FY 2007 ANNUAL PERFORMANCE REPORT

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FY 2009 ANNUAL PERFORMANCE PLAN

U.S. Department of State

PURPOSE

The U.S. Department of State submitted its fiscal year (FY) 2007 Annual Performance Report and FY 2009 Annual Performance Plan (APP) to the President, Congress, and the American public as part of its Congressional Budget Justification (CBJ) in February 2008. This Annual Performance Report (APR) satisfies the reporting requirements of the Government Performance and Results Act (GPRA) of 1993 and the Office of Management and Budget (OMB).

For FY 2007, OMB initiated the Pilot Program for Alternative Approaches to Performance and Accountability Reporting which allowed agencies to prepare a more concise report in lieu of the traditional required Performance and Accountability Report (PAR). The U.S. Department of State and the United States Agency for International Development (USAID) participated in this pilot to present more streamlined performance, budget, and financial reporting data. The FY 2009 APP covers the first reporting period of program planning and implementation under the foreign assistance reform announced by Secretary of State, Condoleezza Rice in 2006.

The following FY 2007 APR and FY 2009 APP is an online extract from the Department's CBJ for State Operations and Foreign Assistance. For complete versions of the Department's Budget, Performance and Financial Reports, including the FY 2007 Agency Financial Report and the FY 2007 Highlights document, please visit: http://www.state.gov/s/d/rm.

State Operations and Foreign Assistance Performance Indicators

In keeping with the Secretary's commitment to joint Department of State and USAID planning and reporting efforts, an interagency working group selected a representative set of 105 indicators to measure the two agencies' progress toward the seven joint strategic goals. This indicator set reflects U.S. Government foreign policy priorities and major areas of investment, and includes indicators from the Program Assessment Rating Tool assessments.

101 performance indicators are included in the 2009 Foreign Assistance and State Operations Congressional Budget Justification, clearly linking performance to the budget request. For more detailed information on the indicators below, please refer to the State Operations volume of the Congressional Budget Justification at http://www.state.gov/s/d/rm and the Foreign Assistance volume of the Congressional Budget Justification at http://www.usaid.gov/policy/budget/cbj2009.

Strategic Goal 1: Achieving Peace and Security		
State Operations	**2007 Rating**	**APR/APP Page Number**
Percent of U.S. Trained African Units Deployed to Peace Support/Humanitarian Operations	🟢	1
Ensure Local Guard Services Provided and Invoiced are Accountable Under the Terms and Conditions of the Contract	🟢	3
Percent of Small High-Risk Classified Lock and Leave Posts Compliant with Standards for Remote Monitoring	🟢	4
Treaty Alliance Relationships with Japan, Korea, and Australia	🟢	5
Status of Transportation Security Programs	🟢	7
NATO-led and U.S.-led Coalition Operations	🟢	9
Degree to which United Nations Peacekeeping Missions Achieve U.S. Government Objectives	🔵	11
Compliance with United Nations Security Council Resolution 1373	🟢	13
Status of Iran's Nuclear Program	🟡	16
Status of Nuclear Nonproliferation Treaty Regime and Strengthening of International Atomic Energy Safeguards	🟢	18
Progress Toward Implementation of the Israeli-Palestinian Road Map to Peace	🟡	20
Attendance at Engagements in Support of International Legal Public Diplomacy	🟢	22
Status and Readiness of U.S. Government Civilian Reserve Response	🟡	24

	2007 Rating	APR/APP Page Number
Status of Technical Support Working Group Research Projects	🟢	26
Capacity of the Afghan National Army to Defend the Credibly Elected Afghanistan Government and Its Territory from External and Internal Threats	🟢	28
Verification of Arms Control, Nonproliferation, and Disarmament Agreements and Commitments	🟢	30
Compliance with Arms Control, Nonproliferation, and Disarmament Agreements and Commitments	🟢	33
Number of Joint Operations and Exercises in the Western Hemisphere	🟢	36
Foreign Assistance	**2007 Rating**	**APR/APP Page Number**
Number of People Trained in Counterterrorism by U.S. Government Programs	🟢	98
Number of Countries that Have Developed Valid Export Control Systems Meeting International Standards	🔵	100
Number of Activities to Improve Pathogen Security and Laboratory Biosafety	🔵	101
Number of Foreign Personnel Trained in the U.S. Who are at National Leadership Levels	🔵	102
Kilos of Illicit Narcotics Seized by Host Government in U.S. Government-Assisted Areas	🔵	104
Hectares of Drug Crops Eradicated in U.S. Government-Assisted Areas	🟡	105
Number of People Trained in Conflict Mitigation/Resolution Skills with U.S. Government Assistance	🔵	108
Number of People Prosecuted, Convicted, and Sentenced for Trafficking in Persons	🟡	106
Political Stability/Absence of Violence in Afghanistan	N/A	103
Number of Public Information Campaigns Completed by U.S. Government Programs	🟢	99

LEGEND: 🔵*= 10 percent or more above target;* 🟢*= on target;* 🟡*= 10 percent or more below target; N/A = Not Applicable*

Strategic Goal 2: Governing Justly and Democratically		
State Operations	**2007 Rating**	**APR/APP Page Number**
Number of Public-Private Partnerships to Advance Respect for Human Rights	🟢	37
Status of International Religious Freedom	🟢	39
Foreign Assistance	**2007 Rating**	**APR/APP Page Number**
Number of U.S. Government-Assisted Courts with Improved Case Management	🟡	112
Number of U.S. Government-Assisted Civil Society Organizations that Engage in Advocacy and Watch-dog Functions	🔵	119
Number of Countries With an Increase in Improved Rule of Law – South and Central Asia Region	N/A	113
Number of Justice Sector Personnel Who Received U.S. Government Training	🔵	111
Number of Targeted Countries with an Increase in Government Effectiveness	N/A	114
Number of Countries with Progress in Developing a Fair, Competitive, and Inclusive Electoral Process	N/A	116
Number of Domestic Election Observers Trained with U.S. Government Assistance	🟢	116
Number of Countries Showing Progress in Freedom of Media	N/A	118
Europe Non-Governmental Organization Sustainability Index	🔵	120
Eurasia Non-Governmental Organization Sustainability Index	🟢	121
Number of U.S. Government-Assisted Political Parties Implementing Programs to Increase the Number of Candidates and Members Who Are Women	🟢	117

LEGEND: 🔵= 10 percent or more above target; 🟢= on target; 🟡= 10 percent or more below target; N/A = Not Applicable

Strategic Goal 3: Investing in People		
Foreign Assistance	**2007 Rating**	**APR/APP Page Number**
Modern Contraceptive Prevalence Rate	🟢	133
Percent of Births Spaced Three or More Years Apart	🔵	134
Percent of Children with DPT 3 Immunization Coverage	🟢	131
Percent of Live Births Attended by Skilled Birth Attendants	🟢	132
Number of People Protected Against Malaria with a Prevention Measure (Insecticide Treated Mosquito Nets or Indoor Residual Spraying) in the President's Malaria Initiative Countries	🔵	130
Number of Countries Achieving a Tuberculosis Treatment Success Rate of 85 Percent or Greater	🔵	128
Number of Countries Achieving a Tuberculosis Case Detection Rate of 70 Percent or Greater	🟢	128
Estimated Number of HIV Infections Prevented in the 15 PEPFAR Focus Countries	N/A	126
Number of People Receiving HIV/AIDS Treatment in the 15 PEPFAR Focus Countries	🔵	125
Number of People Receiving HIV/AIDS Care and Support Services in the 15 PEPFAR Focus Countries	🔵	126
Number of People in Target Areas with Access to Improved Drinking Water Sources as a Result of U.S. Government Assistance	🟡	135
Number of Learners Enrolled in U.S. Government-Supported Primary Schools or Equivalent Non-School-Based Settings	🔵	137
Number of People Benefiting from U.S. Government-Supported Social Services and Assistance	🔵	138
LEGEND: 🔵= 10 percent or more above target; 🟢= on target; 🟡= 10 percent or more below target; N/A = Not Applicable		

Strategic Goal 4: Promoting Economic Growth and Prosperity		
State Operations	**2007 Rating**	**APR/APP Page Number**
Number of Days to Start a Business	🟢	41
Number of Company-Specific Cases for which Advocacy Services were Provided	🟢	42
Number of Environmental Projects in Free Trade Agreement Partner Countries	🟢	43
Status of Sound, Fully Implemented, Science-Based International Conservation and Management Regimes	🟢	45
Status of Negotiations and Policy Changes Impacting Services, Trade and Investment	🔵	47
Foreign Assistance	**2007 Rating**	**APR/APP Page Number**
Percent of U.S. Government-Assisted Microfinance Institutions that Have Reached Operational Sustainability	🟢	149
Time Necessary to Comply with All Procedures Required to Export/Import Goods	🟢	142
Number of People with Increased Access to Modern Energy and Infrastructure Services due to U.S. Government Assistance	🔵	145
Number of Rural Households Benefiting Directly from U.S. Government Interventions in Agriculture	🔵	146
Credit to Private Sector as a Percent of Gross Domestic Product	🟢	144
Three year Average in the Fiscal Deficit as a Percent of Gross Domestic Product	N/A	141
Quantity of Greenhouse Gas Emissions Reduced or Sequestered as a Result of U.S. Government Assistance	🔵	150
Number of Hectares Under Improved Natural Resource or Biodiversity Management as a Result of U.S. Government Assistance	🔵	152
Number of the 11 Core Commercial Laws Put into Place with U.S. Government Assistance	🔵	148
Percent Change in Value of International Exports of Targeted Agricultural Commodities due to U.S. Government Assistance	🔵	147

LEGEND: 🔵*= 10 percent or more above target;* 🟢*= on target;* 🟡*= 10 percent or more below target; N/A = Not Applicable*

Strategic Goal 5: Humanitarian Assistance		
Foreign Assistance	**2007 Rating**	**APR/APP Page Number**
Percent of Refugees Admitted to the U.S. Government Compared to the Regional Ceilings Established by Presidential Determination	🟢	163
Percent of Planned Emergency Food Aid Beneficiaries Reached	🟡	161
Percent of Targeted Disaster-Affected Households Provided with Basic Inputs for Survival, Recovery or Restoration of Productive Capacity	🔵	162
Percent of Monitored Sites With Controlled Populations (Refugee Camps) Worldwide with Less than 10 Percent Global Acute Malnutrition (GAM) Rate	🔵	156
Percent of Monitored Sites With Dispersed Populations (Internally Displaced Persons, Victims of Conflict) Worldwide with Less than 10 Percent Global Acute Malnutrition (GAM) Rate	🔵	157
Percent of Targeted Beneficiaries Assisted by USAID's Office of Foreign Disaster Assistance-Supported Protection and Solution Activities	🟢	158
Percent of Bureau for Population, Refugees and Migration Projects that Include Activities that Focus on Prevention of and Response to Gender-based Violence	🟡	159
LEGEND: 🔵*= 10 percent or more above target;* 🟢*= on target;* 🟡*= 10 percent or more below target; N/A = Not Applicable*		

Strategic Goal 6: Promoting International Understanding		
State Operations	**2007 Rating**	**APR/APP Page Number**
Number of Foreign Participants Reached by Youth Programs	🔵	49
Percent of Youth Participants Who Increase Their Understanding of American Values, Society and Culture Immediately after Their Program Experience	🔵	50
Successful Confirmation Hearings and Authorization Legislation for the President's Foreign Policy Agenda	🟢	51
Reduction in the Level of Anti-American Sentiment Among Key Foreign Audiences	🟢	53
Increased Understanding of U.S. Government Policy, Society and Values	🔵	54
Number of Polls/Surveys Commissioned Annually	🔵	55
Number of Outreach Activities to Targeted United States Audiences and the Media	🟢	57
Number of Foreign Press Briefings and Media Tours for Resident Correspondents	🟢	59
Placement of Accurate United States Government Policy Information	🔵	61
LEGEND: 🔵 *= 10 percent or more above target;* 🟢 *= on target;* 🟡 *= 10 percent or more below target; N/A = Not Applicable*		

