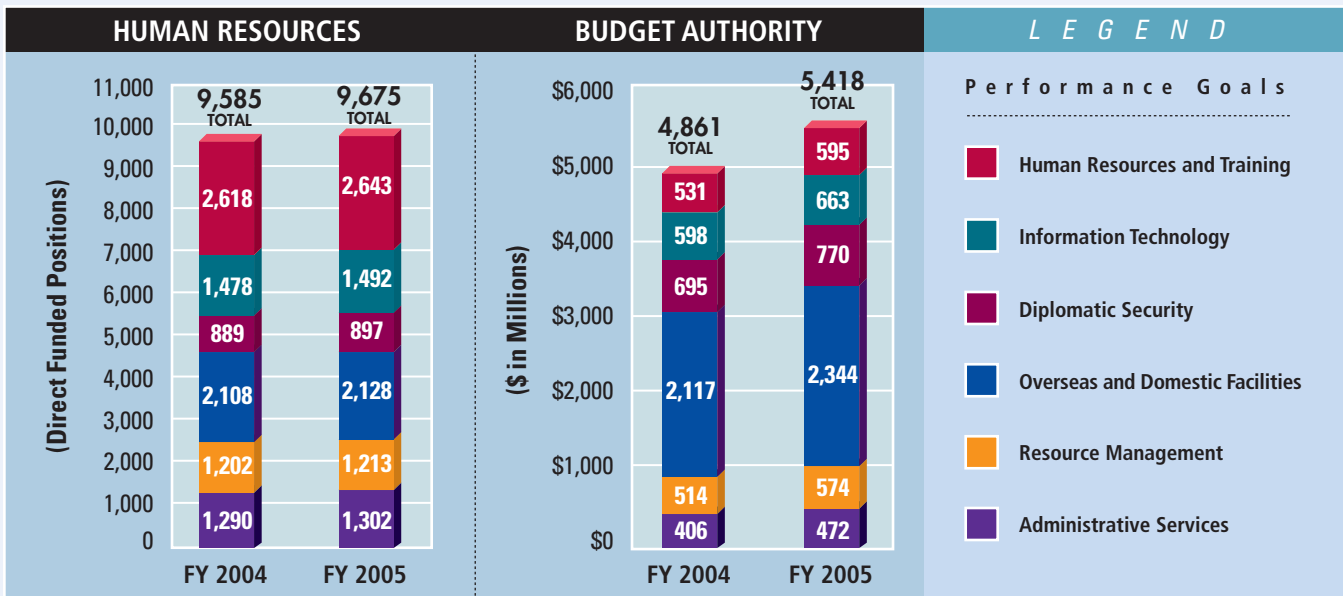
OUTCOME-LEVEL RESULTS. The Department achieved significant results in the following areas:

- People: increased skills and abilities
- Technology: continuous upgrades
- Security: increased awareness
- Facilities: efficient management, increased construction and renovation
- Management: enhanced budget and performance integration, increased competitive sourcing

RESULTS SIGNIFICANTLY ABOVE OR BELOW TARGET. The Department’s program to develop and deploy a new electronic worldwide messaging system was rated significantly below target and the Department continues to face challenges recruiting and placing talented minority candidates in the Foreign Service. Results significantly above target include a higher-than-expected increase in the number of applicants to Foreign Service specialist positions.

RESOURCES INVESTED. Investment in worldwide security upgrades increased by 1.5% in FY 2005, from approximately \$640 million to \$650 million, while funding for security construction increased 2.8%, from \$753 million to \$774 million. Funding for the IT Central Fund declined approximately 3.5%, from \$251 million in FY 2004 to \$242 million in FY 2005.

VI. Resources Invested



VII. Performance Results

PERFORMANCE GOAL 1


A HIGH PERFORMING, WELL-TRAINED, AND DIVERSE WORKFORCE ALIGNED WITH MISSION REQUIREMENTS

INITIATIVE/PROGRAM (I/P) #1: RECRUIT AND HIRE TALENTED, DIVERSE EMPLOYEES		
Indicator #1: Number of Individuals Taking the Foreign Service Written Exam (FSWE)		
JUSTIFICATION (VALIDATION): Measures the general level of interest in employment as a Foreign Service Generalist. A greater pool of individuals taking the FSWE provides the Department with a broader and deeper talent pool for hiring purposes.		
FY 2005 PERFORMANCE	Target	20,342
	Results	18,699
	Rating	■ Below Target
	Impact	A smaller pool of FSWE exam takers indicates a narrower talent pool, but is not an indicator of success in recruitment and hiring since our focus is quality not quantity. In addition, the results indicate a slight decline in general interest in the exam, which is not necessarily the same as interest in employment in the Foreign Service. Despite this slight increase, we have a sufficient pool of potential applicants to meet our FY 2006 hiring goal of 370. Our FY 2006 hiring target is slightly lower than the actual number - 382 - that we hired in FY 2005.
	Reason for Shortfall	The results reflect a small decrease in the number of people who registered to take the exam. The numbers do not show, however, the fact that the no-show rate slightly decreased this year.
	Steps to Improve	We will continue to have an active recruitment and outreach. Our existing program has won praise. In the past year, the Department was one of five organizations (private and governmental) nominated for the Webby Award given by The International Academy of Digital Arts and Sciences, a 500-member body dedicated to the creative, technical, and professional progress of the internet and interactive media. Additionally, because we are in the forefront of recruitment practices, we have been invited to speak at events hosted by GOVHR Summit, The Woodrow Wilson School at Princeton University, and the National Association of Colleges and Employers.
PERFORMANCE DATA	Data Source	Bureau of Human Resources, Office of Recruitment, Examination, and Employment
	Data Quality (Verification)	Confidence in the data are high; the data are gathered at test sites, compiled in Washington, and analyzed for accuracy and trends by human resources professionals.
PAST PERFORMANCE	2004	19,101
	2003	20,342
	2002	31,400

I/P #1: RECRUIT AND HIRE TALENTED, DIVERSE EMPLOYEES (continued)


Indicator #2: Number of Applicants to Foreign Service Specialist Positions

JUSTIFICATION (VALIDATION): Measures the general level of interest in employment as a Foreign Service Specialist. A greater pool of individuals pursuing specialist positions provides the Department with a broader and deeper talent pool for hiring purposes.

FY 2005 PERFORMANCE	Target	4,200
	Results	5,966
	Rating	 Significantly Above Target
	Impact	The increase indicates more interest in the Department of State as an employer of choice and, possibly, provides a greater pool of qualified applicants from which to hire.
PERFORMANCE DATA	Data Source	Bureau of Human Resources, Office of Recruitment, Examination, and Employment.
	Data Quality (Verification)	Confidence in the data quality is high; the data are captured electronically using the Department's position application system and are reviewed and analyzed by human resources professionals.
PAST PERFORMANCE	2004	4,274
	2003	4,800
	2002	4,000

Indicator #3: Number of Minority Individuals Taking the Foreign Service Written Exam (FSWE)

JUSTIFICATION (VALIDATION): Measures the general level of interest among minority groups in employment as a Foreign Service Generalist. A greater pool of minority individuals taking the FSWE provides the Department with a broader and deeper talent pool for hiring purposes.

FY 2005 PERFORMANCE	Target	10,700 - 34%
	Results	5,684 - 30%
	Rating	 Below Target
	Impact	A smaller pool of FSWE exam takers indicates a narrower talent pool, but is not an indicator of success in recruitment and hiring since our focus is quality not quantity. In addition, the results indicate a slight decline in general interest in the exam, which is not necessarily the same as interest in employment in the Foreign Service.
	Reason for Shortfall	The results reflect a small decrease in the number of minorities who registered to take the exam. The numbers do not show, however, the fact that the no-show rate for minorities decreased this year.
	Steps to Improve	We will continue to have an active recruitment program; however, a smaller pool of highly qualified minority applicants is not indicative of a need for improvement.
PERFORMANCE DATA	Data Source	Human Resources Office of Recruitment, Examination, and Employment.
	Data Quality (Verification)	Confidence in the data are high; the data are gathered at test sites, compiled in Washington, and analyzed for accuracy and trends by human resources professionals.
PAST PERFORMANCE	2004	5,995, or 31% of total exam takers.
	2003	6,238 - 31% of total exam takers.
	2002	10,700 - 34% of total exam takers.

I/P #1: RECRUIT AND HIRE TALENTED, DIVERSE EMPLOYEES (continued)

Indicator #4: Percent of Authorized Strength Achieved At Year End

JUSTIFICATION (VALIDATION): This indicator is a direct measure of the Department’s ability on an annual basis to recruit and hire qualified candidates based on need and resources.

FY 2005 PERFORMANCE	Target	99%
	Results	99%
	Rating	■ On Target
	Impact	By reducing the gap between funded employment and actual employment, staffing gaps and vacancies are reduced and the opportunity for training, including foreign language training, increases.
PERFORMANCE DATA	Data Source	Bureau of Human Resources, Office of Resource Management and Organizational Analysis
	Data Quality (Verification)	Confidence in the data is high; the data are gathered using electronic means, then are reviewed and analyzed by human resources professionals in Washington.
PAST PERFORMANCE	2004	99%
	2003	99.3%
	2002	98.4%

I/P #2: DIPLOMATIC READINESS AND OTHER PRIORITY TRAINING

Indicator #5: Mandatory Leadership Training Participation


JUSTIFICATION (VALIDATION): Course enrollments best validate the number of employees completing mandatory leadership and management training.

FY 2005 PERFORMANCE	Target	Mandatory Leadership/ Management training for twenty-five percent (1,725) of eligible target audience.
	Results	Through FY 2005, there were more than 6,700 completed enrollments in mandatory leadership training courses (about 87% of adjusted target, or 13% ahead of original end-of-FY target of 74%).
	Rating	■ Above Target
	Impact	Leadership/Management training promotes a “leadership culture” designed to improve the Department’s management cadre and develop those who will eventually assume positions of leadership.
PERFORMANCE DATA	Data Source	The indicator is based on course enrollments generated from the Department’s corporate training database, the Student Training Management System (STMS).
	Data Quality (Verification)	The indicator is based on course enrollments generated from the Department’s corporate training database, STMS, and are reliable. Fluctuation in database records may, at any given time, reflect enrollments numbers that slightly differ, though with little, if any, appreciable impact.
PAST PERFORMANCE	2004	As of end of FY 2004, 64% of original target audience of 7,000 has completed mandatory Leadership/Management training, exceeding end-of-FY 2004 target of 49%.
	2003	Successful: 1,725
	2002	Mandatory leadership/management requirements approved; target audience/numbers identified and planning begun for roll-out. Mandatory training implemented at the second quarter. Developed a four-year plan to meet requirement.

I/P #3: CORE TRAINING PROGRAMS


Indicator #6: Percentage of Employees Assigned to Language Designated Positions who Meet the Requirements of the Position

JUSTIFICATION (VALIDATION): As an indicator of how well the assignments process works to get people with needed skills in place, this is a good indicator as it only measures filled positions (not vacancies). Note that while percentages have stayed relatively stable, the numbers of positions and employees have increased.