Strategic Goal 7: Strengthening Consular and Management Capabilities

State Operations	2007 Rating	APR/APP Page Number
Health Promotion	🟢	62
Integrated Logistics Management System Development Modernization and Enhancement, Including Worldwide Deployment	🟢	64
Status of Construction of the New Office Building for the U.S. Mission to the United Nations	🟡	66
Percent of Passport Applications Processed Within Targeted Timeframe	🟡	68
Development of Biometrics Collection Program for USG Visas	🟢	70
Language Training Success Rate at the Foreign Service Institute	🔵	71
Overall Satisfaction with Training at the Foreign Service Institute	🔵	72
Number of U.S. Government Employees and International Visitors Trained on Trafficking in Persons Issues	🟢	73
Success Staffing Critical Needs Positions Overseas	🟡	74
Percent of Language-Designated Positions at Overseas Missions Filled by Employees Who Fully Met the Language Requirements	🟢	75
Progress Toward Implementing the State Messaging and Archive Retrieval Toolset Messaging System	🟢	77
Implementation of Information Technology Shared Services through Consolidation	🟡	79
Percent of Capital Security Construction Projects Completed Within the Schedule Authorized in the Construction Contract	🟢	81
Number of Major Compound Security Upgrade Program Projects Completed at Overseas Posts	🟢	82
Percent of Reports and Investigations Focused on Department and Broadcasting Board of Governors Management Challenges	N/A	83
Percent of Recommendations Resolved Within the Appropriate Timeframe	🔵	84
Monetary Benefits: Questioned Costs, Funds Put to Better Use, Cost Savings, Recoveries, Efficiencies, Restitution, and Fines	🔵	85
Status of Global Financial Management Systems Software	🟢	86
Number of Science and Technology Fellows and Recruits	🔵	87
The Ability to Provide High-Quality Information Systems Support for Principals and Senior Staff	N/A	90

**Extracts from FY 2009 State Operations
Congressional Budget Justification**

FY 2009 CBJ State Operations
Bureau of African Affairs, pg. 184

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator Title: Percentage of U.S. trained African units deployed to peace support/ humanitarian response operations, and number of African armed conflicts resolved and peace support missions concluded.	
Indicator Justification	Two indicators to ensure that armed conflicts are headed for peace are signed peace agreements and Peace-keeping Operations forces deployed to monitor the post-peace process. A US-trained African unit or one trained by US-trained trainers will perform better than one not provided such training.
TARGETS	
FY 2009	Of all African battalions (or their equivalent) deployed in PKO globally, approximately 85 percent will have significant staff and unit training experience under U.S. or U.S.-trained trainers.

UN Missions in DRC, Eritrea-Ethiopia, and Cote d'Ivoire close. Mission in Sudan (Darfur and North-South) will remain steady during election period. UN Mission in Liberia begins downsizing following completion of first stage military and police reform efforts.   UN Mission in Somalia begins to downsize and Somalia transitions to more permanent government arrangement. |
| **FY 2008** | Of all African battalions (or their equivalent) deployed in PKO globally, approximately 80 percent will have significant staff and unit training experience under U.S. or U.S.-trained trainers.

UN Missions in DRC, Liberia, and Cote d'Ivoire continue downsizing, with closure planned. Mission in Eritrea-Ethiopia downsizes. UN Mission in Sudan prepares for elections. AU Mission in Somalia increases and transitions into a UN mission. . |
| **FY 2007** | Of all African units deployed in Peacekeeping Operations (PKO) globally, 75 percent will have significant staff and unit training experience under U.S. or U.S. -trained trainers.

Peacekeeping operations continue in Somalia and Sudan. Peacekeeping forces in Burundi, Liberia, and DRC downsize. UNMIS Darfur is fully manned. PKO downsizes in Ethiopia-Eritrea. |
| **CURRENT RESULTS** | |
| **FY 2007** | **Rating: On Target**
Peacekeeping operations continue in Somalia and Sudan, including African Union peacekeepers in Darfur (AMIS). Peacekeeping forces in Liberia and Ethiopia-Eritrea have been downsized and the UN force in Burundi has been replaced by a battalion of South African peacekeepers. UN force in Cote d'Ivoire extends owing to election and demobilization delays. Approximately, 85% of African units deployed globally to multi-national peace support operations were trained by U.S. or U.S.-trained trainers. Twenty-nine of these African units were directly trained by ACOTA or were trained by ACOTA-trained indigenous trainers. There are now 34 African units deployed to multi-national peace support operations in the world (including the UN, the AU, and CEMAC). Conflicts in Angola and Sierra Leone have been |

	resolved.
Impact	Regional stability in Africa is greatly enhanced when conflicts end and parties to the conflict embark on a post-conflict process of reconciliation and reconstruction.

PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** Over 70 percent of African units deployed in PKO globally have direct or indirect U.S. training experience. Peacekeeping operations (PKO) closed in Sierra Leone. While the UN mission monitoring the Ethiopian-Eritrean border dispute downsized, the border dispute remains unresolved. DRC prepared for elections and the PKO did not downsize while PKO in Liberia remained static. In Cote d'Ivoire, the elections were delayed again and the PKO remained in place. PKO in Burundi is preparing to withdraw and the rebel FNL had not yet signed the peace agreement. In Sudan, UNMIS deployed and North-South comprehensive agreement achieved partial success, while conflict in Darfur continued unabated despite the May 2005 Darfur Peace Agreement. Conflict in Somalia continued pitting the Transitional Federal Government against the radical Islamic Courts.
FY 2005	**Rating: Below Target** Actual results rated as "slightly" below target. However, this option does not exist in the drop-down list. The UN Missions in Sudan were deployed. All of the missions have continued operations with a slight increase in the Democratic Republic of the Congo and expanded activities in Sudan. African units from Ghana, Senegal, Mali, Benin, Ethiopia, Mozambique, South Africa, and Kenya trained by U.S. trainers in significant numbers.
FY 2004	**Rating: Below Target** Actual results rated as "slightly" below target. However, this option does not exist in the drop-down list. Conflicts in the Congo/Great Lakes, and Sudan resolved. Peace support missions in Sierra Leone and Ethiopia/Eritrea were withdrawn. Of all the battalions deployed in peacekeeping operations globally, approximately 65% will have significant staff and unit training experience under U.S. or U.S.-trained trainers.

VERIFICATION AND VALIDATION	
Data Source	Embassies, ACOTA program office, Bureau of African Affairs, the United Nations, non-governmental organizations, and press reporting.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
World Wide Security Protection, Diplomatic Security, pg. 59

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Ensure Local Guard Services Provided and Invoiced are Accountable Under the Terms and Conditions of the Contract	
Indicator Justification	The local guard schedule database allows the review of all guard services invoiced to ensure accurate billing, identify resource use and trends, and provide appropriate contract management assurance and oversight.
TARGETS	
FY 2009	Of the top 30 posts, 25 percent reduction in invoice error rate off the baseline.
FY 2008	Of the top 10 posts, 15 percent reduction in invoice error rate off the baseline.
FY 2007	Top 10 funded posts invoices entered into the system and baseline of error rate established.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Target fully met - top 10 funded posts were entered into the data base and baseline of error rate was established.
Impact	Fully meeting our 2007 target moves DS forward toward its goal of identifying the top 30 post requiring the most resources devoted to the local guard program worldwide and having the database track guard contract compliance and identify invoice irregularities at these posts.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** Created Database
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source and Quality	Contractor-generated invoices. Analysts ensure that invoiced local guard services accurately reflect the terms and conditions of the contract. If there are irregularities, post is contacted to resolve the issue.

FY 2009 CBJ State Operations
Bureau of Diplomatic Security, pg. 390

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Percentage of Small High-Risk Classified Lock and Leave Posts Compliant with Standards for Remote Monitoring	
Indicator Justification	Security Management System Enterprise (SMSe) is a secure, wide-area network that connects technical security equipment abroad and enables real time monitoring that enhances situational awareness and analytical and investigative capabilities. SMSe installation at highly vulnerable lock-and-leave posts is a requirement of security standards and drives SMSe installation program planning.
TARGETS	
FY 2009	90 percent of designated small high-risk posts compliant with remote monitoring standards and the system installed and operational.
FY 2008	75 percent of designated small high-risk posts compliant with remote monitoring standards and the SMSe system installed and operational.
FY 2007	55 percent of designated small high-risk posts compliant with remote monitoring standards and the system installed and operational.
CURRENT RESULTS	
FY 2007	**Rating: On Target** The target for 2007 was fully met with 55 percent of designated small high-risk lock-and-leave posts compliant with SMSe systems installed and operational.
Impact	Fully meeting our 2007 target moves DS forward in its ability to centrally monitor selected technical security systems at over half of the small high-risk lock-and-leave posts improving situational awareness, facilitates incident response, and contributes to the goal of safe and secure platforms for the conduct of foreign policy.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** 100 percent re-certification and accreditation of all Sensitive Compartmented Information Systems and initiated components supporting a sensitive but unclassified Global Situational Awareness Fusion Environment.
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source	Project management records maintained and reported upwards by DS's Office of Security Technology register completion of SMSe installations.
Data Quality	Personnel within the DS Command Center can monitor systems once SMSe is installed and operational.

FY 2009 CBJ State Operations
Bureau of East Asian and Pacific Affairs, pgs. 228- 229

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Treaty Alliance Relationships with Japan, Korea, and Australia	
Indicator Justification	Strengthened alliances will foster long-term stability in East Asia and the Pacific. Implementation of the measures approved by the Defense Policy Review Initiative, Future of the Alliance, and Australia-U.S. Ministerial Consultations will strengthen the security alliance and bilateral relations with Japan, Korea and Australia.
TARGETS	
FY 2009	Japan: Continue implementing Defense Policy Review Initiatives including specific relocation, land return and training activities and advance Ballistic Missile Defense cooperation. Korea: Continue specified relocation activities. Australia: Conduct annual Australia-US Ministerial Consultations review and reaffirm alliance cooperation. Continue development of training facilities at Joint/Combined Training Center, remains engaged in War on Terrorism, conduct annual joint military training exercises, remain a key player in the Port Security Initiative, expand research to advance Missile Defense Program and remain committed to joint defense research and development projects.
FY 2008	Japan: Continue relocation, land return, training activities. Sign new Special Measures Agreement for high level of host nation support by May 2008. Replace Kitty Hawk with USS George Washington. Korea: Continue relocation activities. Australia: Annual Australia-U.S. Ministerial Consultation review and reaffirm alliance. Develop Joint/Combined Training center, remain engaged in War on Terror, conduct joint military training exercises, remain key player in Port Security Initiative, expand research to advance Missile Defense Program, and commit to joint defense Research and Development projects.
FY 2007	Japan: Complete policy coordination for Kitty Hawk replacement. Advance coordination with Government of Japan on Defense Policy Review Initiative implementation plans and begin allocation of funding for Japanese-sponsored items. Korea: Continue specified relocation activities. Australia: Conduct annual Australia-U.S. Ministerial Consultations review and reaffirm alliance. Commence construction of Joint/Combined training facilities, remain engaged in Global Watch on Terrorism, conduct annual joint military training exercises, cooperate closely in Port Security Initiative, continue research to advance the Missile Defense Program, and remain committed to joint defense Research and Development projects.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Japan: Local governments approve deployment of Kitty Hawk replacement and Japanese government begins expansion of port facilities to accommodate nuclear carrier in summer of 2008. Japanese Diet passes legislation to fund base realignment and begins environmental assessment at Futenma Replacement Facility site. Bilateral fighter training relocation at Japanese air bases begins per Defense Policy Review Initiative. Korea: The Yongsan Relocation Master Plan completed. Construction projects at Camp Humphreys began. Australia-U.S. Ministerial Consultations agreed to intensify cooperation under the

	bilateral agreement on Missile Defense. First trilateral Security and Defense Cooperation Forum held in Tokyo. Work on the Joint/Combined Training Capability (JCTC), engagement in Port Security Initiative, War on Terror and joint military exercises.
Impact	Defense Policy Review Initiative ensures long-term viability of U.S.-Japan alliance, underpins peace and security in Asia Pacific. Korea and U.S. have concrete plans for implementation of two major elements of the U.S. effort to strengthen U.S.-Korea Alliance. Australia - results contribute to achieving Peace and Security in counterterrorism, counterproliferation and broad security cooperation.

PRIOR YEAR RESULTS

FY 2006	**Rating: On Target** Japan: Agreed on Implementation Plans for specific Defense Policy Review Initiative items completed. New Special Measures Agreement maintaining Government of Japan contributions at current levels for two more years concluded and signed. Korea: Informal exchanges held with the Government to prepare for start of Special Measures Agreement negotiations. Behind schedule on construction activities. Australia: On target based on mission reporting and desk review.
FY 2005	**Rating: On Target** Japan: Discussion relating to the carrier air-wing were incorporated into the ongoing Defense Policy Review Initiative talks addressing realignment and transformation. Signed agreement in April 2005 clarifying roles and responsibilities in the event of an accident. Korea: The Special Measures Agreement negotiations were achieved. The purchase of the land for the new facilities was completed.
FY 2004	**Rating: On Target** Japan: Bilateral talks on replacement of the U.S.S. Kitty Hawk. Discussion of the Futenma replacement facility under the Defense Policy Review Initiative. Korea: Republic of Korea National Assembly passed the Future of the Alliance agreement on the reconfiguration of U.S. Forces in Korea. Established the U.S.-Korea Security Policy Initiative to continue high level security consultations. Australia: Annual Australia-U.S. Ministerial review and reaffirm alliance. U.S. and Australia agree on Joint/Combined Training Center.

VERIFICATION AND VALIDATION

Data Source	Cable reports and memoranda of communication from U.S. overseas reports. Public announcements and documents at the conclusion of negotiations and agreements.
Data Quality	Strengthened alliances will foster long-term stability in East Asia and the Pacific. Implementation of the measures approved by the Defense Policy Review Initiative, Future of the Alliance, and Australia-U.S. Ministerial Consultations will strengthen the security alliance and bilateral relations with Japan, Korea, and Australia.

FY 2009 CBJ State Operations
Bureau of Economic, Energy and Business Affairs, 2007 APR/ 2009 APP

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Status of Transportation Security Programs	
Indicator Justification	The indicators reflect the Department's success building support for effective International Maritime Organization and International Civil Aviation Organization's international transportation security standards and complementary U.S. initiatives to screen incoming passengers and cargo.
TARGETS	
FY 2009	• Continue updating U.S. Coast Guard assessments of foreign port security conditions. • Expand Immigration Advisor Program. • Negotiate and implement more Federal Air Marshal Memorandum of Understanding.
FY 2008	• Complete U.S. Coast Guard assessments of security conditions in foreign ports. • Expand Immigration Advisor Program. • Establish mutual recognition of participants in the U.S. Customs-Trade Partnership against Terrorism and foreign authorized economic operators. Under the World Trade Organization Framework for Secure Trade, companies that secure their supply chains are eligible for customs facilitation benefits. • Negotiate and implement more Federal Air Marshal Memorandum of Understanding.
FY 2007	• Expand Container Security Initiative to additional ports. • U.S. Coast Guard assesses security conditions in additional foreign ports. • Customs and Border Protection sets up a pilot program in 4 foreign seaports to test the feasibility of integrated scanning systems for examining all U.S.-bound shipping containers. • Expand Immigration Advisor Program. • Negotiate and implement more Federal Air Marshal Memorandum of Understanding.
CURRENT RESULTS	
FY 2007	**Rating: On Target** 1. Container Security Initiative Declarations of Principles signed for additional 6 ports in 4 countries. 2. U.S. Coast Guard visits ports in 32 countries to review security conditions. 3. Customs and Border Patrol signs understandings to establish pilot container-scanning programs in 7 ports. 4. Number of new countries in Immigration Advisor Program: 2. 5. Number of new Federal Air Marshall Memorandum of Understanding concluded: 2.
Impact	Screening containers at foreign ports reduces chance of Weapons of Mass Destruction entering the U.S. and in the event of an incident, allows expeditious resumption of maritime commerce. Security visits to foreign ports promote International Maritime Organization security standards. Immigration Advisor Program allows screening of U.S. bound passengers at points of departure.

PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** • Container Security Initiative started operations in 10 new ports, covering 82 percent of the maritime containerized cargo shipped to the United States. Container Security Initiative Declarations of Principle were signed with 3 countries covering 5 ports. 1. U.S. Coast Guard visits ports in 25 countries to assess security conditions. 2. Immigration Advisor Program established in 1 country. 3. Two agreements signed with foreign countries on Federal Air Marshals. 4. U.S. Coast Guard visits 31 foreign ports.
FY 2005	**Rating: On Target** • Container Security Initiative is operational in 40 ports and screens more than two-thirds of U.S.-bound containerized cargo. • World Customs Organization adopts the "Framework of Standards to Secure and Facilitate Global Trade" which is based on the principles underlying the Container Security Initiative. • New Declarations of Principles: 4 • New Operational Ports: 14 • U.S. Coast Guard visits 30 foreign ports.
FY 2004	**Rating: On Target** • International Civil Aviation Organization completes security audits in airports in 44 countries. • New operational ports in the Container Security Initiative: 16. • U.S. Coast Guard visits ports in 12 countries to assess security conditions. • U.S. Coast Guard implements special procedures for ships coming from foreign ports in 9 countries that do not conform to International Maritime Organization security standards.
VERIFICATION AND VALIDATION	
Data Source and Quality	Annual and periodic reports from U.S. Government agencies and international organization reporting. U.S. Government reports are the baselines for agency accountability.

FY 2009 CBJ State Operations
Bureau of European and Eurasian Affairs, pgs. 259-261

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: NATO-led and U.S.-led Coalition Operations	
Indicator Justification	The North Atlantic Treaty Organization is the United States' foremost security alliance. Effective ties with our NATO Allies are essential to promoting stability and protecting U.S. interests worldwide.
TARGETS	
FY 2009	European countries continue to contribute significantly to operations in Afghanistan and contribute significantly to train and equip programs for Afghan security forces. Afghan security forces continue to assume greater responsibility for internal security, while the International Security Assistance Force (ISAF) retains a robust presence. The North Atlantic Treaty Organization (NATO) will continue to provide training and mentoring assistance to the Iraqi government, look to engage in capacity building, hand over completed training to the Iraqi government, and reevaluate future training activities. NATO continues to reevaluate NATO's Kosovo Force (KFOR) mission as appropriate, with the goal of reducing force contributions when the situation permits.
FY 2008	European countries continue to increase contributions significantly to operations in Afghanistan and expand resources dedicated to training and equipping Afghan security force. Afghan security forces begin to assume greater responsibility for internal security, while ISAF retains a robust presence. European countries continue to increase contributions significantly to operations in Iraq. While new NATO training missions in Iraq begin, matured training missions begin a mentoring phase to begin hand over process to the Iraqi government. NATO to have a role in developing Kosovo's security institutions following determination of Kosovo's status. KFOR's mission begins shifting from a peacekeeping to an advisory role. However, delays in completion of the status process raise the risk of violence and could prolong KFOR's mission
FY 2007	European countries contribute significantly to operations in Iraq and Afghanistan. European countries increase their contribution to operations in Afghanistan. NATO's Training Mission - Iraq (NTM-I) expands to include additional areas of training. KFOR helps maintain security in accord with UNSCR 1244.
CURRENT RESULTS	
FY 2007	**Rating: On Target** European and Eurasian countries increased the number of troops provided to ISAF (by approximately 4,000), with an increasing number of Allies providing support to Afghanistan's critical eastern and southern regions. NATO increased the size and scope of NTM-I, including Carabinieri/Gendarmerie-type training for the Iraqi National Police and Non-Commissioned Officer training for the Iraqi Navy. NATO completed KFOR transition to a Multinational Task Force structure, reduced force caveats, and maintained security and stability in Kosovo, while posturing itself to address a full range of contingencies resulting from continued political uncertainty.
Impact	European and Eurasian countries provide 80 percent of non-U.S. coalition forces in Iraq and Afghanistan. Other impacts to be updated/provided following the conclusion of FY 2008.

PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** North Atlantic Treaty Organization increased the size and scope of its training mission in Iraq. NATO-led International Security Assistance Force assumed responsibility for security throughout Afghanistan and completed expansion of Provincial Reconstruction Teams. NATO completed Kosovo Force transition from a Multinational Brigade Force to a Multinational Task Force structure. NATO Response Force improved but is not yet at full operating capability.
FY 2005	**Rating: On Target** Improvements made in North Atlantic Treaty Organization Response Force but not yet at full operating capability. Increased European military capabilities through engagement in the International Security Assistance Force. NATO's Stabilization Force completed its mission in Bosnia & Herzegovina.
FY 2004	**Rating: N/A** European and Eurasian partners contribute troops to the Multinational Force-Iraq and Operation Enduring Freedom. North Atlantic Treaty Organization-International Security Assistance Force operation expanded beyond Kabul. NATO expands operations in Iraq, possibly by taking over command of the Polish-led Multinational Division. Minimal NATO presence in Bosnia & Herzegovina with possible handoff to European Union.

VERIFICATION AND VALIDATION	
Data Source	Reports from the North Atlantic Treaty Organization.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of International Organization Affairs
Contributions for International Peacekeeping Activities, pgs. 755- 756

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Degree to Which UN Peacekeeping Missions Achieve USG Objectives	
Indicator Justification	UN Security Council Resolutions set mandates for UN Peacekeeping Operations, with the goal of re-establishing peace and security. Each Mission's progress toward meeting its goals is continuously assessed: the UN Secretariat must make periodic reports, and by law Congress also receives periodic reports. Independent reporting by the press, embassies, etc. supplement these sources.
TARGETS	
FY 2009	Average rating at least equal to 2 (On Target).
FY 2008	Average rating at least equal to 2 (On Target).
FY 2007	Average rating at least equal to 2 (On Target).
CURRENT RESULTS	
FY 2007	**Rating: Above Target** Average rating: 2.23. For FY 2007, two missions ended: ONUB and UNAMSIL. Also, two missions moved up in their overall ratings: UNOCI and UNIFIL. Specifics: 1. UNOCI (UN Mission in Cote d'Ivoire) = 2 1. MINUSTAH (UN Stabilization Mission in Haiti) = 3 1. UNMIS (UN Mission in Sudan) = 2 1. UNDOF (UN Disengagement Observer Force) = 2 1. UNIFIL (UN Interim Force in Lebanon) = 3 1. MINURSO (UN Mission for the Referendum in Western Sahara) = 1 1. UNMIK (UN Interim Administration in Kosovo) = 3 1. UNFICYP (UN Peacekeeping Force in Cyprus) = 2 1. UNOMIG (UN Observer Mission in Georgia) = 2 1. War Crimes Tribunal (Yugoslavia/Rwanda) = 3 1. MONUC (UN Mission in Democratic Republic of Congo) = 2 1. UNMEE (UN Mission to Ethiopia/Eritrea) = 1 1. UNMIL (UN Mission in Liberia) = 3
Impact	Successful completion of the terms of a UN peacekeeping mandate demonstrates progress toward stabilizing some of the world's most dangerous conflicts, and promotes the eventual long term resolution of these conflicts.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** Average rating: 2.13 Specifics: • UNOCI (UN Mission in Cote d'Ivoire) = 1 • MINUSTAH (UN Stabilization Mission in Haiti) = 3 • ONUB (UN Mission in Burundi) = 3 • UNMIS (UN Mission in Sudan) = 2 • UNDOF (UN Disengagement Observer Force) = 2 • UNIFIL (UN Interim Force in Lebanon) = 1 • MINURSO (UN Mission for the Referendum in Western Sahara) = 1 • UNMIK (UN Interim Administration in Kosovo) = 3 • UNFICYP (UN Peacekeeping Force in Cyprus) = 2

	• UNOMIG (UN Observer Mission in Georgia) = 2 • War Crimes Tribunal (Yugoslavia/Rwanda) = 3 • UNAMSIL (UN Mission in Sierra Leone) = 3 • MONUC (UN Mission in Democratic Republic of Congo) = 2 • UNMEE (UN Mission to Ethiopia/Eritrea) = 1 • UNMIL (UN Mission in Liberia) = 3
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A

VERIFICATION AND VALIDATION	
Data Source	Missions are rated as 1 = Below Target; 2 = At Target; 3 = Above Target. Ratings are done only for missions covered by the CBJ for that Fiscal Year. Sources include UN Secretary General Progress Reports, Mission Reports, and UN Security Council Resolutions. The sources are reliable.
Data Quality	Data quality comprises validity, reliability, timeliness and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

* This indicator is found in the "Contributions to International Peacekeeping Activities" section of the FY 2009 Congressional Budget Justification.