FY 2005 PERFORMANCE	Target	Eighty percent or better.
	Results	83% fully met the requirements.
	Rating	 On Target
	Impact	Diplomatic efforts will be more successful as employees with the appropriate language skills are deployed overseas. The Department will better engage host governments, local populations, and allies when implementing programs, communicating policies, and advocating positions.
PERFORMANCE DATA	Data Source	This indicator is calculated by the Bureau of Human Resources, Career Development and Assignments Division based on panel actions in the previous fiscal year (e.g. FY 2005 figures are based on FY 2004 panel actions). Actions for the current fiscal year are not available until the end of the fiscal year. This indicator is reported yearly to Congress as required by statute.
	Data Quality (Verification)	Confidence in the data is high: the data are reported electronically and stored in a database; post reports are solicited and verified by human resources professionals in Washington.
PAST PERFORMANCE	2004	82.55% fully met the requirements. Another 9.89 % partially met the requirements.
	2003	83% fully met the requirements. Another 12% partially met the requirements.
	2002	88 percent fully met the requirements.

Indicator #7: Percent of Language Students Attaining Skill Objectives

JUSTIFICATION (VALIDATION): The data is screened and provides the most accurate measure for tracking performance as it tracks time spent in language training and resulting end-of-training test results.

FY 2005 PERFORMANCE	Target	75% or better.
	Results	87%
	Rating	 Above Target
	Impact	The Department will deploy staff with the right language skills and improve the effectiveness of programs and policies.
PERFORMANCE DATA	Data Source	The Student Training Management System.
	Data Quality (Verification)	The indicator is based on test result scores maintained in the Department's corporate training database, and are reliable. Fluctuation in database records may, at any given time, reflect numbers that slightly differ, though with little, if any, appreciable impact.
PAST PERFORMANCE	2004	88%
	2003	77%
	2002	77%

I/P #4: LOCALLY ENGAGED STAFF

Indicator #8: Percent of Eligible Family Members Employed in Local Economies Overseas Through Spouse Networking Assistance Program (SNAP)

JUSTIFICATION (VALIDATION): An annual increase in the percentage of family members employed overseas contributes to increased retention rates of the Foreign Service and Civil Service employees.

FY 2005 PERFORMANCE	Target	6%.
	Results	24%. This result is comparable to the FY 2005 target using the new methodology described in the 2004 result
	Rating	■ On Target
	Impact	The increase in the percentage of family members employed overseas has improved morale among staff. This assertion is based on the results of the SNAP survey that was done at 13 posts. Ninety-three percent of the respondents stated that it is important or very important to expand the program and that the impact of the program is greater than the numbers employed. Clearly, post morale is enhanced because of the career development assistance provided by the program.
PERFORMANCE DATA	Data Source	SNAP Monthly Reports submitted to the Family Liaison Office.
	Data Quality (Verification)	Data quality is high; SNAP reports are reviewed at post and are subject to analysis by human resources professionals in Washington.
PAST PERFORMANCE	2004	24%. The figure is based on the number of Eligible Family Members (EFMs) employed through SNAP as compared to the number of EFMs participating in the SNAP program at 18 posts. The initial Target of 6% was based on a calculation of EFMs employed worldwide on the local economy relative to the entire EFM population overseas. Since many posts do not yet offer SNAP and since a significant portion of EFMs do not choose to seek employment, measuring positions secured through SNAP as a percentage of SNAP participants is a more accurate measure of SNAP success.
	2003	4%.
	2002	2%.

United Nations (UN) Under Secretary General for Management, Christopher B. Burnham, meets with UN Secretary General Kofi Annan.

State Department Photo



I/P #4: LOCALLY ENGAGED STAFF (continued)

Indicator #9: Percent of Eligible Family Members Employed Overseas in Missions and Outside Missions

JUSTIFICATION (VALIDATION): An annual increase in the percentage of family members employed overseas contributes to increased retention rates of Foreign Service and Civil Service employees.

FY 2005 PERFORMANCE	Target	50%
	Results	35%
	Rating	■ Below Target
	Impact	While not all who wish to work have found jobs, the percentage employed has increased, improving morale.
	Reason for Shortfall	The FY 2005 target of 50 percent was not intended to be a one-year goal but rather a multi-year goal. It was developed with the expectation that the Department would steadily work towards the 50 percent spousal employment rate.
	Steps to Improve	We will work to develop additional opportunities for spousal employment inside the mission through the development of a Professional Associates program and other avenues to utilize the talents and experience of spouses overseas and through the expansion of the SNAP program to cover an additional 10 posts over the next fiscal year.
PERFORMANCE DATA	Data Source	Post data provided via the Family Employment Report reporting tool.
	Data Quality (Verification)	Data quality is high; reports are prepared and reviewed at post and are subject to analysis by human resources professionals in Washington.
PAST PERFORMANCE	2004	33%
	2003	33%
	2002	Baseline: 47%

I/P #5: LEVERAGE TECHNOLOGY

Indicator #10: Technology-Based Distance Learning (DL) Enrollments (SmartForce, FasTrac, and FSI-Produced Distance Learning Products)

JUSTIFICATION (VALIDATION): Completed DL training courses are the most objective data available for tracking progress towards attaining goal.

FY 2005 PERFORMANCE	Target	3,500 DL enrollments.
	Results	About 6,000 DL enrollments for State employees and EFMs, and 1,000 DL enrollments for non-State persons.
	Rating	■ Above Target
	Impact	Distance Learning delivered training offers opportunities for training to those employees who cannot come to the FSI school house, flexibility for individuals to "take training" when time allows and as needed ("just in time" training).
PERFORMANCE DATA	Data Source	Student Training Management System.
	Data Quality (Verification)	The indicator is based on course enrollments generated from the Department's corporate training database, STMS, and are reliable. Fluctuation in database records may, at any given time, reflect enrollments numbers that slightly differ, though with little if any appreciable impact.
PAST PERFORMANCE	2004	3,935 successfully completed DL courses. In addition, 50,805 successfully completed on-line, annual Computer Security Awareness refresher training that was put online.
	2003	2,398 enrollments (State only); 2,410 successfully completed DL courses. Note: Starting in FY 2004, the indicator tracks course completions instead of enrollments.
	2002	1,697 DL enrollments.

I/P #6: AMERICANS EMPLOYED BY UN SYSTEM ORGANIZATIONS

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

JUSTIFICATION (VALIDATION): The annual targets and results are averages among international organizations where the U.S. is most inequitably employed or which attract a high level of interest. By tracking averages over a number of years, the Department will know whether it is increasing the percentage of Americans working in UN System organizations, which is our goal.

FY 2005 PERFORMANCE	Target	11.1% <i>(Revised. See Appendix for explanation).</i>
	Results	CY 2004 Result: 10.7%
	Rating	 Below Target
	Impact	The lack of progress in FY 2005 necessitates a downward adjustment to our out-year targets, which build on each other. The number of Americans matters because they bring values, ideals, skills, and experience to the job that can help the efficiency and effectiveness of international organizations.
	Reason for Shortfall	Employment of American citizens did not increase as fast as total employment in posts subject to geographical distribution in targeted organizations. Decisions on filling vacancies are made by selecting officials in international organizations over which the U.S. Government has limited influence and no control. Complicating factors include limited opportunities for spousal employment, insufficient language skills, political considerations, etc.
	Steps to Improve	<ol style="list-style-type: none"> 1. Convene interagency working group to stimulate efforts by other U.S. Government agencies to identify and promote applicants for vacancies in targeted international organizations. 2. Meet with senior officials of these international organizations to encourage recruitment of American citizens in their organizations. 3. Ensure that efficient vacancy information dissemination procedures are in place. 4. Expand outreach efforts on the Internet and elsewhere to identify American candidates. 5. If funding is provided, hire a contractor to help identify applicants for select applicants for select positions in international organizations. 6. Fill a new position in the State Office Unit responsible for encouraging Americans to apply for international organization jobs.
PERFORMANCE DATA	Data Source	Data are derived from annual Department requests to posts/missions to obtain information directly from individual international organizations for forwarding to the Department for analysis.
	Data Quality (Verification)	Each year the Bureau of International Organizations submits a report to Congress on this issue. Missions accredited to international organizations gather and report to Washington data needed to compile the report from those organizations.
PAST PERFORMANCE	2004	CY 2003 Result: 11.5%
	2003	CY 2002 Result: 11.6%
	2002	CY 2001 Result: 11.8%

PERFORMANCE GOAL 2

MODERNIZED, SECURE, AND HIGH QUALITY INFORMATION TECHNOLOGY MANAGEMENT AND INFRASTRUCTURE THAT MEET CRITICAL BUSINESS REQUIREMENTS

I/P #7: SECURE GLOBAL NETWORK AND INFRASTRUCTURE

Indicator #1: Global IT Modernization (GITM)

JUSTIFICATION (VALIDATION): This indicator directly measures progress toward modernization of the Department’s IT infrastructure.

FY 2005 PERFORMANCE	Target	Establish aggressive life-cycle modernization program for OpenNetPlus and ClassNet, centrally managed by the GITM Program Management Office.
	Results	In the second year of the modernization program, GITM is on schedule to complete 152 domestic and overseas OpenNet and ClassNet Local Area Network (LAN) modernizations, which includes 86 OpenNet and 66 ClassNet modernizations. GITM will also migrate an additional 159 OpenNet and ClassNet LANs from Windows NT to Windows 2003 and Active Directory.
	Rating	■ On Target
	Impact	Success of the GITM Program is critical to the Department’s ability to provide a modernized, secure, and high quality IT infrastructure that meets critical business requirements. Failure to meet the GITM Program targets would directly and immediately impact the achievement of the Department’s IT performance goals.
PERFORMANCE DATA	Data Source	<ol style="list-style-type: none"> 1. GITM Program Management Office reports regularly to CIO and Under Secretary for Management on completed versus planned GITM installations. 2. E-Gov Monthly Cost Workbook indicates schedule and cost variance.
	Data Quality (Verification)	Data is of very high quality. On a monthly basis, the GITM program office provides the E-Gov Program Management Office with the most accurate and most current cost and schedule data available for use in performing independent Earned Value Management calculations.
PAST PERFORMANCE	2004	Began modernization program to refresh and maintain classified and unclassified computers.
	2003	<ol style="list-style-type: none"> 1. OpenNetPlus project completed. 2. More than 43,000 users representing all of the Department’s knowledge workers had desktop Internet access. Expanded Classified Connectivity Program (CCP) to all 224 eligible overseas posts. 3. Unclassified refresh continues. 4. No significant numbers of desktops were more than four years old.
	2002	<ol style="list-style-type: none"> 1. OpenNetPlus pilot period completed; lessons learned documented. Substantial progress made on deployment to domestic and overseas posts. 2. CCP significantly increased for a surge in installations in 2002 and completion in 2003. CCP installed at 135 posts. Six percent of overseas-classified desktop computers were slower than the 450MHz standard. 3. 35% of unclassified desktop computers were over four years old.