FY 2009 CBJ State Operations
Bureau of International Organization Affairs
Contributions to International Organizations, pgs. 616- 617

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Compliance with UN Security Council Resolution 1373	
Indicator Justification	Repeated reporting by countries to the UN Counterterrorism Committee or the results of the Committee's informal dialogue with states, including through comprehensive site visits to select states, indicates progress in meeting UN Security Council Resolution 1373's requirements.
TARGETS	
FY 2009	The UN Counterterrorism Directorate visits up to ten States and follows up on its previous State visits. By providing needs assessments to the G-8 Counter-Terrorism Action Group, the Directorate enhances the Counter-Terrorism Action Group's ability to target assistance to promote recipients' compliance with UN Security Council Resolution 1373. States that received assistance to build their capacity to implement UN Security Council Resolution 1373 adopt new legislation, become parties to the international conventions and protocols, and adopt new enforcement measures. Increasing numbers of States become parties to the international counterterrorism instruments. Coordination with the experts of the other Security Council committees addressing terrorism and the UN Counter-Terrorism Implementation Task Force reduces duplication of effort.
FY 2008	UN Counterterrorism Directorate leadership change is successfully completed and staff energized. Security Council reauthorizes and strengthens Directorate mandate. UN Counterterrorism Committee and the Directorate help States lacking capacity increase their compliance with Resolution 1373 by brokering assistance, including through coordination with the G-8 Counterterrorism Action Group. The Directorate visits up to eight States. More States become parties to international counterterrorism instruments. Coordination with the experts of the other Security Council committees addressing terrorism and the UN Counter-Terrorism Implementation Task Force reduces duplication of effort. The Directorate and the 1267/1540 committee experts prepare up to two workshops to help States report to the Committee and appropriate Security Council bodies.
FY 2007	UN Counterterrorism Committee completes transition from gathering information to assessing States' implementation of Resolution 1373 and increasing compliance through dissemination of best practices and facilitation of technical assistance. The Committee identifies standards that facilitate this process and assesses whether States have enacted legislation covering all aspects of Resolution 1373 and have established the necessary executive and administrative machinery to enforce new legislation. The Committee continues to urge all States to become parties to international conventions and protocols relating to terrorism, with a view to maximizing participation in all of the treaties by the end of 2008 that had not been amended before Fiscal Years 2005/2006, and to take steps to become parties to the additional instruments.
CURRENT RESULTS	
FY 2007	**Rating: On Target** The UN Counterterrorism Directorate visited 11 priority States to assess their 1373 implementation and technical assistance needs. The UN Counterterrorism Committee posted a directory of best practices on its website and worked to refine and promote it. The Directorate organized meetings with States, donors, and

	international organizations to discuss technical assistance needs, including a workshop for African states. The Directorate assessed 192 Member States' implementation of 1373, which the Committee is reviewing. The Directorate drafted an analysis of the global status of 1373 implementation, which is under discussion by the Committee. The Committee continued to urge States to become parties to and implement the international conventions and protocols relating to terrorism, focusing on the 21 States it has visited since 2005.
Impact	The UN Counterterrorism Directorate assessments produced vital information that the UN Counterterrorism Committee uses to press States to improve their implementation of Resolution 1373. Since the implementation gaps identified often are the same the USG has identified, the Committee's dialogue with States complements and amplifies U.S. efforts to promote other States' counterterrorism efforts.

PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** A directory of best practices was developed. Six Member State visits (to Algeria, Tanzania, Macedonia, Malaysia, Jordan, and the Philippines) and two field missions (to Kenya and Paraguay) were conducted. The UN Counterterrorism Committee began its transition from gathering information to assessing Member States' implementation of UN Security Council Resolution 1373, adopting a comprehensive matrix for assessing Member States' compliance the resolution, and applying it to individual Member States. The Committee strengthened its relationship with the G-8's Counter-Terrorism Action Group, including in the area of technical assistance.
FY 2005	**Rating: Below Target** 169 of 191 UN members have submitted follow-up reports as requested by the UN Counterterrorism Committee. Although enhancements to the Committee staff of the UN Counterterrorism Directorate were authorized in March 2004, they did not become fully staffed until September 2005. Since the 2005 target was largely predicated on increased Committee staff capacity, the Committee did not achieve as much as expected. However in Calendar Year 2005, it did stage one international conference for international, regional, and sub-regional organizations to exchange counterterrorism standards and best practices (in Almaty in January 2005), and conduct four field missions to Morocco, Albania, Kenya, and Thailand.
FY 2004	**Rating: On Target** 191 countries completed their second and third reports and 100 countries reported they have executive machinery implementing counter-terrorism legislation required under UN Security Council Resolution 1373. The Committee implements the restructuring of its expert staff to enable it to meet its responsibilities, including serving as a clearinghouse for counterterrorism standards, codes, and best practices of 60-plus international, functional, regional and sub-regional organizations. The Committee also initiates a limited number of field missions to monitor compliance and to assess needs for technical assistance and training.

VERIFICATION AND VALIDATION	
Data Source	Member States' reports to the UN Counterterrorism Committee, other UN Counterterrorism Committee reports, and reporting from U.S. Embassies and U.S. Mission to the United Nations.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are

	clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

* This indicator is found in the "Contributions to International Organizations" section of the FY 2009 Congressional Budget Justification.

FY 2009 CBJ State Operations
Bureau of International Security and Nonproliferation, pg. 118- A

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Status of Iran's Nuclear Program	
Indicator Justification	Iran, armed with a nuclear weapons capability, would be a major threat to international security and to the global nonproliferation regime. The international community needs to improve its ability to deal with states that violate their NPT obligations. This indicator records U.S. and international progress in managing this challenge.
TARGETS	
FY 2009	• Iran's suspension of all uranium enrichment-related, reprocessing, and heavy water-related activities (also termed 'proliferation-sensitive nuclear activities') continues. • Negotiations with Iran continue until agreement on a long-term political settlement.
FY 2008	• Negotiations with Iran continue until agreement on a long-term political settlement. • Iran maintains a full suspension of all proliferation-sensitive nuclear activities, verified by the IAEA. • IAEA inspections and investigations continue into any remaining outstanding issues. • Iran provides full cooperation such that the IAEA is able to conclude that Iran's nuclear program declarations appear correct and complete.
FY 2007	• Iran re-suspends all proliferation-sensitive nuclear activities and fully cooperates with the International Atomic Energy Agency (IAEA). • Iran enters into negotiations in good faith regarding a long-term solution aimed at Iranian agreement not to pursue fuel-cycle capabilities. • The IAEA continues inspections and investigations in Iran to verify re-suspension and to make progress on outstanding safeguards concerns. • International consensus holds to maintain firm pressure on Iran pending agreement on a long-term political settlement. • UN Security Council and IAEA Board of Governors remain seized of the issue.
CURRENT RESULTS	
FY 2007	**Rating: Below Target** Iran continues to refuse to re-suspend its proliferation-sensitive nuclear activities enrichment-related activity or to cooperate fully with the IAEA. We have pursued a diplomatic track through unilateral, bilateral, and multilateral sanctions in coordination with the Treasury Department. In addition to UN Security Council Resolution 1696, two more resolutions have been unanimously adopted (UNSCRs 1737 and 1747) and Chapter VII sanctions were imposed on Iran in an effort to achieve the desired impact of Iran suspending its proliferation-sensitive nuclear activities, cooperating fully with the IAEA, and engaging in negotiations on the future of its nuclear program. A third resolution may be adopted by the end of 2007 if Iran continues to fail to comply with its UN Security Council and IAEA obligations.
Impact	An Iran with a nuclear weapons capability would be a serious threat to regional and international security and a direct challenge to the NPT regime. Iran concealed from the IAEA sensitive nuclear fuel cycle activities that are a step toward achieving a

	large-scale enrichment capability. Iran must be persuaded to cease these activities.
Reason for Shortfall	Iran refuses to cease its proliferation-sensitive nuclear activities despite increasingly strict UN Security Council sanctions and international isolation.
Steps to Improve	The U.S. will continue to ensure that international pressure on Iran remains strong. We will seek increasingly severe sanctions on Iran aimed at isolating it politically and economically while still making available to Iran the package of incentives conveyed to Iran in June 2006.

PRIOR YEAR RESULTS	
FY 2006	**Rating: Below Target** Iran restarted its uranium enrichment activities in January 2006. The International Atomic Energy Agency reported Iran's noncompliance to the UN Security Council in February, and the Security Council unanimously adopted a Presidential Statement calling on Iran to fully suspend all enrichment-related and reprocessing activities. The U.S., China, France, Germany, Russia, and the UK offered a package of incentives in return for full compliance. In July, the UN Security Council adopted Resolution 1696, giving Iran until August 31 to comply. Iran refused. In December 2006, the UN Security Council adopted Resolution 1737, imposing Chapter VII sanctions on Iran, which include prohibitions on Iran's procurement of technology that could contribute to proliferation-sensitive nuclear activities, and provision of financial support.
FY 2005	**Rating: On Target** Our target was to maintain international consensus that Iran should not possess enrichment or reprocessing facilities and prevent outside assistance to Iran's nuclear program. In August 2005, Iran resumed uranium conversion activities at its Esfahan facility. In response to this and other Iranian violations of its International Atomic Energy Agency safeguards agreement, the International Atomic Energy Agency formally found Iran in non-compliance with its safeguards obligations in September 2005. International consensus was maintained and international pressure increased.
FY 2004	**Rating: On Target** Iran's clandestine uranium enrichment effort was exposed by the International Atomic Energy Agency (IAEA) in 2002. Our target 2004 was to mobilize international pressure on Iran to cease its nuclear activities and prevent outside assistance to Iran, especially from Russia. Under pressure, Iran signed the Additional Protocol with the International Atomic Energy Agency in November 2003. The U.S. continued to build an international consensus that Iran must cooperate fully with the International Atomic Energy Agency investigations, ratify and continue to implement an Additional Protocol, and suspend all enrichment-related activities. The inspections in Iran were assertive and effective in pursuing gaps in Iran's declaration and discovering inconsistencies.

VERIFICATION AND VALIDATION	
Data Source	Embassy reporting, bilateral consultations, IAEA and UNSC reporting.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of International Security and Nonproliferation, pg. 118-C

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Status of the Nuclear Nonproliferation Treaty Regime and Strengthening of International Atomic Energy Agency Safeguards	
Indicator Justification	In the face of the challenges posed by Iran and North Korea, the global nuclear nonproliferation regime needs to remain relevant and effective. This Indicator tracks progress in meeting that objective, by keeping track of the number of states with effective safeguards (Additional Protocol), and Nonproliferation parties' commitment to the Treaty and enforcing compliance through the Review Process.
TARGETS	
FY 2009	• Third session of the Preparatory Committee completes all necessary preparatory work for the 2010 Review Conference, unless Parties agree to a fourth Preparatory Committee to complete preparations; Parties engage in substantive discussions on key Nonproliferation issues. • Nonproliferation Parties act to ensure compliance with Nonproliferation obligations and promote strengthened safeguards, export controls, and nuclear safety and security. • International Atomic Energy Agency member states continue to implement agreed recommendations of the Committee on Safeguards and Verification and work to develop new ones.
FY 2008	• Second session of the Preparatory Committee for the 2010 Review Conference completes all necessary work for convening the third session; Parties engage in substantive discussion on key nonproliferation issues. • Nonproliferation Treaty Parties act to ensure compliance with Nonproliferation obligations and promote strengthened safeguards, export controls, and nuclear safety and security. • International Atomic Energy Agency begins to implement agreed recommendations of the Committee on Safeguards and Verification.
FY 2007	• First session of Preparatory Committee meeting for the 2010 Review Conference completes work necessary for convening second session; Parties engage in substantive discussions. • Nuclear Nonproliferation Treaty Parties act to ensure compliance with Nonproliferation obligations and promote strengthened safeguards, export controls, and nuclear safety and security. • Committee on Safeguards and Verification agrees on specific measures to strengthen safeguards, verification, and the nonproliferation role of the International Atomic Energy Agency.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Iran used procedural disputes to constrain time for debate of substantive issues at the 2007 Preparatory Committee, e.g., objecting to a phrase about "reaffirming the need for full compliance with the Nonproliferation Treaty." Other delegations held firm against these ploys in a display of international unity for the integrity of the Treaty review process that included most members of the Non-Aligned Movement. The Preparatory Committee completed necessary work for the 2008 Preparatory Committee, and discussed issues, e.g., how to deter withdrawal from the Treaty by violators. The Safeguards Committee lapsed, but we will pursue the Secretariat's 18 recommendations for strengthening safeguards in other International Atomic Energy

	Agency fora. One state signed an Additional Protocol; five others brought Protocols into force. 85 states now have Additional Protocols in force.
Impact	The Nonproliferation Treaty seeks to ensure that nuclear energy is used peacefully, in part by requiring that nuclear activities be subject to International Atomic Energy Agency safeguards which are vital to ensure that states comply with the Treaty obligations and are a key tool for furthering U.S. nuclear nonproliferation objectives. The U.S. sustains the credibility of the Treaty and safeguards.

PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** The Nonproliferation Treaty Parties responded strongly to Iran's non-compliance. The Security Council adopted Resolution 1696 requiring Iranian action under Chapter VII in response. The G-8 Summit endorsed nuclear fuel cycle approaches to reduce incentives for developing enrichment and reprocessing. Three additional states signed Additional Protocols and six more brought Protocols into force, bringing the total to 77 countries. The Nuclear Suppliers Group failed to require an Additional Protocol as a condition of supply. The International Atomic Energy Agency approved safeguards funding increases. The Special Committee began work, but failed to make recommendations. 14 International Atomic Energy Agency missions helped strengthen control and security for nuclear and other radioactive material.
FY 2005	**Rating: On Target** The 2005 Nonproliferation Treaty Review Conference demonstrated continued support for the Treaty and focused on North Korea and Iran Treaty violations and on measures to strengthen compliance.
FY 2004	**Rating: On Target** Most Preparatory Committee goals were achieved, but one routine procedural issue for the Review Conference was not resolved.

VERIFICATION AND VALIDATION	
Data Source	Performance data is from UN, Nonproliferation Treaty, and International Atomic Energy Agency documents, reports of UN and International Atomic Energy Agency meetings, U.S. and other governments' statements and papers, embassy reporting, consultations with the International Atomic Energy Agency, UN, and foreign government officials.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Near Eastern Affairs, pgs. 200- 201

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Progress Towards Implementation of the Israeli-Palestinian Road Map to Peace	
Indicator Justification	The indicator corresponds to the vision articulated by the President in his June 24, 2002, speech of two states, Israel and Palestine, existing side by side in peace and security, with goals geared to roadmap obligations. Progress is measured according to the degree to which an independent, democratic Palestinian state exists alongside Israel in peace and security.
TARGETS	
FY 2009	Creation of an independent Palestinian state with provisional borders. Full Agreement on Movement and Access implementation leads to a significant increase in Israeli-Palestinian cooperation, an improvement in the Palestinian economy, and improvement in the standard of living for the Palestinian population. These factors strengthen moderates and allow both the Government of Israel and Palestinians to openly confront extremists.
FY 2008	Implementation of Road Map Phase I provisions. Beginning of Israeli-Palestinian negotiations on a two-state solution and regular bilateral meetings on day-to-day issues and Palestinian statehood. GOI has taken steps to address outposts and settlement activity. Agreement on Movement and Access provisions implemented. Agreement reached on provisions pertaining to West Bank movement, convoys, the port, and airports. Palestinians take steps to professionalize security forces and build/reform key institutions necessary for a successful and viable Palestinian state.
FY 2007	Bilateral Israeli-Palestinian talks, facilitated by the USG when necessary, define a political horizon for peace and a return to Road Map implementation. Mission assists Israeli-Palestinian talks and security services dialogue. Mission works to implement Agreement on Movement and Access. Reductions in West Bank obstacles to movement increase Palestinian economic activity. Quantitative indicators include: improvement in flow of goods at Karni, increase number of open days at Rafah, renewal of the EU's Border Assistance Mission mandate, Israeli acceptance of the Customs Protocol, and discussions of difficult issues such as convoys, the port, and airport. The Government of Israel begins to address outposts/settlements; the Palestinian Authority addresses security threats.
CURRENT RESULTS	
FY 2007	**Rating: Below Target** Hamas-led Palestinian Authority violent coup in Gaza dissolved the National Unity Government in mid-June and sharpened the distinction between moderates and extremists. Abu Mazen and Salam Fayyad formed a new Palestinian Authority government committed to peace, recognition of Israel and a two-state solution. The Government of Israel and the Palestinian Authority have been participating in regular bilateral talks on fundamental issues and day-to-day concerns. USG and other nations resumed aid to the Palestinian Authority and Israel released some Palestinian prisoners and transferred tax revenues to the Palestinian Authority. On July 16, the President delivered a speech outlining the way forward on the Israel-Palestinian conflict, reiterating his vision of a two-state solution and calling for an international meeting.
Impact	The implementation of the Israeli-Palestinian Road Map will greatly enhance the prospects for long-term political stability, economic prosperity, and human development for the benefit of all people in the region.

Reason for Shortfall	Hamas' rejectionist role while in government for most of FY-2007 obstructed progress. Hamas' violent takeover in Gaza has exacerbated already weak economic, political, and humanitarian conditions there. The Government of Israel has not removed illegal outposts and has continued to expand settlements. The Palestinians must do more to combat extremism and prevent terror attacks.
Steps to Improve	The installation of a PA committed to peace has opened the door to renewed efforts to implement the President's two state vision. Per the President's July 16 speech, the U.S., in conjunction with the international community and the Quartet, is working to strengthen the government of Abbas and Fayyad by resuming dialogue and aid.

PRIOR YEAR RESULTS	
FY 2006	**Rating: Below Target** Hamas-led Palestinian Authority government made progress on the Road Map virtually impossible. USG secured Quartet agreement to isolate the Hamas government unless it renounces violence, accepts past agreements, and recognizes Israel. The Israelis and Palestinians accepted an Agreement on Movement and Access to improve Palestinians' quality of life. Security Protocol allowed opening of Rafah crossing. Improvements were partially reversed after Hamas forces abducted an Israeli soldier and the Government of Israel curtailed access and movement. No significant progress was made on lifting closures or implementing convoys, but the USG and the Israeli Government agreed to discuss. U.S. Agency for International Development efforts were hindered by Hamas control of the Palestinian Authority, which prevented contact with its ministries.
FY 2005	**Rating: On Target** Israel's Government has concluded its withdrawal from Gaza, and the focus has now shifted to Palestinian efforts to establish order. Disengagement produced coordination on a number of levels between the two sides. The Palestinian Authority has begun to take steps to restructure and reform its security forces throughout the West Bank and Gaza, with the support of U.S. Security Coordinator Gen. Ward and assistance from the international community. Quartet Special Envoy Wolfensohn continues work on his agenda of issues intended to restore the viability of the Palestinian economy. Restoration of pre-Intifada Arab links with Israel continues, as indicated by the return of the Egyptian and Jordanian ambassadors to Tel Aviv.
FY 2004	**Rating: Significantly Below Target** Roadmap process is relaunched. Security cooperation renewed. Both sides progress through provisions in Phase I of the roadmap, including, but not limited to, on the Government of Israel side: a) as comprehensive security performance moves forward, Israel Defense Forces withdraws progressively from areas occupied since September 28, 2000 and the two sides revert to the pre-September 28, 2000 status quo; b)immediate dismantlement of settlement outposts erected since March 2001 and freezing of all settlement activity; and c) steps to improve the humanitarian situation.

VERIFICATION AND VALIDATION	
Data Source	Quartet announcements, Embassy and the Bureau of NEA reporting.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Office of the Legal Adviser, 2007 APR/ 2009 APP

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Attendance at Engagements in Support of International Legal Public Diplomacy	
Indicator Justification	The Office of the Legal Advisor selected this indicator because U.S. foreign policy positions are complex and enabling knowledgeable officials to travel to our partners and explain and clarify our views is critical in obtaining support for U.S. policies.
TARGETS	
FY 2009	Public diplomacy goals will be reassessed and prioritized in light of past experience and current international environment. Resources will be allocated to ensure that these newly identified goals are met. Public diplomacy efforts will be clearly presented, persuasive, and in furtherance of Department of State policy objectives.
FY 2008	Resources allocated and prioritized to ensure that the most pressing public diplomacy needs are met. Public diplomacy efforts are clearly presented, persuasive, and in furtherance of Department of State policy objectives.
FY 2007	Resources, although limited, were allocated to meet the highest priority public diplomacy needs. Public diplomacy efforts were clearly presented, persuasive, and in furtherance of Department of State policy objectives.
CURRENT RESULTS	
FY 2007	**Rating: On Target** The Legal Adviser continues to engage with foreign counterparts and policy officials and to undertake foreign speaking engagements to explain and defend U.S. international legal positions. In September 2007 a Legal Advisor Deputy will address the International Institute of International Humanitarian Law in San Remo and the Bureau is funding a former Legal Adviser's attendance. The Office of the Legal Advisor partnered with the Department of Justice and the Department of Defense to host an international law conference at Wye River and at West Point. The bureau continues to fund attendance to The Hague Academy of International Law and other international law training. Much of this travel is at least partially funded by other Bureaus and the Office of the Legal Advisor cannot continue to meet or exceed its goals without additional funds.
Impact	By increasing presentations to foreign government officials and foreign audiences, the Office of the Legal Advisor has had a significant impact in furthering understanding of U.S. international legal positions, especially on counterterrorism issues. By increasing our involvement, we are able to shape developing policies, initiatives, treaties, etc. in a way which adheres to international law.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Below Target** The Legal Adviser, in consultation with the Secretary, determined that the Bureau had a significant public diplomacy role in explaining and furthering Department goals and priorities. Accordingly, the Legal Adviser began to accept speaking engagements and interviews with the media in order to bolster public understanding and support for U.S. initiatives. The Bureau funded these speaking engagements, seeking some assistance from other Bureaus whenever possible. Furthermore, the Bureau was able to fund a single attorney's travel to participate in the summer session of The Hague Academy of International Law where it was possible to reach out to practitioners worldwide, establish contacts and more fully explain U.S. views.
FY 2005	**Rating: Below Target**

	The Office of the Legal Advisor began to deploy its attorneys in European based developmental assignments in order to increase the reach and scope of the Bureau's advisory services. By sending these employees instead of domestically assigned employees to attend negotiations and other fora involving international law, the Bureau was able to use its very limited budget to participate in an increasing number of priority conferences, seminars and other venues concerning issues related to law of war, global war on terror, detainees, etc.
FY 2004	**Rating: Below Target** The Office of the Legal Advisor traveled to and participated in formal and informal engagements only when funded by other departmental and external entities unless the engagements related to international claims, private international law, and Convention on Conventional Weapons.

VERIFICATION AND VALIDATION

Data Source and Quality	The data sources for this are the Department's Travel Manager system, Office of the Legal Adviser training records and other bureau-developed data collection and analysis tools. The data quality is adequate.

FY 2009 CBJ State Operations
Office of the Coordinator for Reconstruction and Stabilization, pgs. 532- 533

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Status and Readiness of U.S. Civilian Reserve Response	
Indicator Justification	The number of deployments, percentage of response, and increase in capacity build up would be an effective indicator of readiness and build up of surge capacity of civilian response.
TARGETS	
FY 2009	U.S. Civilian Reserve Corps expanded to recruit 1500 additional officers over FY 2009. 50 percent of Reservists receive core Reconstruction and Stabilization training. Total of 1000 Reservists trained, equipped and supported for deployment upon Presidential call-up, including mission-specific and force protection training as required, with 250 Reservists deployable at any given time. Active Response Corps have 283 interagency personnel trained and on board. Total of 2000 interagency Stand-by Response Corps personnel identified and at least 750 receive Reconstruction and Stabilization training.
FY 2008	Civilian Response Corps "Home Office" managing standup and operations of: Resource Development; Civilian Reserve Administration; Training; and Deployment. 500 Civilian Reservists recruited, selected, screened and hired. Up to 125 trained fulfilling deployment "ready" requirements in FY 2008—others may be in pipeline. Active Reserve Corps increased to 33 officers, all completing training. Active Reserve Corps members respond to multiple requests by Department of State to deploy on short notice to Reconstruction and Stabilization initiatives.
FY 2007	Civilian Reserve established with at least 300 Reservists trained, equipped and ready for deployment in support of USG Reconstruction and Stabilization operations. Active Response Corps includes 30 individuals, 75 percent will have completed core training. Stand-by Response Corps will retain numbers on rosters. 10 Stand-by Response Corps members receive training as pilot. Mechanisms developed with Human Resources and broader Department to ensure deployment availability of called-up Stand-by Response Personal personnel.
CURRENT RESULTS	
FY 2007	**Rating: Below Target** Authorization required for use of appropriated funds still pending in Congress in FY 2007. Taskforce finalizes design, contracts, and makeup of the Civilian Reserve prior to use of funding, approved by the Executive Branch. 12 Active Response Corps members on board and trained. Stand-By Reserve Corps training goal reached. Stand-by Response Corps database enhanced and expanded.
Impact	Active Reserve Corps provide Reconstruction and Stabilization assistance in Darfur, Chad, Iraq, and Lebanon in FY 2007.
Reason for Shortfall	Pending resources available to proceed with various tasks.
Steps to Improve	Improvement in programming and processing of contract and funding documents as soon as the funds become available. Deploy as fast and quickly as responses are needed.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Significantly Below Target** 11 Active Response Corps on board and trained. Stand-by Response Corps roster at 91 serving members and 250 retirees of the Department of State. National

	Security Presidential Directives 44 workplan still in progress.
FY 2005	**Rating: N/A** Indicator not applicable at this time.
FY 2004	**Rating: N/A** Indicator not applicable at this time.