I/P #7: SECURE GLOBAL NETWORK AND INFRASTRUCTURE (continued)

Indicator #2: Global Network Availability

JUSTIFICATION (VALIDATION): Network availability is a primary service provided by Enterprise Network Management (ENM) to all foreign and domestic OpenNet and Classnet sites. Measuring network availability helps to ensure we are fulfilling our mission of providing anywhere and anytime computing to our diplomats and domestic users.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Network availability to improve to 99.5 percent. 2. A cumulative total of 260 virtual private networks (VPN) installed, thus providing 100% of posts with this capability.
	Results	<ol style="list-style-type: none"> 1. Network availability was 99.5 percent. 2. A cumulative total of 260 VPN's installed.
	Rating	■ On Target
	Impact	Improvements in network availability will help ensure that the network is able to provide adequate capacity to support centralized, highly interactive applications and new technology that enables the Department to fulfill its diplomatic mission to the foreign affairs community.
PERFORMANCE DATA	Data Source	ENM computes reliability using its real-time, interactive Integrated Enterprise Management System (IEMS) on OpenNet and ClassNet. IEMS consists of industry standard network management tools that continually ping each bridgehead router in the Department's enterprise network to determine status and automatically compute network statistics such as global reliability.
	Data Quality (Verification)	Data is of very high quality. ENM uses Business Engine Software Corporation to manage contract and project performance and generate comprehensive reports to senior management on status of VPN and network availability. On a monthly basis, ENM provides the E-Gov Program Management Office with the most accurate and current cost and schedule earned value management data available.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. The Department exceeded 99% reliability. 2. A cumulative total of 201 VPNs installed.
	2003	<ol style="list-style-type: none"> 1. Network availability was 98 percent. 2. A cumulative total of 125 VPNs installed.
	2002	<ol style="list-style-type: none"> 1. Network availability was 97 percent. 2. A cumulative total of fifty-four VPNs installed.

*The new U.S. Embassy Compound,
Sofia, Bulgaria
State Department Photo*



I/P #7: SECURE GLOBAL NETWORK AND INFRASTRUCTURE (continued)

Indicator #3: System Authorization (Certification and Accreditation)

JUSTIFICATION (VALIDATION): This indicator reflects the degree to which systems meet generally accepted standards for security in support of our goal of keeping information safe from compromise.

FY 2005 PERFORMANCE	Target	Adopt a three-year recurring centrally-monitored process.
	Results	The Department reported 97% of General Support Systems (GSS) and Major Applications (MA) certified and authorized. OMB mandated a 100% requirement for the E-Government Scorecard in the President's Management Agenda by the Fourth Quarter FY 2005. The Department was lowered from Green to Yellow after not meeting this requirement. The Department is re-categorizing IT assets in conformance with Federal standards and anticipates this effort will verify our initial categorization of systems in 2003. This effort will assist the Department in determining and ultimately utilizing common security controls in conformance with Federal standards. Currently the Department is re-categorizing IT assets in conformance with national standards and anticipates this effort will verify our initial categorization of systems in 2003. This effort will assist the Department in determining and ultimately utilizing Common Security Controls.
	Rating	■ Below Target
	Impact	A robust certification and accreditation process ensures the confidentiality, integrity, and availability of the Department's information technology systems.
	Reason for Shortfall	The Department certified and authorized 97% of General Support Systems and Major Applications, falling short of the OMB mandated 100% mark.
	Steps to Improve	The Department will redouble efforts to identify, categorize, certify and authorize 100% of General Support and Major Applications as required by OMB.
PERFORMANCE DATA	Data Source	The Department's FY 2005 Federal Information Security Management Act (FISMA) Report, the Department's Information Security Program Plan (ISPP, published September 2005).
	Data Quality (Verification)	Confidence is high that the data are valid, since the information is thoroughly vetted in Washington before publication.
PAST PERFORMANCE	2004	Over 90% of the Department's inventory of minor applications, major applications and general support systems have received full authorization, meeting the goal for the 18-month project to authorize the Department's existing and emerging systems. This objective for FY 2004 was accomplished several months in advance of the project's planned date. Over 4,500 system vulnerabilities were identified in a sample of 110 systems during this process, of which more than 3,700 were remediated, including all high-level risks and most of the mid-level risks. Additionally, 81 overseas and domestic sites were visited to validate compliance and remediate weaknesses. Approximately 5,000 users were provided formal FISMA compliant role based training during these visits.
	2003	Thirty-three percent of the identified major applications and general support systems were authorized.
	2002	Baseline: Four percent of Department systems and networks certified and accredited in accordance with national standards.

I/P #8: READY ACCESS TO INTERNATIONAL AFFAIRS APPLICATIONS AND INFORMATION

Indicator #4: Access to International Affairs Information and IT Support for Public Diplomacy

JUSTIFICATION (VALIDATION): The Content Management System (CMS) project improves the quality of information available to the public on the Department's websites.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Defense Trade Application System design completed and implementation of fully operational system begins. 2. 100% of system operational at all 100 posts. 3. 100% of USINFO and language sites implemented within CMS.
	Results	Design has been completed and the system has been rolled out domestically supporting a total of 22 sites that comprise USINFO and its six foreign language sites. One hundred fifty seven posts are active in the CMS, of which 100 have one or more live sites, a figure that exceeds the target. Customer Service, Training, and Professional Services are fully operational to support CMS customers' needs. A comprehensive search engine and taxonomy have been implemented serving USINFO and <i>www.state.gov</i> providing ready access to current and archival site information. Through the Akamai network, all CMS-hosted sites, domestic and overseas, are available on a 100% basis and have improved the quality of service for each site's customers on a world-wide basis. Content availability and reach have been significantly increased by making content available in forms that are used by many Embassy and Departmental websites and are available through Syndication services through Yahoo and other commercial providers.
	Rating	■ Above Target
	Impact	<ul style="list-style-type: none"> ● Consolidation and centralization of software, hosting, support, training, and services. ● Continuity of operations through 100% availability of CMS-hosted sites. ● CMS addresses security and denial of service attacks completely. ● Disaster recovery and automated backup. ● CMS staff support for embassies during emergency situations, as in the cases for Nepal and Middle East sites. ● Reduction of duplicative design work through central assistance and templates. ● Departmental branding through consistent look and feel of sites. ● Simplified posting of content – knowledge of HTML coding no longer needed. ● Reduction in hosting costs – central hosting costs have remained constant while the number of posts hosted and no longer paying for local hosting has increased. ● Ability to re-purpose Washington-produced content and to propagate updates instantly. ● Increased ready access to information through search engine implementation. ● Faster, more reliable access to sites through Akamai distributed hosting services – 100% site availability. ● The only software required to use the CMS is an Internet browser. ● CMS users have more time to focus on content quality and serving their customers by being freed from dealing with technical issues. ● More time is available to users of the CMS. ● New products and services added to the CMS offering are being implemented immediately by CMS users: Streaming media capability, centralized content packages like rotating images with links to Electronic Journals, Pod-Casting, etc.
PERFORMANCE DATA	Data Source	The CMS Program Management Office reports monthly and quarterly progress on milestones and performance measures in accordance with the Department's Capital Planning and Investment Control process and OMB A-11 300 Process.
	Data Quality (Verification)	The information reported consists of verifiable numbers of domestic offices and overseas posts having implemented the CMS system and the implementation of added services as stated.
PAST PERFORMANCE	2004	Established CMS as a comprehensive platform for posts to use to develop and host their websites; Included content management, hosting, search, security, monitoring, weblog reporting, graphics, branding, security, quality of service, technical support, training, and professional services in CMS package. Increased targets for post implementations 100% due to demand. Produced 100% of all Washington File content in XML; 100% of system operational with over 100 websites. Implemented 45 additional posts. Implemented public affairs <i>future.state.gov</i> , and <i>spanish.state.gov</i> in CMS. Identified 100% of USINFO and language sites. Converted 45 Embassy sites into CMS. Increased the on-line availability of all websites to 100%. Provided search capability for <i>state.gov</i> . Eliminated 99% of security and denial of service threats. Increased quality of service to foreign audiences by 800%. Increased responsiveness to foreign audiences through ability to create new information products in less than half the time of prior methods. Created and made available syndicated content for 13 information channels to include USINFO syndicated content on any websites.
	2003	<ol style="list-style-type: none"> 1. CMS development completed, 95% of the publishing platform was operational. Products currently hosted include: USINFO (20% implemented from within CMS), <i>future.state.gov</i> (100% implemented through CMS), <i>usvisas.gov</i>, <i>globaltechcorps.org</i>, and 76 post websites. 2. 95% operational on CMS at 5 out of the 100 posts targeted for full CMS capability in FY 2005.
	2002	First phase of CMS implemented; over 70 writers/editors using content development and submission interface.

I/P #9: MODERN, WORLDWIDE, INTEGRATED MESSAGING

Indicator #5: Elimination of the Legacy Cable System-& Status of SMART Deployment

JUSTIFICATION (VALIDATION): This indicator is appropriate for assessing the Department’s performance on the SMART project and will be actively and closely tracked as it develops. This project reflects the long-term vision described in the 2001 - 2005 IT Strategic Plan to have a modern worldwide messaging system. In addition, this project represents the Department’s top IT priority, and as a consequence receives frequent senior management scrutiny. When completed, SMART will help implement a fully modernized, simple and secure, IT infrastructure.

FY 2005 PERFORMANCE	Target	<ol style="list-style-type: none"> 1. Complete pilot. 2. Bring online second secure processing facility. 3. Initiate worldwide deployment. 4. National Archives and Records Administration compliant records management and transfer capabilities established.
	Results	<ol style="list-style-type: none"> 1. System requirements decomposition effort results in validated list of derived requirements. 2. 50 users participated in a series of system usability demonstrations and provided feedback, driving defect corrections.
	Rating	■ Significantly Below Target
	Impact	Vendor request for delay under negotiation. Now that the pilot has been postponed, the likely outcome is that completion of the Phase 1A Beta Solution schedule will be extended into FY 2006. However, due to SMART’s firm fixed price, performance-based contract, no additional financial resources are required.
	Reason for Shortfall	In November FY 2005, the system integrator requested an additional three-month delay in order to address system stability and functionality issues identified during a usability dry run. In March FY 2005, the system integrator named a new program manager for SMART, and an internal program review was initiated. In May FY 2005, the system integrator requested an additional 45-day delay in order to complete its re-planning effort, and develop and submit a proposal for the completion of Phase 1A.
	Steps to Improve	Negotiations for the modification of the SMART contract are currently underway.
PERFORMANCE DATA	Data Source	<ol style="list-style-type: none"> 1. Capital Planning and Investment Control – indicates cost, schedule and performance. 2. E-Gov monthly data call – indicates schedule and cost variance. 3. SMART schedule – based on performance milestones and control gates associated with each phase of the Department’s Firm-Fixed Price contract with the system integrator, and on system integrator’s weekly WBS submissions to the SMART program management office.
	Data Quality (Verification)	No issues have been identified that would compromise confidence in the accuracy, quality or reliability of performance data sources. Data are gathered directly from the implementing contractor and reviewed and analyzed by IT professionals in Washington.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. In March FY 2004, the contractor requested a 3-week delay to investigate a hybrid solution, which led to the establishment of the Phase 1A Beta Solution with an end date of 10/15/04. 2. Completed Design Demonstration. 3. Installed a secure processing facility.
	2003	Secretary of State approved a new need to know policy SMART prototype (Proof-of Concept) developed and evaluated centralized approach approved Integrated acquisition team established.
	2002	Comprehensive requirements analysis completed, steering committee formed, users consulted to determine requirements, and prototype developed.

I/P #10: LEVERAGING INFORMATION TECHNOLOGY TO STREAMLINE OPERATIONS

Indicator #6: Availability of User-Empowered Administrative Systems

NOTE: This indicator has been deleted. Please see Appendix for details.