VERIFICATION AND VALIDATION	
Data Source	Interagency approved decisions documents on design of Civilian Response Corps. Foreign Service Institute training records for Active Response Corps and Stand-by Response Corps members, The Coordinator for Reconstruction and Stabilization rosters for the Stand-by Response Corps.
Data Quality	The number of deployments, percentage of response and increase in capacity build up would be an effective indicator in measuring the efficiency of readiness and build up of surge capacity of the Civilian Response in preventing countries about to start conflict or emerging from conflict.

* This indicator is found in the "Civilian Stabilization Initiative" section of the FY 2009 Congressional Budget Justification.

FY 2009 CBJ State Operations
Office of the Coordinator for Counterterrorism, pgs. 401- 402

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Status of Technical Support Working Group Research Projects	
Indicator Justification	The indicator measures the percentage of projects completed on time and within budget, and an increase in the number of projects completed annually that develop and test new technologies in support of combating terrorism. A "70 percent completion" metric is a realistic indicator of success owing to projects that are delayed, cost more than anticipated, or do not conclude satisfactorily.
TARGETS	
FY 2009	• 70 percent of currently funded research projects completed on time and within budget. • 5 percent increase in the number of research projects accepted. • Initiate pilot cooperative research and development program with new foreign partners. • Continue threat/technology.
FY 2008	• 70 percent of currently funded research projects completed on time and within budget. • 5 percent increase in the number of research projects accepted. • Initiate pilot cooperative research and development program with new foreign partners. • Continue threat/technology.
FY 2007	• 70 percent of currently funded research projects completed on time and within budget. • 5 percent increase in the number of research projects accepted. • Initiate pilot cooperative research and development program with new foreign partners. • Continue threat/technology.
CURRENT RESULTS	
FY 2007	**Rating: On Target** The Technical Support Working Group developed, tested and deployed a number of products designed to: detect explosives and explosive components; protect critical installations and fortifications from enhanced blast effects; detect poisons in foods and detect, model dispersal patterns, and decontaminate chemical agents and toxic industrial chemicals used by terrorists; facilitate sniper detection and defeat by U.S. military and other federal counterterrorist forces; and enhance forensic investigative capabilities.
Impact	The Technical Support Working Group enhances the Department's abilities to provide security for its personnel and installations. The technology developed cooperatively with foreign partner nations enhances partners' security and abilities to work cooperatively with the U.S. in achieving U.S. goals in the War on Terrorism internationally.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** • Technical Support Working Group developed, tested, and deployed a number of systems to enhance physical security of facilities, including systems for detecting intruders; monitoring mass-transit systems; detecting suspicious items in shipping containers and vehicles; and upgrading the capabilities of

	fixed and portable structures to withstand the effects of explosive blast and fragmentation penetration. • New or enhanced forensic and investigative capabilities were established to record and authenticate video images for evidentiary purposes; to quickly examine, transmit, and identify false documents; and to determine proficiency and error rates for forensic document analysis, thereby improving prosecution of terrorist and criminal suspects.
FY 2005	**Rating: On Target** • 70 percent of currently funded research projects are completed on time and within budget. • 5 percent increase in the number of research projects accepted. • Initiated pilot cooperative Research and Development program with new foreign partners. • Continue threat/technology solutions workshop program.
FY 2004	**Rating: On Target** • 75 percent of FY 2004 projects completed on time and within budget. • Two additional research projects were initiated over the approximately 40 projects under development and research since FY 2003.
VERIFICATION AND VALIDATION	
Data Source	• The Technical Support Working Group in the Department of Defense Combating Terrorism Technology Support Office (CTTSO) collect data used to report on this indicator. The data are published in the Department of Defense CTTSO Annual Program Review, which provides an overview of completed projects and projects that are underway and on track for successful completion.
Data Quality	• The indicator measures the percentage of projects completed on time and within budget, and an increase in the number of projects completed annually that develop and test new technologies in support of combating terrorism. A "70 percent completion" metric is a realistic indicator of success owing to projects that are delayed, cost more than anticipated, or do not conclude satisfactorily.

* This indicator is found under the "Technical Support Working Group" section of the FY 2009 Congressional Budget Justification.

FY 2009 CBJ State Operations
Bureau of South and Central Asian Affairs, pgs. 216- 217

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Capacity of the Afghan National Army to Defend the Credibly Elected Afghan Government and Its Territory from External and Internal Threats	
Indicator Justification	The training and deployment of, and expansion of influence by, the Afghan National Armindicates progress towards establishing sustainable security in Afghanistan, without which the Global War on Terror will not succeed.
TARGETS	
FY 2009	70,000 Afghan national army trained and equipped (by December 2008). Absent Without Leave rate under 10 percent.
FY 2008	Recruitment at 63,000. Mobility increased by development of Afghan Army Air Corps.
FY 2007	Recruitment of Afghan National Army reaches 45,000. Retention at 50 percent. Absent Without Leave rates down to under 15 percent. Lethality and survivability enhanced by fielding of newer weapons and armored vehicles.
CURRENT RESULTS	
FY 2007	**Rating: On Target** By September 30, 2007, there will be approximately 40,000 assigned Afghan National Army forces (not including another 10,000 soldiers, officers, etc. in training). The Afghan National Security Forces have the lead (with Coalition Support) in Kabul province and portions of eight provinces (including six in the South/East). The Afghan National Army capacity building efforts are on-going in a wide range of specialties, from Training and Education to Operational Planning to Intelligence. Several capabilities are now at the second highest level of functionality, such as Acquisition, Technology and Logistics; Inspector General and Budget/Finance.
Impact	The Afghan National Army is essential to providing security for the Afghan nation, which in turn will prevent Afghanistan from once again becoming a safe haven for terrorists. The Afghan National Army is in the process of becoming a multi-ethnic, professional army under civilian leadership, and is gaining the capability to protect the country from internal and external threats.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Below Target** Afghan National Army strength was approximately 31,000 at the end of FY 2006. Red/green/amber rotation cycle has been implemented. Development and training of the Non-Commissioned Officer corps has begun and will intensify in FY 2007. An intensive program to reduce the Absent Without Leave rate by engaging with local shuras has achieved some success in areas with high Absent Without Leave rates, and will be expanded. Construction has begun on Air Corps facilities. Minor improvements to Ministry of Defense and General Staff action process are being initiated despite delay in assigning personnel to key leadership positions. Assistant Minister for Defense for Personnel and Education office began to take on a more active role in policy development. Operational Planning Guidance complete; staff began to develop the seven operational plans.
FY 2005	**Rating: On Target** Afghan National Army influence fully established in Kabul and throughout the country. Forty (25 combat, 15 support / logistics) battalions are operational and

	approximately three and a half battalions are trained. Force strength is over 26,000. More than 62,000 militia were disarmed and demobilized, ending the formal disarmament and demobilization process in June 2005. The reintegration phase is scheduled for completion in 2006. Four Afghan National Army regional centers are operational.
FY 2004	**Rating: On Target** Three brigades of "Kabul Corps" fully fielded to a minimum of 90 percent manning and equipment. At least six Central Corps battalions conduct operational deployments. 100 percent of heavy weapons collected and cantoned by June 2004 and 60 percent combatants disarmed and demobilized by September 2004.

VERIFICATION AND VALIDATION	
Data Source	Afghan National Security Forces Update from the Joint Staff.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data is properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Verification, Compliance, and Implementation, pgs. 126- 127

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Verification of Arms Control, Nonproliferation, and Disarmament Agreements and Commitments	
Indicator Justification	The misuse of sensitive nuclear fuel cycle technology in pursuit of a nuclear weapons capability -- either as a current State Party to a treaty or as a former State Party that illicitly circumvented Treaty Prohibitions while a Party -- is a fundamental challenge to the nuclear nonproliferation regime in general and to the Nuclear Non-Proliferation Treaty in particular.
TARGETS	
FY 2009	**Nuclear** - Conclude nuclear-related dismantlement negotiations with North Korea. Begin phased dismantlement of North Korean nuclear program. Establish mechanism for long-term U.S. monitoring of North Korea's denuclearized status. Monitor cessation of Iranian nuclear weapons program with emphasis on enrichment and plutonium production activities and compliance with the Nonproliferation Treaty. **Chemical** - Begin negotiations to eliminate North Korea's chemical weapons program. **Biological** - Engage North Korea to ensure transparency into biological programs and begin negotiations to eliminate any biological weapons program. **Missiles** - Conclude negotiations with North Korea on verifiable missile export ban and limitations on indigenous missile programs. Continue confidence-building-measures for post-Strategic Arms Reduction Treaty arrangement.
FY 2008	**Nuclear** - Continue denuclearization negotiations with North Korea and further refine the framework for dismantling North Korea's nuclear program, integrating necessary verification into the dismantlement regime. Monitor cessation of nuclear weapons program in Iran with emphasis on enrichment and plutonium production activities. **Chemical -** Continue to press for North Korea's accession to the Chemical Weapons Convention and halt to proliferation. **Biological** - Develop long-term strategy to engage North Korea on biological weapons issues. **Missiles** - Seek negotiations with North Korea on a verifiable missile export ban and limitations on indigenous missile programs. Continue efforts towards development of transparency and confidence-building-measures for post-Strategic Arms Reduction Treaty arrangement.
FY 2007	**Nuclear** - Complete development of the framework for verifiably and irreversibly dismantling North Korea's nuclear program. Continue nuclear-related dismantlement negotiations with North Korea and further refine the framework and its associated dismantlement verification regime. **Chemical** - Refine game plan and continue to press for North Korean accession to the Chemical Weapons Convention to halt proliferation. Continue effort by the U.S.-UK and the Organization for the Prohibition of Chemical Weapons to prepare Iraq for accession to the CWC. **Missiles** - Refine planning for negotiations with North Korea on a verifiable missile export ban and limits on indigenous missile programs. Refine efforts towards development of transparency and confidence-building-measures for post-Strategic Arms Reduction Treaty arrangement.

	CURRENT RESULTS
FY 2007	**Rating: On Target** **Nuclear-**Continued developing framework for verifiably and irreversibly dismantling North Korea's nuclear program. Continued building international consensus on measures that Iran must undertake to permit restoration of international confidence in the peaceful purpose for Iran's nuclear program, to include verifiable and enduring cessation of proliferation-sensitive activities that could lead to a nuclear weapons capability. **Chemical-**Iraq likely to accede to CWC late 2007/early 2008; continued to work for accession. No dialogue was held with North Korea on chemical weapons. **Missiles**-Refined draft plans for possible discussion with North Korea on verifiable missile export ban/limit on indigenous missile programs. U.S.-Russian experts-level discussions held on potential transparency/confidence-building measures for post-START arrangement.
Impact	Framework development is an iterative process relying heavily on the complete/correct declaration by North Korea of its nuclear programs. The declaration is a basis for verification activities integrated into subsequent disablement/dismantlement of all existing nuclear facilities in North Korea. Iraqi accession to the CWC serves Department goals of increasing democratization and the rule of law.
	PRIOR YEAR RESULTS
FY 2006	**Rating: On Target** **Nuclear –** The U.S. developed and continued to refine its framework for verifiably and irreversibly dismantling North Korea's nuclear program and began discussions with participating States on their possible contributions toward dismantlement efforts. **Chemical –** No dialogue occurred with North Korea relative to chemical weapons, as the focus was on the nuclear arena. The U.S.-UK-and the Organization for the Prohibition of Chemical Weapons worked with Iraq to prepare for its accession to the CWC. **Missiles** – Developed initial draft plans and refined planning for possible negotiations with North Korea on a verifiable missile export ban and limits on indigenous missile programs. Initial efforts made towards development of transparency and confidence-building-measures for post-Strategic Arms Reduction Treaty (START) arrangement.
FY 2005	**Rating: Below Target** **Nuclear -** Significant "unknowns" prevented completing the dismantlement framework. After a 15-month hiatus during which North Korea refused to negotiate, the Six Party Talks resumed in July. In September, the six participating nations adopted a Joint Statement of Principles and North Korea committed to "abandoning all nuclear weapons and existing nuclear programs and returning at an early date, to the Treaty on the Nonproliferation of Nuclear Weapons and to IAEA safeguards." **Chemical -** No dialogue with North Korea. The U.S.-U.K.-and the Organization for the Prohibition of Chemical Weapons continued to work with Iraq to prepare for its accession to the Chemical Weapons Convention**.** **Missiles -** As the priority relative to North Korea was nuclear, there was no initiative for a missile export ban or limitation on indigenous missile programs.
FY 2004	**Rating: Below Target** **Nuclear -** North Korea - Significant "unknowns" prevented completing development

	of the dismantlement framework. **Chemica**l - No dialogue occurred with North Korea relative to chemical weapons, as the focus was on the nuclear arena. The U.S.-U.K.-and the Organization for the Prohibition of Chemical Weapons continued to work with Iraq to prepare for its accession to the Chemical Weapons Convention. **Missiles -** As the initial priority relative to North Korea was nuclear, there was no initiative for a missile export ban or limitation on its indigenous missile program during this timeframe. Also there was no initiative for a post-Strategic Arms Reduction Treaty arrangement during this timeframe.
VERIFICATION AND VALIDATION	
Data Source	Independent and Government-sponsored monitoring and reporting. Reporting from international organizations and meetings. International Atomic Energy Agency inspections in North Korea pursuant to the Six-Party negotiation process. International Atomic Energy Agency inspections in Iran. Both North Korea and Iran have conducted their respective nuclear program clandestinely.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Verification, Compliance, and Implementation, pgs. 128- 129