PERFORMANCE GOAL 3

PERSONNEL ARE SAFE FROM PHYSICAL HARM AND NATIONAL SECURITY INFORMATION IS SAFE FROM COMPROMISE


I/P #11: SECURE EMPLOYEES		
Indicator #1: Installation of Technical Security Upgrade Equipment		
JUSTIFICATION (VALIDATION): Technical Security Upgrade (TSU) projects provide critical security countermeasures for U.S. diplomatic missions abroad. These upgrades include facility power and conduit infrastructure, as well as refresh of technical security equipment.		
FY 2005 PERFORMANCE	Target	TSUs completed for 47% (i.e., 60/127 identified as requiring upgrades) of facilities that house foreign affairs personnel (i.e., facilities other than embassies or consulates).
	Results	Of the more than 260 U.S. facilities overseas, 180 are designated as highly vulnerable. Of these facilities, 48 have a Critical (highest level) Security Rating and 52 have a High (second highest level) Security Rating. More than 50 facilities have had security upgrades either finished, under construction, or have new construction contracts in place.
	Rating	■ On Target
	Impact	Improving the technical security of 50 posts overseas has contributed directly to the increased safety and security of personnel at post and has indirectly contributed to the effectiveness of U.S. foreign policy.
PERFORMANCE DATA	Data Source	Data are verified and compiled by program offices with direct authority, threat level assessment tools such as the Security Environment Threat Level List, testing systems and Regional Security Officers at posts.
	Data Quality (Verification)	The Department is highly confident that the data are credible and valid, due to numerous internal reviews and consistent use of systems.
PAST PERFORMANCE	2004	TSUs were completed at 142 posts, exceeding the initial target of 133.
	2003	TSUs completed at 111 out of 133 posts, i.e. embassies or consulates.
	2002	TSUs completed at 77 posts.

Indicator #2: Deployment of Chemical and Biological Weapons Countermeasure Masks to Posts Abroad		
JUSTIFICATION (VALIDATION): Chemical and Biological Weapons training and equipment serve to minimize casualties resulting from an attack. By equipping and training all personnel, employees will be better protected against these types of attacks.		
FY 2005 PERFORMANCE	Target	240 of 240 posts with employee countermeasure masks.
	Results	The Department has completed an aggregate total of 240 posts out of 240. Overseas training covered approximately 32,842 employees.
	Rating	■ On Target
	Impact	All overseas posts have now received the full complement of chemical and biological defensive equipment and training, which has enhanced post security significantly.
PERFORMANCE DATA	Data Source	Post trip reports, equipment shipments to post and the individual training and equipment issuance records of each training session.
	Data Quality (Verification)	Data are verified and compiled with program managers and through telegrams to ensure accuracy. Original training records are left with the Regional Security Officer and the training team leader retains a copy. Training records are attached to the post training report, which is maintained by the WMD Countermeasures Division.
PAST PERFORMANCE	2004	The Department has completed an aggregate total of 207 posts out of 240. Overseas training covered approximately 33,155 employees.
	2003	Seventy-seven of 240 posts provided with and trained in the use of countermeasure equipment; this includes 25,528 overseas personnel trained and ninety-five courses provided for security professionals being trained overseas.
	2002	Two of 240 posts with employee countermeasure masks.

I/P #11: SECURE EMPLOYEES (continued)


Indicator #3: Replacement of Armored Vehicles

JUSTIFICATION (VALIDATION): Armored vehicles provide protection of personnel from terrorist attack thereby improving the safety of employees while they carry out the Department’s mission.

FY 2005 PERFORMANCE	Target	450 of 1,265 armored vehicles replaced.
	Results	A total of 287 armored vehicles were shipped to post including 86 Chief of Mission, 151 Security assets, 26 ICASS, 9 Office of Procurement and 15 Marine Security Guard vehicles. Including past performance years of 2003 and 2004, a combined total of 532 vehicles have been deployed to U.S. Missions.
	Rating	 Above Target
	Impact	As a result of supplemental funding for U.S. Missions in Iraq and Afghanistan, the Bureau of Diplomatic Security is meeting the needs of other U.S. Missions covered by base funding of armored vehicle replacements. However, with the growing need for more armored vehicles in both Iraq and Afghanistan, it is imperative that supplemental funding dollars continue to meet the armored vehicle requirements that are being levied to protect U.S. personnel in both theaters.
PERFORMANCE DATA	Data Source	Post reports, shipment logs, invoices from manufacturer.
	Data Quality (Verification)	Data collected and compiled by program managers are verified at post and by the Bureau of Diplomatic Security in Washington.
PAST PERFORMANCE	2004	197 vehicles deployed: 28 Chief of Mission replacement vehicles and 95 vehicles have been shipped to Iraq. Other armored vehicle replacements include: Office of Procurement-8, ICASS-24, and Marine Security Guards-11.
	2003	Baseline: 48 of 1,265 armored vehicles replaced.
	2002	N/A

Indicator #4: Installation of Access Control Systems

JUSTIFICATION (VALIDATION): The Department’s Access Control Systems (ACS) program is a replacement of a 15-year old system with a “Smart ID Card” system fully compliant with General Services Administration (GSA) standards for interoperability, physical access, and logical access. The system will also support Public Key Infrastructure and Biometrics.

FY 2005 PERFORMANCE	Target	Access Control Systems installed in the remaining 50% of the Department’s annexes in the Washington DC area.
	Results	ACS was installed in remaining 50% of the Department’s annexes in the Washington, D.C. area. Project completed.
	Rating	 On Target
	Impact	The Department’s ACS program is replacing a 15-year old system with a Smart ID Card system fully compliant with GSA standards for interoperability, physical access, and logical access. The system will also support Public Key Infrastructure and Biometrics. The impact will be increased compliance and more secure and efficient access.
PERFORMANCE DATA	Data Source	Data is verified and completed through program managers and interaction with National Capital Area facilities to ensure deliverables and installation.
	Data Quality (Verification)	Data are verified and completed through program managers and interaction with National Capital Area facilities to ensure deliverables and installation.
PAST PERFORMANCE	2004	The Perimeter of Harry S Truman (HST) building was completed and 50% of facilities in the Washington, DC area had ACS.
	2003	Completed: <ol style="list-style-type: none"> 1. 100% of HST Perimeter ACS. 2. 100% of HST Visitor ACS. 3. 95% of HST Network required to support ACS. 4. 25% of HST Infrastructure required to support ACS. 5. 20% of HST ACS readers installation.
	2002	Phase 2 was 85% complete; 75% of personnel data has been gathered and entered into the computer database. Phase 2 completed for HST; half of personnel in the Washington National Capital area received new badges.

I/P #12: PROTECT CRITICAL INFRASTRUCTURE

Indicator #5: Remediation of Identified Critical Infrastructure Protection Vulnerabilities

JUSTIFICATION (VALIDATION): The Department now has a functioning redundant communications capability and Critical Infrastructure Protection (CIP) plans in accordance with Presidential Decision Directive-63, which requires each Agency to develop a plan and a program to identify and protect its critical infrastructure.

FY 2005 PERFORMANCE	Target	Department-wide Critical Infrastructure Protection (CIP) vulnerabilities status of remediation is green.
	Results	Remediation status was yellow – one level below green.
	Rating	■ Below Target
	Impact	Relates to unmet Tier One and Tier Two requirements and is considered serious.
	Reason for Shortfall	Approved funding was not available, thus delaying implementation.
	Steps to Improve	Redundant Intelligence and Research Information System and Guard Security Control Center projects approved by the CIP Governance Board require funding of \$7.73 million to begin project implementation.
PERFORMANCE DATA	Data Source	A, CA, DS, George P. Schultz Center, IRM, INR, OBO, RM, and S/ES bureaus; Department of Defense entities.
	Data Quality (Verification)	Reports from bureaus and DoD entities are reviewed by the Bureau of Diplomatic Security in Washington. Data are credible and valid.
PAST PERFORMANCE	2004	The Department now has a functioning redundant communications capability in emergency situations. The Department’s security posture was enhanced by contingency plans developed for continuing operations under various circumstances. Alternate Communications Site reached Initial Operating Capability (IOC) with 50% of BIMC redundant circuits installed and operational.
	2003	<ul style="list-style-type: none"> ● Tier 1 vulnerabilities progressed to green. ● All Tier 2 and 50% of tier 3 vulnerabilities progressed to yellow.
	2002	Status of remediation for all Tier 1 vulnerabilities progressed to yellow. All other tiers remained at red.

I/P #13: IMPROVE AND ENHANCE DIPLOMATIC SECURITY INFRASTRUCTURE

Indicator #6: Intrusion Detection Systems for ClassNet and OpenNet are in Place Domestically and Abroad

JUSTIFICATION (VALIDATION): This indicator directly measures the Department’s ability to modernize, integrate and make accessible information.

FY 2005 PERFORMANCE	Target	OpenNet and ClassNet networks are supported by a network situational awareness system; high traffic/volume choke points are monitored.
	Results	All Regional Security Officers were connected to a database for reporting post information and capturing worldwide statistical information. Identified user and system requirements/needs for products from the Global Situation Awareness Fusion Environment program. Developed a program plan, initial system concepts of operation, and Federal Information Security Management Act (FISMA) report requirements.
	Rating	■ On Target
	Impact	These enhancements to the ClassNet and OpenNet systems have increased the Department’s ability to detect and prevent unwanted users from entering these systems and have increased the security of sensitive information.
PERFORMANCE DATA	Data Source	FSMIA and Bureau of Diplomatic Security reports; post reporting from Regional Security Officers.
	Data Quality (Verification)	Reports are regularly reviewed by upper management and system checks are conducted to verify that the intrusion detection enhancements are functioning properly.
PAST PERFORMANCE	2004	Baseline: The intrusion detection system for Classnet was completed at the remaining 60 posts. The Department’s Classified information network was fully operational overseas.
	2003	Deployment of intrusion detection system on Opennet.
	2002	Deployment of intrusion detection system on Opennet.

Diplomatic Facilities

The Department’s Bureau of Overseas Buildings Operations (OBO) is setting a record pace for delivering modern and secure diplomatic facilities on-time and within budget. These efforts ensure that over 60,000 U.S. Government employees overseas are working in secure, safe, and functional facilities. OBO completed six new embassy compounds in fiscal year 2005 in Abidjan, Abuja, Luanda, Kabul, Sofia, and Yerevan. In



addition, OBO completed capital security construction projects in Frankfurt and Cape Town in fiscal year 2005 and successfully implemented the first year of the Capital Security Cost Sharing program, designed to accelerate funding for the replacement of diplomatic facilities that do not meet security standards from 26 to 14 years.

*U.S. Embassy, Yerevan, Armenia.
State Department Photo*

WORLDWIDE SECURITY UPGRADES (PART PROGRAM EFFICIENCY MEASURE)		
Indicator #7: Number of Staff/Time Needed to Complete Background Investigation Cases		
JUSTIFICATION (VALIDATION): The performance indicator ensures that, through timely turn around of background investigative cases, the Department's hiring plan will be met, while reducing the risk that sensitive information will be comprised.		
FY 2005 PERFORMANCE	Target	159 staff completed 75% of applicant cases in 60 days.
	Results	154 staff completed 65% of all cases within 90 days, performing 23,506 investigations.
	Rating	■ Below Target
	Impact	Lower than anticipated personnel levels will result in lower numbers of investigations being completed. If this trend continues, it will ultimately impact U.S. border and homeland security.
	Reason for Shortfall	The Bureau of Diplomatic Security (DS) has performed additional work with minimal increase in staffing from FY 2004 to FY 2005. In FY 2004, DS performed 18,696 investigations using 141 staff. In FY 2005, DS performed 23,506 investigations with 154 staff.
	Steps to Improve	DS continues to use automation to improve efficiency by refining its Report Management System and leading the community in the President's e-Clearance initiatives. In addition, DS will continue to hire contract investigators to assist with background investigations at high volume overseas posts.
PERFORMANCE DATA	Data Source	Data compiled from DS human resources databases.
	Data Quality (Verification)	Data are verified and compiled by DS program managers and through the Department's Bureau of Human Resources.
PAST PERFORMANCE	2004	In FY 2004 the metrics were extended to track all background investigations, the Department's target was 75% of cases completed within prescribed timelines (90 days for all cases except presidential – 30 days). To date, the Department has completed 52% of all cases within the prescribed timeframes using 141 staff.
	2003	Baseline: 159 staff completed 63% of applicant cases in 77 days.
	2002	N/A.

*The new U.S. Embassy Compound,
Abuja, Nigeria
State Department Photo*



PERFORMANCE GOAL 4

SECURE, SAFE, AND FUNCTIONAL FACILITIES SERVING DOMESTIC AND OVERSEAS STAFF

**I/P #14: CAPITAL SECURITY CONSTRUCTION PROGRAM
(PART PROGRAM)**

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

JUSTIFICATION (VALIDATION): The indicator directly tracks building site acquisition, an essential element of new embassy compound (NEC) construction. New sites are chosen in accordance with the Long-Range Overseas Building Plan NEC schedule.

FY 2005 PERFORMANCE	Target	9 (Revised target. See Appendix for details).
	Results	Ten NEC sites have been acquired (closed) as of September 30, 2005.
	Rating	■ Above Target
	Impact	Sufficient NEC sites were acquired to maintain momentum of NEC construction
PERFORMANCE DATA	Data Source	Data is captured based on formal property settlement (closing) records that legally assign ownership of the NEC site to the U.S. Government. The data is communicated via various means to include cables from posts and during monthly project performance reviews in OBO.
	Data Quality (Verification)	Data quality is excellent as performance results are accurately verified through official property settlement records.
PAST PERFORMANCE	2004	Eight NEC sites were acquired (closed) during the fiscal year.
	2003	Five building sites were acquired for new capital security construction projects.
	2002	Ten building sites were acquired for new capital security construction projects.

Indicator #2: Number of Capital Security Construction Projects Awarded In Accordance With Long-Range Overseas Building Plan

JUSTIFICATION (VALIDATION): The indicator was chosen because it represents a critical step in getting new capital security construction projects into construction. Once the projects are funded and the contracts awarded, other performance measures (indicators) are used to track projects in construction through to completion.

FY 2005 PERFORMANCE	Target	12 (Revised target. See appendix for details).
	Results	Port-au-Prince NEC was awarded in the first half of FY 2005 with the remaining capital security construction projects scheduled for awards in the last quarter of FY 2005. Although not funded as a "capital security construction project," the Baghdad NEC was awarded this fiscal year as well. An additional 13 capital security construction projects were awarded later in FY 2005 for a total 14 capital security construction projects awarded.
	Rating	■ Above Target
	Impact	Timely contract awards lead to secure, safe, functional facilities for employees working in embassies and consulates overseas in the interests of the U.S.A.
PERFORMANCE DATA	Data Source	Official contract awards for new capital security construction projects.
	Data Quality (Verification)	Data quality is excellent as the data is highly reliable and verifiable based on contract awards signed between the U.S. Government and its contractors.
PAST PERFORMANCE	2004	Awarded 13 new capital construction projects.
	2003	Awarded nine new capital security construction projects.
	2002	Awarded 13 new capital security construction projects.

I/P #15: FOGGY BOTTOM MODERNIZATION /CONSOLIDATION

Indicator #3: Renovation of the Harry S Truman Building

JUSTIFICATION (VALIDATION): Renovation of the Harry S Truman headquarters building is the primary component of the Foggy Bottom Renovation/Consolidation initiative/program.

FY 2005 PERFORMANCE	Target	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. <i>(Revised. See Appendix for details).</i>
	Results	Old State Phase 1A renovation is 99% complete; Phase 1A lobby security improvements were started; "New State" Phase 1B space planning was temporarily halted at 35% completion to provide options for consideration by new DOS management; U.S. Diplomacy Center concept design was completed; award of final design contract awaits approval; perimeter security concept design plan jurisdictional approvals were obtained.
	Rating	■ On Target
	Impact	Individual components of the FY05 target were largely accomplished, and the delay of those that were not fully met is acceptable within the long term, multi-year phasing context of this complex and extensive renovation project. The remaining work that is required to fully complete the Old State Phase 1A renovation is being completed and planned occupancy is set for the 2nd quarter of FY 2006.
PERFORMANCE DATA	Data Source	General Services Administration progress reports, construction and occupancy schedules, progress meetings, management plans, GSA deficiencies punch lists weekly updates, DOS FMS-IRM-DS deficiency punch lists, completed activities and weekly activity reports.
	Data Quality (Verification)	Progress reports and punch lists are regularly monitored and updated and inspections are ongoing. However, unsuccessful final testing of equipment, disapprovals of installed work and new technical problems cannot be predicted and are beyond DOS control.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. Construction of Old State phase 1A infrastructure was completed. 2. U.S. Diplomacy Center pre-concept design was completed in August 2004. 3. Space planning for New State phase 1B started in July 2004.
	2003	<p>Old State Renovations - Key Achievements.</p> <ul style="list-style-type: none"> ● Old State 8th floor vacated and demolition 100% complete. ● Infrastructure construction 95% complete. ● Space planning complete; office and special space design complete. ● Interiors construction contract bids received. ● Blast-resistant windows replacement started. ● Perimeter security improvements concept design approved by the Secretary. ● Network control center construction complete. ● U.S. Diplomacy Center pre-concept design 50% complete. ● Phase 2 New State cafeteria dining area upgrades complete, with North server upgrades 90% complete. ● 6th floor corridor improvements 75% complete. ● Delegates lounge upgrades complete. ● Jefferson Information Center concept design complete.
	2002	<ul style="list-style-type: none"> ● Phase 1A of Old State demolition completed. ● Infrastructure construction started.

I/P #15: FOGGY BOTTOM RENOVATION/CONSOLIDATION

Indicator #4: Bureau of Educational and Cultural Affairs (ECA) and International Information Programs (IIP) Relocation to Foggy Bottom

JUSTIFICATION (VALIDATION): The Foreign Affairs Reform and Restructuring Act of 1998 transferred the functions of the United States Information Agency and the Arms Control and Disarmament Agency to the Department of State. An important aspect of this integration is to acquire office space to move the former USIA's Bureau of Educational and Cultural Affairs (ECA) and Coordinator of International Programs (IIP) staffs close to the Harry S Truman Building in the West End/Foggy Bottom area of Washington DC.

FY 2005 PERFORMANCE	Target	Begin Programming/Planning of the ECA/IIP relocation to Foggy Bottom in Fall 2004. Start leasing process, issue the Solicitation for Offer and sign lease by early summer 2005. <i>(Revised. See appendix for details).</i>
	Results	Rating based on revised FY 2005 target. Programming completed. Solicitation for Offer to be issued in November 2005 and lease projected to be signed by March 2006.
	Rating	■ Below Target
	Impact	Delays in the leasing process could delay the move-in date for the new space.
	Reason for Shortfall	Instead of looking for a single vendor for the needed space, it was determined that a more broad-based search for space close to Foggy Bottom was required.
	Steps to Improve	The Department is working closely, through General Services Administration (GSA), with the services of an outside broker via GSA's new National Broker Program. To expedite the preparation of the Solicitation for Offer, the Department took the initiative to review it and provided modifications to GSA.
PERFORMANCE DATA	Data Source	General Services Administration, GSA's National Broker contractor, and the Department of State's Bureau of Administration.
	Data Quality (Verification)	The performance data are based upon the best information available. The programming was completed in FY 2005, and the projected date for Solicitation for Offer issuance is close to being on target. However, timing of the lease execution is subject to final negotiations between GSA and the winning offerers.
PAST PERFORMANCE	2004	General Services Administration awarded the Program of Requirements for ECA/IIP, with original estimated completion date of October 2004. However, due to delays in obtaining the services of the Architect and additional program planning due to the limitation of available space (133,000 usable available compared to 147,000 sq. ft. needed by IIP/ECA), completion has been delayed until March 2005.
	2003	Owner/developer, anticipating construction development, made National Capital Planning Commission and Commission on Fine Arts submittals.
	2002	<ol style="list-style-type: none"> 1. 100% of Foggy Bottom office renovations completed; concept approval from Commission on Fine Arts presented to Historic Preservation Review Board, Advisory Neighborhood Council and Zoning Commission hearing. 2. Consolidation 85 percent complete.

I/P #16: NEW OFFICE BUILDING FOR U.S. MISSION TO UNITED NATIONS

Indicator #5: U.S. Mission to the UN (USUN) New Construction

JUSTIFICATION (VALIDATION): Award of the construction contract, initiation of the construction effort and completion of that construction effort makes the New Office Building (NOB) available for occupancy. This represents a fundamental portion of the effort to provide a secure, safe and functional workspace for the USUN staff as well as other Department of State activities located in New York City.

FY 2005 PERFORMANCE	Target	Complete Existing Office Building (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. <i>(Revised. See Appendix for details).</i>
	Results	Demolition of the EOB was completed in April 2005. The second phase of the two-phase solicitation for construction contractors was executed and proposals were received January 2005. The design and construction documents were modified incorporating significant cost reduction measures and issued to the competing contractors for revised proposals received June 2005. GSA initiated an amendment to the FY06 budget request to provide additional funding to cover the experienced project cost growth. Award of the contract has not yet occurred.
	Rating	 Below Target
	Impact	Completion of the EOB demolition prepared the site for new construction by the target date. However, the prolonged solicitation phase is delaying award of the NOB construction contract. This will also delay initiation of construction and delay completion of the building and its occupancy.
	Reason for Shortfall	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 GSA 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 new office building is a concrete structure requiring greater quantities of concrete than similar buildings in Manhattan.
	Steps to Improve	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 requesting revised proposals.
PERFORMANCE DATA	Data Source	General Services Administration and Department of State's USUN Building project manager.
	Data Quality (Verification)	The data represent verifiable design and construction milestones.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. The U.S. Mission relocated to the Interim Office Building (IOB) and opened for business June 14, 2004. 2. The demolition contract for the Existing Office Building (EOB) was awarded and notice to proceed was issued July 17, 2004. 3. Of the \$14.0 million provided in FY 2004 to support efforts associated with the IOB and NOB, \$10.8 million was obligated for NOB construction effort, specialty contractors, and construction support activities. 4. With the exception of back check corrections, the NOB design was completed in September 2004.
	2003	<ol style="list-style-type: none"> 1. \$14 million Interim Office Building (IOB) funding obtained. 2. GSA not able to finalize IOB lease in FY 2003. As a result, lease signing and IOB build-out were delayed to FY 2004.
	2002	<ol style="list-style-type: none"> 3. NOB design was 98% completed. 4. IOB space sought.

I/P #17: COMPOUND SECURITY PROGRAM

Indicator #6: Number of Technical Security Installation and Upgrade Projects Completed During Fiscal Year in Accordance with the Schedule

JUSTIFICATION (VALIDATION): The output measure (number of projects completed) is the best indicator at this time in determining that the technical security installation and upgrade projects are being performed on schedule.

FY 2005 PERFORMANCE	Target	70 technical security installation and upgrade projects are scheduled for completion.
	Results	As of September 30, 2005, 81 technical security installation and upgrade projects have been completed.
	Rating	■ Above Target
	Impact	Completed technical security projects provide added security protection for overseas employees performing work in embassies and consulates.
PERFORMANCE DATA	Data Source	Task orders, completed project sign off sheets and invoices paid for security projects as reported in weekly activities reports and monthly performance reviews
	Data Quality (Verification)	Data quality is excellent with a high level of confidence in the data as reported by project managers supervising the projects and through invoices being paid for completed work.
PAST PERFORMANCE	2004	Completed 81 technical security installation and upgrade projects.
	2003	71 technical security installation and upgrade projects were completed.
	2002	Baseline: 75

A Look to History: Management and Organizational Excellence

In December 1944, Secretary of State Edward R. Stettinius, Jr. reorganized the Department of State to ensure lead the nation's foreign relations in the difficult postwar era that lay ahead. He concentrated on improving key deficiencies of the Department, particularly the division of responsibility for certain important functions, dissemination of information, and long-range planning. Stettinius created new bureaus to handle trade relations, cultural diplomacy, and public information. Another important bureau came into being in September 1945—the Interim Research and Intelligence Service, forerunner of the present-day Bureau of Intelligence and Research.



Secretary of State Edward Stettinius (far right) listens as France's Foreign Minister Georges Bidault makes a Victory in Europe Day radio statement from the Opera House in San Francisco, California, May 1945. China's Ambassador to the U.S., Wellington Koo (far left), and Britain's Foreign Minister Anthony Eden, look on. AP Photo

I/P #18: MAINTENANCE AND REPAIR OF ASSETS

Indicator #7: Percent of Major Rehabilitation Projects Completed On Schedule and Within Budget

JUSTIFICATION (VALIDATION): The indicator is valid in determining that projects are constructed in accordance with the schedule and costs specified in construction contracts.

FY 2005 PERFORMANCE	Target	100% of new major rehabilitation construction projects to be completed on time and on budget per construction contract.
	Results	100% of major rehabilitation projects completed in FY 2005 were completed on time and on budget per the construction contract.
	Rating	■ On Target
	Impact	Completion of the major rehab projects provides functional facilities on behalf of overseas employees serving the vital interest of the United States.
PERFORMANCE DATA	Data Source	The indicator is verifiable based on monthly progress reports from OBO project personnel at posts, financial records maintained by the Department, and with actual contractual documents.
	Data Quality (Verification)	There is high confidence in the validity of the data. Data sources are verified by third parties regularly.
PAST PERFORMANCE	2004	100% of new major rehabilitation projects were completed on time and on budget per the construction contract.
	2003	100% of new major rehabilitation projects were completed on time and on budget per the construction contract.
	2002	N/A

CAPITAL SECURITY CONSTRUCTION (PART PROGRAM EFFICIENCY MEASURE)

Indicator #8: Ratio of Construction Management Costs to Total Construction Project Costs for Projects in Excess of \$25 Million

JUSTIFICATION (VALIDATION): This indicator is an appropriate measure in determining whether on-site construction management costs are low in relation to overall construction project costs.

FY 2005 PERFORMANCE	Target	6.5%
	Results	Based on six capital construction projects (NECs) completed in FY-2005, the ratio is 3.81% as of September 30, 2005.
	Rating	■ Above Target
	Impact	Greater efficiency, as evidenced in the low ratio between construction management and total project costs, is resulting in considerable economic savings to the U.S. Government.
PERFORMANCE DATA	Data Source	Monthly reports from the project director and financial records maintained in the Department.
	Data Quality (Verification)	The data quality is considered to be excellent and is based on actual contract documents and financial records which clearly indicate the total project costs and costs applicable to construction management.
PAST PERFORMANCE	2004	5.3%
	2003	7.5%
	2002	8.0%


PERFORMANCE GOAL 5

INTEGRATED BUDGETING, PLANNING, AND PERFORMANCE MANAGEMENT; EFFECTIVE FINANCIAL MANAGEMENT; AND DEMONSTRATED FINANCIAL ACCOUNTABILITY

I/P #19: INTEGRATE BUDGET AND PERFORMANCE

Indicator #1: Budget and Performance Integration

JUSTIFICATION (VALIDATION): This indicator measures the extent to which the Department links budgeting and performance, a key President's Management Agenda initiative.

FY 2005 PERFORMANCE	Target	PMA Scorecard: 1. Status: Green. 2. Progress: Green.
	Results	PMA Scorecard: 1. Status: Green. 2. Progress: Green. The FY 2006 Joint Performance Plan, an integral component of the budget submission, showed allocation of budget request by Strategic and Performance Goals. In addition, all PMA criteria were met. included with the budget submission to OMB, showed allocation of budget request by strategic and performance goals.
	Rating	 On Target
	Impact	Program managers have a better understanding of the full cost of Department initiatives/programs and the Department will be better positioned to make informed budget decisions based on performance.
PERFORMANCE DATA	Data Source	Published budgets and planning documents.
	Data Quality (Verification)	Data source is carefully and thoroughly vetted by original bureau supplying budget and performance data, as well as budget and performance officers in the Department.
PAST PERFORMANCE	2004	1. Status: Green. 2. Progress: Green.
	2003	1. Status: Red. 2. Progress: Green.
	2002	1. Status: Red. 2. Progress: Green.

I/P #19: INTEGRATE BUDGET AND PERFORMANCE (continued)		
Indicator #2: Implementation of Central Financial Planning System (CFPS) Modules		
JUSTIFICATION (VALIDATION): Implementation of the CFPS modules is a valid indicator of increased functionality of the Department's financial management systems, especially in the area of budget and performance integration.		
FY 2005 PERFORMANCE	Target	Complete development and deployment of the following modules: <ul style="list-style-type: none"> ● Financial Performance and Reporting System (Dashboard), Version 1 and 2. ● Bureau Resource Management System (BRMS), Version 2.
	Results	<ul style="list-style-type: none"> ● Versions 1 and 2 of the Financial Performance and Reporting System (Dashboard) were developed and initial deployment begun. ● Version 1 and Version 2 of BRMS were combined. This single version was near completion with some trial deployments completed.
	Rating	 Below Target
	Impact	CFPS primary objectives are to enable performance and budget integration, improve resource management, and facilitate interagency coordination of programs and resources. The Dashboard and BRMS modules are key components of this system. (Note: The CFPS is now called the Joint Performance and Planning System to reflect the increasing efforts of both State and USAID to develop the system.)
	Reason for Shortfall	<ul style="list-style-type: none"> ● The Dashboard module was behind its deployment schedule due to a procurement delay. ● BRMS was behind schedule due to the loss of key contractor personnel, reprioritization of resources, and changes in scope to better align the project with other State systems.
	Steps to Improve	<ul style="list-style-type: none"> ● Moving forward from the initial delay, Dashboard was able to meet its costs, schedule, and performance requirements. Deployment of the application remains on schedule. ● The combining of modules and a longer development time have enabled refined requirements for BRMS. With the refined requirements, BRMS will better address the needs of its users. (Changes to the BRMS initial project baseline have been reflected in the business case for the project).
PERFORMANCE DATA	Data Source	Published State budgets and planning documents.
	Data Quality (Verification)	Performance data is tracked on a monthly basis for each of the CFPS modules. Module progress is determined using industry standard Earned Value Management techniques.
PAST PERFORMANCE	2004	Version 1 of the Bureau Resource Management System was on schedule to be completed at the beginning of FY 2005, and the prototype of the Financial Performance and Reporting System was also completed.
	2003	Mission Performance Plan, Bureau Performance Plan, and Statement of Net Cost modules completed and implemented.
	2002	Baseline: The initial design, funding, and preparations with pilot bureau completed.

I/P #20: IMPROVED FINANCIAL PERFORMANCE

Indicator #3: Status of Implementation of Joint Financial Management System

JUSTIFICATION (VALIDATION): This indicator measures the status of a key new financial management system, which will contribute directly to improved financial performance. A joint State/USAID financial system will eliminate duplication of effort and consolidate financial processing, leading to improved financial management.

FY 2005 PERFORMANCE	Target	PMA Scorecard: 1. Status: Green. 2. Progress: Green.
	Results	1. Status: Green. 2. Progress: Green. In November 2005, USAID's Phoenix system will be hosted by the Department of State's Charleston Financial Service Center under a mutually agreed service level agreement that will assure complete satisfaction of USAID's financial and reporting needs.
	Rating	■ On Target
	Impact	Implementation of the joint financial management system has allowed the Department and USAID to identify potential redundancies and plan for better financial management efficiency.
PERFORMANCE DATA	Data Source	Bureau of Resource Management, Department of State. Joint Management Council quarterly reports.
	Data Quality (Verification)	Data are verified quarterly and reviewed by budget and performance analysts at the Department of State and USAID.
PAST PERFORMANCE	2004	1. Status: Yellow. 2. Progress: Green.
	2003	1. Status: Red. 2. Progress: Green.
	2002	1. Status: Red. 2. Progress: Green (i.e., Successful Results).

Indicator #4: Financial Services Consolidation

JUSTIFICATION (VALIDATION): Consolidation of the Department's financial services will improve operations of its financial management operations.

FY 2005 PERFORMANCE	Target	Complete the relocation of portable domestic financial services into Financial Services Center (FSC) Charleston.
	Results	The building was delivered ready for occupancy ahead of schedule and within budget. Domestic financial services were consolidated in the new building in Charleston.
	Rating	■ On Target
	Impact	The modern, well-equipped, consolidated center for financial service operations in Charleston has improved morale, increased efficiency, and reduced transaction costs.
PERFORMANCE DATA	Data Source	Bureau of Resource Management, Office of Global Financial Services.
	Data Quality (Verification)	Data are reviewed and verified by the Office of the Deputy Chief Financial Officer and staff in FSC Charleston.
PAST PERFORMANCE	2004	The building was delivered ready for occupancy ahead of schedule and within budget. Domestic financial services were consolidated in the new building in Charleston.
	2003	1. Domestic processing for American payroll and Foreign Service Pension was operating in FSC Charleston. 2. All overseas posts serviced by former FSC Paris were serviced by FSC Charleston and FSC Bangkok.
	2002	1. Implementation plan submitted to OMB. Initial implementation of Regional Financial Management System (RFMS) in FSC Charleston. 2. The Department took occupancy of the second building in Charleston complex in April 2002.

PERFORMANCE GOAL 6
 CUSTOMER-ORIENTED, INNOVATIVE DELIVERY OF ADMINISTRATIVE AND INFORMATION SERVICES,
 ACQUISITIONS, AND ASSISTANCE

I/P #21: WORLDWIDE LOGISTICS

Indicator #1: Integrated Logistics Management System Development and Implementation

JUSTIFICATION (VALIDATION): The Integrated Logistics Management System (ILMS), when fully implemented across the supply chain, will provide an integrated and enhanced logistics information and e-business platform for Department customers, stakeholders, and partners.

FY 2005 PERFORMANCE	Target	ILMS fully integrated with the Department's financial system and fully operational domestically. Conduct overseas pilot at up to five posts.
	Results	<ol style="list-style-type: none"> 1. ILMS Asset Management 88% deployed in FY 2005, with full domestic deployment completed by December 2005. 2. ILMS Transportation piloted in FY 2005, with full deployment to take place in the second quarter of FY 2006. 3. ILMS Ariba piloted in Consulate General Frankfurt and European Logistical Support Office; Diplomatic Pouch and Mail overseas pilot/ deployment in Pretoria, Tunis, Buenos Aires, Florida Regional Center and Miami Courier Hub. 4. ILMS fully integrated with the Central Financial Management System.
	Rating	■ Below Target
	Impact	Extension of ILMS deployment process.
	Reason for Shortfall	ILMS Asset Management deployment was delayed to meet customers' requests for alternate deployment dates. No problems were encountered in the deployment. A program management decision was made to change the deployment strategy for ILMS Transportation to deploy in a pilot mode prior to full roll-out in order to minimize program risk. ILMS Transportation Pilot deployment was successfully accomplished in May 2005.
	Steps to Improve	Rigorous design reviews and testing procedures are in place to ensure full deployment of transportation will occur on schedule.
PERFORMANCE DATA	Data Source	ILMS Program Management Plan and Earned Value Management System.
	Data Quality (Verification)	The performance data are accurate and complete. Data from posts are reviewed and verified on site; other data are verified by program supervisors in Washington, D.C.
PAST PERFORMANCE	2004	<ol style="list-style-type: none"> 1. ILMS requisitioning/procurement module deployed to all bureaus domestically with two overseas pilots. 2. ILMS distribution module deployed to domestic warehouses. 3. ILMS asset management deployed for motor vehicle and Worldwide Property Accountability System inventory and piloted in two domestic bureaus. 4. ILMS fully certified and accredited. 5. ILMS Diplomatic Pouch and Mail module piloted at one overseas post.
	2003	<ol style="list-style-type: none"> 1. ILMS procurement module operational in four domestic bureaus (fully integrated with the Department's Central Financial Management System) and one overseas regional procurement facility. 2. ILMS Asset Management module piloted at one overseas post. 3. ILMS Diplomatic Pouch and Mail module fully deployed and operational at both the unclassified and classified pouch facilities.
	2002	Design/development 50% complete; deployment strategy complete; initial implementation of diplomatic pouch and mail bar-code tracking system.

I/P #21: WORLDWIDE LOGISTICS (continued)

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

JUSTIFICATION (VALIDATION): Performance-based contracting is intended to provide more effective, innovative and efficient use of Department of State resources.

FY 2005 PERFORMANCE	Target	Forty percent performance-based service contract dollars. <i>(Revised. See Appendix for details).</i>
	Results	The Department has not yet compiled enough data to establish the percentage of performance-based service contracts that were awarded in FY 2005. Results will be included in a Performance-Based Service Acquisition (PBSA) report to OMB that is due on January 31, 2006. Preliminary partial results, along with ad hoc knowledge of awards, indicate that the Department will probably remain below target.
	Rating	 Below Target
	Impact	The Department of State is missing opportunities to place more performance risk on our contractors through performance-based goals.
	Reason for Shortfall	<ol style="list-style-type: none"> 1. Data integrity – we suspect the PBSA percentage is low partially because of errors in coding. Additional data analysis and validation is required to confirm this suspicion (see comments under Data Quality). 2. Effective transition to performance-based contracting requires significant change to current business practices.
	Steps to Improve	<ol style="list-style-type: none"> 1. Validate 2005 data in GSA's Federal Procurement Data System – Next Generation (FPDS-NG). If data validation indicates data entry is a problem, offer additional training on FPDS-NG data input. 2. Target training and oversight for those bureaus with PBSA shortfalls. Develop a more effective training program for contracting officers and provide training, outreach and oversight for bureaus and offices in order to move the Department toward OMB goals.
PERFORMANCE DATA	Data Source	The statistical information provided for this indicator is based upon manual evaluation and manipulation of raw data from GSA's Federal Procurement Data System-Next Generation, which is the government-wide automated repository for procurement related information.
	Data Quality (Verification)	Data quality of information coming from FPDS-NG is suspect government-wide. In Letter Report GAO-05-964R, the Government Accountability Office (GAO) expressed concerns regarding the timeliness and accuracy of data from FPDS-NG. GAO also identified the ease of use and access to data from the FPDS-NG system exacerbating the data integrity concerns.
PAST PERFORMANCE	2004	15%
	2003	8% of the Department's service contract dollars were performance-based, against a goal of 30%.
	2002	Baseline: 16% of service contract dollars were performance-based, against a goal of 20%.



Secretary Rice is accompanied by Sudan's Foreign Minister, Dr. Mustafa Osman Ismail, left, and a Diplomatic Security special agent upon her arrival at Khartoum airport, July 2005.

AP/Wide World Photo

I/P #22: OVERSEAS SCHOOLS ACCREDITATION		
Indicator #3: Accreditation of Overseas Schools		
JUSTIFICATION (VALIDATION): The increase of accredited schools is an indication that our promotion of accreditation through grants to accrediting agencies and direct assistance to the schools is having a positive effect.		
FY 2005 PERFORMANCE	Target	A total of 175 accredited schools out of approximately 187.
	Results	175 schools are accredited out of 191 (the number of Department-assisted overseas schools rose since the FY 2005 target was established).
	Rating	■ On Target
	Impact	The increase in accredited schools means that more U.S. Government dependents are able to avail themselves of a quality education, which is an important factor in mission morale and quality of life.
PERFORMANCE DATA	Data Source	U.S. Accrediting Agencies.
	Data Quality (Verification)	The results come to us from the U.S. regional Accrediting Agencies, which are the organizations that accredit the schools. Our confidence level in the reliability and completeness of the performance data is high.
PAST PERFORMANCE	2004	A total of 172 accredited schools.
	2003	A total of 165 accredited schools.
	2002	A total of 155 accredited schools.
	2001 Baseline:	A total of 148 accredited schools.

I/P #23: RECORDS AND PUBLISHING SERVICES		
Indicator #4: Freedom of Information Act Backlog Reduction		
JUSTIFICATION (VALIDATION): "Cases closed" is universally recognized throughout the Government, by the GAO, the Congress, the lead agency (DOJ), and the courts as the appropriate measurement for the Freedom of Information Act (FOIA) program.		
FY 2005 PERFORMANCE	Target	Limit operating backlog to no more than 20 percent of new requests.
	Results	In FY 2005, the operating backlog increased slightly to 22 percent.
	Rating	■ Below Target
	Impact	Over the past few years, the Office of Information Programs and Services (IPS) achieved an historic decrease in the backlog through training, homegrown technology, and process improvement. In FY 2005, IPS held the line at 22 percent despite a double-digit increase in FOIA requests. IPS is seeking innovative ways to further improve processes and cut workload. However, an honest assessment of the trend in requests, competing priorities, and projected funding suggests the backlog will increase in FY 2006.
	Reason for Shortfall	<ol style="list-style-type: none"> 1. Increase in number of new FOIA cases, attributable to the availability of electronic submission of FOIA requests. 2. Reduction to the FOIA reviewer workforce due to reallocation of resources to special projects and to E.O. 12958.
	Steps to Improve	<ol style="list-style-type: none"> 1. Reengineering workforce to align with current case processing requirements. 2. Instituting performance measurements and benchmarking procedures.
PERFORMANCE DATA	Data Source	FREEDOMS (Freedom of Information Document Management System).
	Data Quality (Verification)	Results are based on reports that are reliable, consistent, and complete. Reports are generated from FREEDOMS, which tracks all case opening, processing, and closing.
PAST PERFORMANCE	2004	More than 11,500 requests have been completed, representing a closure rate of 85% of all FOIA and Privacy Act requests. The Department has reduced the overall backlog from 6,214 to fewer than 2,000 cases, and reduced the median processing time by 65%.
	2003	Achieved a fifty percent reduction as of the end of FY 2003.
	2002	Baseline: Achieved a twenty-percent reduction in the FY 2001 backlog of 6,214 FOIA requests.

I/P #24: ALLOWANCES

Indicator #5: Status of E-Allowances System

JUSTIFICATION (VALIDATION): This indicator is intended to track the progress of replacing paper submissions to Washington with an automated process, workload, and timeliness benefits. The current Allowances system requires that posts abroad provide data manually (paper copies) to the Office of Allowances in Washington for processing. The information is entered into the Department's computer system and calculations of the appropriate allowance are made for use by U.S. Government civilian agencies with employees posted or on temporary duty abroad. The current process is very time consuming and labor-intensive process and can add several days to the processing of a complicated allowances questionnaire.

FY 2005 PERFORMANCE	Target	Development of Phase One (Per Diem module). Revised target (<i>see Appendix</i>).
	Results	System development of Phase One was completed in FY 2005. The Phase One system is currently in the Certification and Accreditation process and expected to be deployed in November 2005.
	Rating	■ On Target
	Impact	Lessons learned from Phase One are being incorporated into the approach and schedule development for Phase Two, with additional cycles of independent verification and validation to reduce the number of defects.
PERFORMANCE DATA	Data Source	Office of Allowances. Performance metrics identified in OMB 300.
	Data Quality (Verification)	The performance metric for Phase One is appropriate. The analysis of the project's performance provided in September 2005 is accurate.
PAST PERFORMANCE	2004	On September 30, 2004, the project successfully completed the milestone to provide the Critical Design Review for the per diem module (Phase I) of the eAllowances Project. The system was being coded, with Phase I on schedule for planned May 2005 completion and planned July 2005 deployment.
	2003	Customer Focus Team Meeting held and Alternative Analysis, Systems Requirements Specs, and Per Diem BPR completed. User requirements completed. OMB Exhibit 300 developed.
	2002	Baseline: User requirement identification underway.

I/P #25: COMPETITIVE SOURCING

Indicator #6: Competitive Sourcing

JUSTIFICATION (VALIDATION): This program conducts public/private competitions from commercial functions to determine best provider.

FY 2005 PERFORMANCE	Target	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. (<i>Revised. See Appendix for details</i>).
	Results	100% (four) of agreed upon streamlined competitions have been completed within OMB approved timeframe of 90 days. Three standard competitions were announced. 100% of commercial activities exempt from competition have OMB approved justifications.
	Rating	■ On Target
	Impact	Competitive Sourcing provides the accountability needed to ensure that operational cost efficiencies and performance improvements are achieved.
PERFORMANCE DATA	Data Source	Office of the Procurement Executive and Acquisition Management records.
	Data Quality (Verification)	The Department conducts extensive project planning and critically monitors milestones to ensure timeframes are met.
PAST PERFORMANCE	2004	100% (five) streamlined competitions completed within 90 days. No standard competitions announced.
	2003	Streamlined competition was held for warehousing. Preliminary planning was initiated for first standard competition. Competitive Sourcing infrastructure created to include: an office of competitive sourcing; training; business case process.
	2002	Baseline: No standard competitions were held. OMB approved competition plan.

WOMEN IN DIPLOMACY*

Ever since women were permitted to join the U.S. diplomatic corps in 1922, they have slowly but surely made their way to the highest leadership positions in the State Department. In 1933, Ruth Bryan Owen was appointed as the first female chief of mission as head of the U.S. embassy for Denmark and Iceland. The first woman appointed chief of mission at the ambassador level, Helen Eugenie Moore Anderson, was named ambassador to Denmark in 1949.

In the first 42 years following Ruth Owen's appointment as chief of mission (1933-1976), the number of female appointments as chief of mission or assistant secretaries of State stayed well within the single digits. The Ford administration broke this barrier, appointing seven female chiefs of mission and three women to senior positions. With the Carter administration, rapid progress began: 18 women were made chiefs of mission and 10 were appointed to other senior positions. Presidents Ronald Reagan and George H.W. Bush continued the trend, with 33 and 37 female appointments, respectively. The Clinton administration made a larger leap, appointing 116 women to the senior-most diplomatic posts. In his first term, President George W. Bush named 69 women to the highest diplomatic posts.

Since 2001, several women have been named ambassadors to Arab countries. Maureen Quinn was ambassador to Qatar from 2001 to 2004. During the same period, Marcelle Wahba was ambassador to the United Arab Emirates, and was succeeded by Michelle Sison, who had been the deputy chief of mission in Pakistan from 2000 to 2002. In 2003, Margaret Scobey was appointed ambassador to Syria. The rapid gains of the past decade are the culmination of over 70 years of incremental advances for women in U.S. diplomacy, and position women for new breakthroughs in leadership in the months and years ahead.

FIRSTS FOR FEMALE DIPLOMATS

- 1922** First woman admitted to the U.S. Foreign Service: Lucile Atcherson (FSO).*
- 1933** First female chief of mission at the minister rank: Ruth Bryan Owen, Denmark and Iceland.
- 1949** First woman chief of mission at the ambassador rank: Helen Eugenie Moore Anderson, Denmark.
- 1953** First female career diplomat chief of mission: Frances Willis (FSO), Switzerland. She was the third woman to be admitted to the Foreign Service.
- 1961** First female chief of mission outside of Europe and first to South Asia: Frances Willis (FSO), Ceylon.
- 1962** First woman to attain the rank of career ambassador: Frances Willis (FSO).
- 1965** First female African-American ambassador: Patricia Harris, Luxembourg.
- 1969** First female ambassador to a Caribbean country: Eileen Roberts Donovan (FSO), Barbados.
- 1971** First woman appointed to an international organization: Betty Dillon, representative to the International Civil Aviation Organization.
- 1972** First female ambassador to an African country: Jean Wilkowski (FSO), Zambia.
- 1973** First female assistant secretary of State: Carol Laise Bunker (FSO), Public Affairs.
- 1975** First female ambassador to a Pacific island nation: Mary Olmsted (FSO), Papua New Guinea and the Solomon Islands.
- 1977** First female Hispanic-American ambassador and first female ambassador to a Central American country: Mari-Luci Jarimillo, Honduras.
- 1977** First female Asian-American assistant secretary of State: Patsy Takemoto Mink, Oceans and International Environmental and Scientific Affairs.
- 1977** First female under secretary of State: Lucy Benson, Security Assistance, Science and Technology.
- 1978** First female ambassador to a South American country: Nancy Ostrander (FSO), Suriname.
- 1979** First female ambassador to an Asian country: Patricia Byrne (FSO), Burma.
- 1981** First female U.S. Permanent Representative to the United Nations: Jeane Kirkpatrick. In 1993, Madeleine Albright became the second woman appointed as U.S. Permanent Representative to the U.N.
- 1985** First woman to head a geographic bureau: Rozanne Ridgway (FSO), Assistant Secretary for European and Canadian Affairs.
- 1988** First female ambassador to a Middle Eastern country: April Catherine Glaspie (FSO), Iraq.
- 1994** First female Asian-American ambassador: March Fong Eu, Micronesia.
- 1997** First female Secretary of State: Madeleine Albright.
- 2005** First female African-American Secretary of State: Condoleezza Rice.

*(FSO) Foreign Service officer. All others are non-career, political appointees.

RESOURCE SUMMARY BY STRATEGIC GOAL



RESOURCE SUMMARY

U.S. DEPARTMENT OF STATE OPERATIONS
 APPROPRIATIONS ACT RESOURCES
 (\$ in thousands)

STRATEGIC OBJECTIVE Strategic Goal		FY 2004 Actual		FY 2005 Actual	
		Positions (1)	Funds	Positions	Funds
ACHIEVE PEACE AND SECURITY					
RS	Regional Stability	1,270	\$ 1,711,798	1,282	\$ 1,896,939
CT	Counterterrorism	898	210,002	906	232,715
HS	Homeland Security	562	234,148	567	259,473
WD	Weapons of Mass Destruction	514	182,367	519	202,091
IC	International Crime and Drugs	695	98,527	702	109,183
AC	American Citizens	551	59,853	556	66,326
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS					
DE	Democracy & Human Rights	822	317,860	830	352,238
EP	Economic Prosperity and Security	1,539	412,917	1,553	457,576
SE	Social & Environmental Issues	281	300,892	284	333,435
HR	Humanitarian Response	547	43,079	552	47,738
PROMOTE INTERNATIONAL UNDERSTANDING					
PD	Public Diplomacy and Public Affairs	2,230	514,276	2,251	569,898
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES					
MG	Management and Organizational Excellence	9,585	4,855,124	9,675	5,380,235
Strategic Goal Sub Total		19,494	8,940,843	19,677	9,907,849
Office of the Inspector General		314	31,369	314	30,028
International Commissions		345	57,187	345	63,273
F.S. Retirement & Disability Fund			134,979		132,600
GRAND TOTAL		20,153	\$ 9,164,378	20,336	\$ 10,133,750

¹ The "Positions" column denotes the number of direct-funded American positions.

RESOURCE SUMMARY

**U.S. DEPARTMENT OF STATE &
OTHER FOREIGN AFFAIRS AGENCIES
FOREIGN OPERATIONS AND FOOD AID RESOURCES**

(\$ in thousands)

STRATEGIC OBJECTIVE	FY 2004 Actual	FY 2005 Actual
Strategic Goal	Funds	Funds
ACHIEVE PEACE AND SECURITY		
RS Regional Stability	\$ 4,928,932	\$ 5,195,211
CT Counterterrorism	950,470	1,535,087
HS Homeland Security	2,893	2,231
WD Weapons of Mass Destruction	249,188	219,561
IC International Crime and Drugs	1,383,752	1,809,093
AC American Citizens	—	—
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS		
DE Democracy & Human Rights	781,893	1,147,267
EP Economic Prosperity and Security	2,856,626	2,196,707
SE Social & Environmental Issues	2,066,084	1,972,596
HR Humanitarian Response	1,082,475	1,131,557
PROMOTE INTERNATIONAL UNDERSTANDING		
PD Public Diplomacy and Public Affairs	24,151	26,878
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES		
MG Management and Organizational Excellence	5,712	37,812
Strategic Goal Sub Total 1/	14,332,176	15,274,000
OTHER FOREIGN OPERATIONS 2/	23,767,039	4,351,000
Total - Foreign Operations	38,099,215	19,625,000
AGRICULTURE - P.L. 480 Title II	1,184,967	1,173,000
GRAND TOTAL	\$ 39,284,182	\$ 20,798,000

¹ The Department administered in FY 2004 a total of \$2,824 million and in FY 2005 a total of \$3,882 million in the INCLE, ACI, IO&P, MRA, ERMA, NADR, and PKO accounts. The balance of funds is implemented by other foreign affairs agencies.

² The FY 2004 figure includes international affairs resources (Function 150) for other U.S. Government agencies to which the Department provides foreign policy guidance (e.g., EXIM, OPIC, TDA, Peace Corps), international financial institutions, and the Iraq Relief and Reconstruction Fund. The FY 2005 figure includes only USAID resources.

MILESTONES OF AMERICAN DIPLOMACY

1778: Treaty of Alliance with France, engineered by Benjamin Franklin, enabled the fledgling republic to continue its struggle for independence.

1783: Treaty of Paris-Great Britain recognized American independence and control over western lands as far as the Mississippi.

1795: Jay's Treaty required Great Britain to remove troops from northwestern frontier; Pinckney's Treaty with Spain opened mouth of Mississippi River to U.S. navigation.

1803: Louisiana Purchase removed foreign control of Mississippi's mouth and doubled U.S. territory.

1819: Adams-Onís Treaty with Spain, transferring Florida, extended the U.S. to present boundaries in southeast.

1823: Monroe Doctrine established U.S. policy of opposing European intervention or new colonization in Western Hemisphere.

1842: Webster-Ashburton Treaty with Great Britain delimited northeastern U.S. (Maine) boundary.

1846: Oregon Treaty with Great Britain extended U.S. sole dominion to the Pacific.

1848: Treaty of Guadalupe-Hidalgo, ending 1846-48 war with Mexico, confirmed U.S. claim to Texas and completed U.S. expansion to Pacific.

1867: Alaska purchase ended Russian territorial presence and completed U.S. expansion on North American mainland.

1898: Treaty of Paris, at end of Spanish-American War, transferred to the United States Puerto Rico, Guam, and the Philippines, expanding U.S. power into the Pacific.

1918: Allies and Germany accepted Wilson's 14 points as basis for just and lasting peace ending World War I.

1945: U.S. and 50 other countries founded the United Nations.

1947: Truman Doctrine asserted U.S. policy of containing Soviet expansion through economic and military aid to threatened countries.

1947: Marshall plan of aid to Europe set foundation for economic cooperation among industrial democracies.

1948: Ninth International Conference of American States created the Organization of American States (OAS) to intensify U.S. and Latin American collaboration in all fields.

1948: NATO, first U.S. alliance concluded in peacetime, provided integrated force for defense of Western Europe and North America.

1963: Limited Nuclear Test Ban Treaty, first major-power agreement regulating atomic weapons testing, banned explosions in the atmosphere, in outer space and under water.

1967: Nonproliferation Treaty, now signed by 110 governments, banned the spread of atomic weapons.

1972: Strategic Arms Limitation Talks (SALT) agreements with U.S.S.R. prescribed mutual limitations on defensive and offensive weapons and established SALT as a continuing process.

1972: President Nixon's February visit to China followed Secretary Kissinger's earlier negotiations in Peking, marking first important step in the process of normalizing relations with the People's Republic of China.

1979: U.S. established diplomatic relations with the People's Republic of China ending 30 years of nonrecognition.

1979: Israel-Egypt Peace Treaty (Camp David Accords) ended 30 years of conflict between the two countries and provided possible framework for comprehensive peace in the Middle East.

1986: The U.S. Congress implemented strong economic sanctions against South Africa, which helped to bring an end to apartheid in 1991.

1989-1991: As President George H.W. Bush stated a desire to integrate the Soviet Union into the community of nations, the Cold War ended when communist regimes collapsed across Eastern Europe and the Soviet Union disintegrated.

1990-1991: In response to the Iraqi invasion of Kuwait, the United States built an international coalition to defend Saudi Arabia and, after United Nations approval, to eject Iraq from Kuwait through Operation Desert Storm.

1992: Representatives of more than 175 nations, including the United States, met at the Earth Summit in Rio de Janeiro, which produced a treaty on climate change and was the largest international meeting on the environment ever convened.

1994: The North American Free Trade Agreement (NAFTA) between the United States, Canada, and Mexico took effect and the United States joined another structure that promoted global free trade, the World Trade Organization.

1995: The General Framework Agreement for Peace in Bosnia and Herzegovina ended the Bosnian civil war by providing for NATO troops to serve as peacekeepers.

2001: The United States led a global coalition that fought a war against terrorism in the wake of the September 11 terrorist attacks in New York and Washington D.C.

2003: After Iraq's repeated refusals to comply with UN resolutions, the United States led a coalition to depose the regime of Saddam Hussein.