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Compliance with Arms Control, Nonproliferation, and Disarmament Agreements and Commitments	
Indicator Justification	Congressionally-mandated Presidential Noncompliance Report produced by the Verification, Compliance, and Implementation Bureau is the only comprehensive USG assessment of adherence by the U.S. and other nations to their obligations in arms control, nonproliferation, and disarmament agreements/commitments. This assessment is the basis for compliance diplomacy/remedial actions/enforcement.
TARGETS	
FY 2009	**Noncompliance Report -** Prepare, coordinate, and submit the 2009 Report on "Adherence to and Compliance with Arms Control, Nonproliferation, and Disarmament Agreements and Commitments" (Noncompliance Report) to Congress. **Chemical -** Prepare the Chemical Weapons Convention's (CWC) Condition 10C Report to Congress. **Conventional** - If resolution with Russia is achieved resulting in ratification of and entry into force of the Adapted Conventional Armed Forces in Europe (CFE) Treaty by all CFE Treaty parties, take steps to implement new regime and lay groundwork for compliance assessment. **Missiles -** Continue to monitor compliance by Libya and North Korea with their commitments. Continue to assess nations' compliance with the Missile Technology Control Regime. Continue to implement the Strategic Arms Reduction Treaty (START) under its terms.
FY 2008	**Noncompliance Report -** Prepare, coordinate, and submit 2008 Noncompliance Report to Congress. **Chemical -** Prepare CWC Condition 10C Report to Congress. Report on the assessment of the CWC's OPCW inspection regime's compliance with Treaty requirements and effectiveness of the verification of declared military and industrial facilities. **Conventional -** Prepare the 2007 CFE Condition 5 Report to Congress. Assess the impact of Russian unilateral suspension of CFE Treaty obligations. Press for Russia to fulfill its Istanbul commitments and resume implementation of the CFE Treaty as part of a process to bring the Adapted CFE Treaty into force. **Missiles -** Monitor compliance by Libya and North Korea with their commitments. Assess nations' compliance with the Missile Technology Control Regime. Implement START under its terms.
FY 2007	**Noncompliance Report -** Submit 2007 Noncompliance Report to Congress. **Chemical -** Complete 2004-2006 CWC Condition 10C Report to Congress. Assess CWC's OPCW inspection regime to ascertain compliance with treaty requirements and effectiveness of the verification of declared military and industrial facilities. **Conventional -** Complete CFE Condition 5 Report to Congress. Assess compliance with Treaty requirements. Working with Allies, respond to Russian complaints about NATO implementation of CFE Treaty and urge Russia to fulfill Istanbul commitments to enable bringing Adapted CFE Treaty into force, while maintaining Treaty's validity. **Missiles -** Monitor Libya's compliance with December 2003 and May 2004 commitments using missile program long-term monitoring plan. Continue to implement START under its terms.

CURRENT RESULTS	
FY 2007	**Rating: On Target** **Noncompliance Report** - Prepared and coordinated 2007 Report to Congress - awaiting final coordination and approval. **Chemical** -CWC Condition 10C Report to Congress drafted. Assessed CWC's OPCW inspection regime to ascertain Treaty compliance/effectiveness of verification of declared military and industrial facilities. **Conventional** - CFE Condition 5 Report completed and transmitted to Congress. Assessed compliance with Treaty requirements. U.S. and Allies responded to Russia's - and others' - concerns; sought to maintain viability of CFE regime in face of Russia's threatened suspension of its CFE obligations. **Missiles** - Resolved replacement issue for Libya's SCUD missiles; addressed other missile-related issues. Resolved several long-standing START issues/assessed Russia's implementation of Moscow Treaty limits through START implementation.
Impact	Noncompliance Report - The compliance assessment process and the annual Noncompliance Report highlight for policymakers the cases of noncompliance or compliance concern by other states with their arms control, nonproliferation, and disarmament agreements and commitments and provide the basis for follow-on compliance diplomacy, remedial actions, and renewed enforcement.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** **Noncompliance Report -** No Report was submitted in FY 2006. Up-to-date information, including a discussion of the serious compliance challenges posed by Iran and North Korea to the nuclear nonproliferation regime, is scheduled to appear in the 2007 Report. **Chemical -** Continued to assess CWC's OPCW inspection regime to ascertain compliance with Treaty requirements and effectiveness of the verification of declared military and industrial facilities. **Conventional/Open Skies -** Assessed compliance with Treaty requirements. Condition 5 Report sent to Congress (late due to slow resolution of interagency differences). **Missiles -** Took steps to address implementation issues and ensure compliance with Libya's missile commitments. Assessed Russian implementation of Moscow Treaty limits.
FY 2005	**Rating: On Target** **Noncompliance Report** - Report was submitted to Congress in August 2005. **Chemical** - CWC Condition 10C Report submitted to Congress in August 2005 covering 2002-2004 data. Worked to include requirements of CWC Condition 10C Report in the Noncompliance Report. Continued to work with Libya regarding CW destruction. Continued to assess CWC's OPCW inspection regime to ascertain compliance with Treaty requirements and effectiveness of verification of declared military and industrial facilities. **Conventional** - CFE Treaty Condition 5 Report transmitted to Congress (late due to slow resolution of interagency differences.) **Missiles** - Assessed Russia's implementation of its START Treaty obligations and its Moscow Treaty limits. Took steps to address implementation issues and ensure compliance with Libya's missile commitments.
FY 2004	**Rating: Below Target**

	Noncompliance Report - No Report was submitted in FY2004 as resources were focused on verifying Libya's implementation of WMD and missile-related commitments. Key Members of Congress were informed and understood. **Chemical** - CWC Condition 10C Report to Congress in draft/clearance process (did not meet mandated annual reporting requirement). Assessed CWC's OPCW inspection regime to ascertain Treaty compliance and effectiveness of verification of declared military and industrial facilities. **Conventional** - CFE Condition 5 Report transmitted to Congress (late due to slow resolution of interagency differences). **Missiles** - Assessed Russia's implementation of START obligations and Moscow Treaty limits. Took steps to address implementation issues and ensure compliance with Libya's missile commitments.
VERIFICATION AND VALIDATION	
Data Source	Assessments in the Noncompliance Report as well as the core verification and compliance work conducted by the Bureau in its day to day operations are based on all-source data: intelligence reports; reporting cables; inspection reporting; statements from U.S. and foreign representatives; reporting from international organizations; United Nations actions and Security Council Resolutions, etc.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Western Hemisphere Affairs, pg. 244

STRATEGIC GOAL 1: Achieving Peace and Security	
Indicator: Number of Joint Operations and Exercises with Participating Countries in the Western Hemisphere	
Indicator Justification	This indicator measures the willingness of regional partners to work with the U.S. in meeting common security objectives. Participation above 140 joint operations/exercises every year since 2003 indicates a high degree of regional cooperation.
TARGETS	
FY 2009	175 joint operations/exercises.
FY 2008	160 joint operations/exercises.
FY 2007	156 joint operations/exercises.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Countries are scheduled to participate in more than 156 joint operations/exercises. We expect to receive result data in early 2008.
Impact	Regional cooperation on security matters is a key aspect of coalition building and is particularly important to the common security of the Western Hemisphere.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** Countries participated in 156 joint operations/exercises.
FY 2005	**Rating: Above Target** Countries participated in 150 joint operations/exercises.
FY 2004	**Rating: Above Target** Countries participated in 154 joint operations/exercises.
VERIFICATION AND VALIDATION	
Data Source	The U.S. Southern Command provides operational and exercise data. Final data for each fiscal year are not available until the following calendar year.
Data Quality	This indicator measures the willingness of regional partners to work with the U.S. in meeting common security objectives. Participation above 140 joint operations/exercises every year since 2003 indicates a high degree of regional cooperation.

FY 2009 CBJ State Operations
Bureau of Democracy, Human Rights and Labor, pgs. 368- 369

STRATEGIC GOAL 2: Governing Justly and Democratically	
Indicator: Number of Public-Private Partnerships to Advance Respect for Human Rights.	
Indicator Justification	Progress of Voluntary Principals and Partnership to Eliminate Sweatshops Programs indicate private sector engagement in upholding standards and implementing international human rights standards.
TARGETS	
FY 2009	Increased engagement with governments, employers, and workers to develop a clearer understanding of roles and improved labor standards. Improve dialogue with our partners to allow for new means of resolving conflicts and reducing work stoppages and other disruptive actions. Continued outreach to potential host countries, e.g., Colombia, Nigeria, and Indonesia, as well as other home countries, e.g., Canada, Australia, and France, to promote and implement the Voluntary Principles. The Global Internet Freedom Task Force initiative will continue to garner support from private sector partners.
FY 2008	Continued engagement on multi-stakeholder approaches to improve human rights and curtail human rights violations in other industries, including commodities, by initiating new multi-stakeholder initiatives to address those industries. Internet companies will continue to support the Global Internet Freedom Task Force and help expand its activities. The Department will educate firms and factories for them to better understand the business case for compliance thereby increasing the number of firms and factories adhering to international labor codes. Finally, the Department will reach out to potential host countries, e.g., Colombia, Nigeria, and Indonesia, as well as other home countries, e.g., Canada, Australia, and France, on endorsing and implementing the Voluntary Principles.
FY 2007	Firms and factories will learn to identify and remediate the root causes of compliance violations thereby increasing the number of firms and factories adhering to codes. More internet service-related companies will support the Global Internet Freedom Task Force in developing policies to promote human rights. We will continue engagement on current multi-stakeholder approaches to improve human rights, including working with the cocoa industry and Internet companies. The Department will reach out to potential host countries, e.g., Colombia, Nigeria, and Indonesia, as well as other home countries, e.g., Canada, Australia, and France, on endorsing and implementing the Voluntary Principles.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Continued to engage firms and factories on adhering to codes of conduct that promote human rights through Partnership to Eliminate Sweatshops Programs. The Department co-hosted the U.S. Government's first Internet freedom policy forum with over 100 representatives from technology corporations, investment firms, non-governmental organizations, foreign governments, and Congressional offices. The Department hosted 2007 Voluntary Principles Plenary meeting, and presided over the successful adoption of new commitments to promote the extractive industry companies, non-governmental organizations, and government participants. The Department promoted implementation of the Voluntary Principals to companies, non-governmental organizations, and governments in Colombia, Indonesia, and Nigeria and co-hosted two forums to address child labor in the West African cocoa sector.

Impact	Continue to build and strengthen public-private partnerships to effectively promote democracy and human rights. Key efforts included administering Partnership to Eliminate Sweatshops Programs and hosted the Voluntary Principles and multi-stakeholder events on Internet freedom and child labor in the cocoa industry.

PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** Programs to improve worker rights were implemented in Central America and Cambodia. In some instances, the outcome was greater respect for human rights and the formation of unions. Voluntary Principles continued to be effective in oil industry. The Secretary launched the Global Internet Freedom Task Force to bring governments, internet service providers, and non-governmental organizations together to promote, monitor and respond to threats to Internet Freedom and to advance the frontiers of Internet freedom by expanding Internet access.
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A

VERIFICATION AND VALIDATION	
Data Source	Embassy and grantee reporting of partnership programs; International Confederation of Free Trade Unions and International Labor Organization analysis of worker rights situations in various countries. Expanded reporting in the Human Rights Report on Internet freedom.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Democracy, Human Rights and Labor, pgs. 370- 371

STRATEGIC GOAL 2: Governing Justly and Democratically	
Indicator: Status of International Religious Freedom	
Indicator Justification	Policy goals, reporting requirements and performance indicator established by the International Religious Freedom Act.
TARGETS	
FY 2009	Sustained advocacy to promote religious freedom and significant policy changes achieved in at least one target country or region. Consolidated planning and activities in multilateral fora aimed at promoting religious freedom and placing a stronger emphasis on religious freedom norms, increasing understanding of and support for religious freedom around the world, and increasing media attention on religious freedom.
FY 2008	Continued broader and deeper engagement with priority countries to achieve significant policy changes in at least one target country or region. Increase outreach to develop greater understanding of and support for religious freedom around the world. Coordination with key countries will result in religious freedom progress in at least two priority countries or multilateral fora.
FY 2007	Outreach efforts will include increased travel to and advocacy with priority countries (Vietnam, Uzbekistan, and Saudi Arabia) for greater prominence of International Religious Freedom issues. A redesigned *International Religious Freedom Report* to track and promote religious freedom advocacy. Coordination with key countries to exert greater pressure for religious freedom progress in at least two priority countries. Achieve significant policy changes in at least one target country or region.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Intensive diplomacy with Vietnam led to concrete improvements in religious freedom (release of remaining religious prisoners, registration of hundreds more places of worship, more effective implementation of laws regulating religious groups). The Secretary of State designated Uzbekistan a Country of Particular Concern spurring the government to begin discussions with the U.S. to improve Religious Freedom. Advocacy against a detrimental resolution on Defamation of Religion resulted in a significant decrease in support for that resolution. The *Annual Report on International Religious Freedom* received higher publicity from the governments of Countries of Particular Concern.
Impact	The Department is committed to shining a spotlight on abuses of religious freedom and holding governments accountable through our reports and activities. Religious freedom was expanded in countries where abuses of Religious Freedom continue, both through bilateral diplomacy and within multilateral organizations.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** Intensive diplomacy with Vietnam led to the removal from the list of Countries of Particular Concern. Religious prisoners were released in Vietnam, Saudi Arabia and China. Saudi Arabia made new and substantial efforts on religious tolerance and practice. Successful advocacy against an anti-conversion law in India; pressed the Vatican and Europeans to call for changes in China, Eritrea, and Vietnam; and worked with the Organization for Security and Cooperation in Europe to promote religious freedom various former Soviet Union countries.

FY 2005	**Rating: On Target** Intensive diplomacy with Vietnam resulted in a binding agreement. Commitments secured on religious freedom in key areas of concern. Religious prisoners released in Vietnam, Saudi Arabia, China, and other countries. No country-wide anti-conversion laws passed.
FY 2004	**Rating: N/A** International Religious Freedom personnel traveled to high priority countries to facilitate initiatives and negotiations. Progress made in establishing increased religious freedom in Afghanistan and Iraq.
VERIFICATION AND VALIDATION	
Data Source	International Religious Freedom Report and the Country Reports on Human Rights Practices; field assessments by U.S. embassy and Foreign Affairs officials; meetings with religious groups, non-governmental organizations, Hudson Institute Survey on Religious Freedom; Association of Religion Data Archives.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of African Affairs, pg. 186

STRATEGIC GOAL 4: Promoting Economic Growth and Prosperity	
Indicator: Number of Days to Start a Business	
Indicator Justification	This indicator is used as a Millennium Challenge Account indicator. Data are widely available and watched. Countries can easily identify areas that require improvement and make quick administrative changes that produce immediate improvements.
TARGETS	
FY 2009	Target of 39 days for sub-Saharan African Countries.
FY 2008	Target of 41 days for sub-Saharan African Countries.
FY 2007	Target of 43 days for sub-Saharan African Countries.
CURRENT RESULTS	
FY 2007	**Rating: On Target** 43.5 Days
Impact	Data will be available in the spring of 2008.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** 45.5 Days. The World Bank "Doing Business" report provides data on this indicator for 46 of the 48 African countries (missing only Liberia and Somalia). Of these countries, the number of days required to start a business decreased in nine countries, did not increase in any, and was unchanged in the remaining 37.
FY 2005	**Rating: Above Target** An FY 2005 baseline of 47 days was established. The actual result of 45.5 days as recorded in the World Bank's "Doing Business" report for 2005 is slightly above this baseline figure.
FY 2004	**Rating: N/A** Note: This indicator was developed and used for the first time in the FY 2008 Bureau Performance Plan. An FY 2004 target, thus, was not established. However, a total of 45 days is reported in the World Bank's "Doing Business" report for this year.
VERIFICATION AND VALIDATION	
Data Source	Since 2004, the World Bank has released an annual "Doing Business" report that provides data for the number of days required to start a business. Data lags by one year: the 2006 report cites data collected as of Jan. 2005. Nearly all African countries are included (46 of 48) and the number is growing. Using the median ensures figures do not fluctuate wildly year-to-year as countries are added.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Economic, Energy, and Business Affairs, pg. 166-B

STRATEGIC GOAL 4: Promoting Economic Growth and Prosperity	
Indicator: Number of Company-Specific Cases for Which Advocacy Services Were Provided	
Indicator Justification	This indicator measures the direct support the Bureau of Economic, Energy, and Business Affairs provides to U.S. business in exporting goods and services as well as in resolving commercial disputes and managing overseas investments.
TARGETS	
FY 2009	300 company-specific cases for which advocacy services were provided. 80 advocacy success stories.
FY 2008	300 company-specific cases for which advocacy services were provided. 80 advocacy success stories.
FY 2007	300 company-specific cases for which advocacy services were provided. 80 advocacy success stories.
CURRENT RESULTS	
FY 2007	**Rating: Below Target** During FY2007, advocacy services were provided for 335 company-specific cases; 60 advocacy success stories.
Impact	Advocacy for commercial and defense-related (border security/infrastructure protection) transactional deals, enforcement of contracts, market access, and fighting corruption and other systematic business climate issues is a key component of the Department's efforts to strengthen both U.S. and foreign economies.
Reason for Shortfall	This mainly due to the lack of having a bureau-wide counting/tracking system for Commercial Advocacy Success Stories. While CBA's tender-related cases are counted/tracked, due to staff reductions the office was unable during FY07 to implement an effective system bureau-wide. Implementing a bureau-wide system during 2008 would be the key step in making improvements to reach our FY08 target.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** Advocacy services were provided for 349 company-specific cases; 94 advocacy success stories.
FY 2005	**Rating: On Target** Advocacy services were provided for 225 company-specific cases; 62 advocacy success stories.
FY 2004	**Rating: On Target** Advocacy services were provided for 186 company-specific cases; 69 advocacy success stories.
VERIFICATION AND VALIDATION	
Data Source	The Bureau of Economic, Energy and Business Affairs advocacy database; Department of Commerce advocacy database; reporting cables from posts; feedback from companies; quarterly success stories report to the Deputy Secretary of State and the Under Secretary for Economic and Agricultural Affairs.
Data Quality	Data Quality comprises validity, reliability, and integrity.

FY 2009 CBJ State Operations
Bureau of Oceans and International Environmental and Scientific Affairs, pgs. 148- 149

STRATEGIC GOAL 4: Promoting Economic Growth and Prosperity	
Indicator: Number of Environmental Projects in Free Trade Agreement Partner Countries	
Indicator Justification	This indicator measures U.S. environmental commitments in Free Trade Agreement and Environmental Cooperation Agreements or similar mechanisms, which will help create a level playing field and ensure that free trade and environmental protection are mutually supportive.
TARGETS	
FY 2009	At least 80 cooperative environmental projects either completed or in progress; number of environmental enforcement actions in designated partner countries with baseline data show increases over 2008 levels.
FY 2008	30 additional cooperative environmental projects started with Free Trade Agreement partners; number of environmental enforcement actions in designated partner countries with baseline data show increases over 2007 baseline levels.
FY 2007	50 cooperative environmental projects started with Free Trade Agreement partners; baseline data on environmental enforcement actions established in those partner countries where data are available.
CURRENT RESULTS	
FY 2007	**Rating: Above Target** In fiscal year 2007, the U.S. government and non-governmental organizations initiated more than 60 cooperative environmental projects in countries with which we have free trade agreements (FTAs). In the CAFTA-DR region, our projects included: strengthening waste water and solid waste laws/policies, training environmental inspectors, protecting and conserving biodiversity and natural resources, developing markets for sustainably produced agriculture and forest products; improving private sector environmental performance and promoting public involvement in environmental decision-making. In general, our FTA partner countries lack baseline environmental data. However, we are working with many governments to develop such data in a variety of ways, including establishing environmental enforcement indicators and information management platforms.
Impact	The implementation of free trade and environmental cooperation agreements ensures that our Free Trade Agreement partner governments and civil societies benefit from economic growth and improved environmental protection. Many of the projects also strengthen democracies and improve governance by encouraging public participation in environmental decision-making.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** N/A
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source	Interagency Acquisition Agreements/or Cooperative Agreements that either U.S. Agency for International Development or the U.S. Department of State has entered into with U.S. technical agencies or non-governmental organizations and oral and

	written status reports from project implementers.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Oceans and International Environmental and Scientific Affairs, 2007 APR/ 2009 APP

STRATEGIC GOAL 4: Promoting Economic Growth and Prosperity	
Indicator: Status of Sound, Fully Implemented, Science-Based International Conservation and Management Regimes	
Indicator Justification	The status of shared living marine resources is difficult to track over the short term. This indicator is a proxy; that implements science-based conservation and management regimes through Regional Fisheries Management Organizations. Compliance by all members is a prerequisite for sustaining or rebuilding shared stocks and mitigating impacts on the marine environment and associated species.
TARGETS	
FY 2009	The United States initiates action within one more Regional Fisheries Management Organization to complete review and implement improvements; new management measures adopted in previous two Regional Fisheries Management Organizations to complete review aligned with scientific recommendations regarding actions needed to maintain or rebuild stocks to sustainable levels; follow-up review of first Regional Fisheries Management Organization to complete assessment demonstrates measurable improvements in implementation of scientifically sound management measures and compliance by all member states.
FY 2008	The United States initiates action within two more Regional Fisheries Management Organizations to complete review and implement improvements; through strengthened mandate, new management measures adopted by first Regional Fisheries Management Organization to complete review aligned with scientific recommendations regarding actions needed to maintain or rebuild stocks to sustainable levels.
FY 2007	The international community agrees on a U.S. drafted framework and common elements for Regional Fisheries Management Organization performance review; the U.S. initiates action within one Regional Fisheries Management Organization to complete review and begin to implement strengthened mandates for conservation and management of living marine resources and the ecosystems in which they occur, requirements for conservation and management measures will be based on the best available science, and mechanisms to verify and ensure compliance by all members with agreed measures.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Deputy Assistant Secretary for Oceans and Fisheries David Balton led a process at the June 2007 Informal Consultation of States Parties to the UN Fish Stocks Agreement to develop a set of criteria for measuring the effectiveness of regional fisheries management organizations (RFMOs). There was agreement that these criteria will form the basis for upcoming performance reviews of each of the RFMOs that manage tuna fisheries, and may be used by other RFMOs as well. U.S. leadership helped finalize comprehensive amendments to modernize the treaty that establishes the Northwest Atlantic Fisheries Organization (NAFO). NAFO will now initiate a comprehensive, independent performance review to identify ways to strengthen its conservation and management measures and improve member State compliance with and implementation of agreed rules.
Impact	The agreed criteria are a first step towards stronger international governance that will facilitate fully rebuilt, sustainable fisheries. The revised NAFO convention now sets clearer objectives for sustainable management of the fisheries resources in the

	Northwest Atlantic Ocean, including a broader mandate to manage and conserve the ecosystems in which those fisheries occur.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** Report of the U.S. chaired Review Conference of the 1995 United Nations Fish Stocks Agreement and the 2006 United Nations General Assembly Sustainable Fisheries Resolution called for the strengthening of all Regional Fisheries Management Organization and for each to carry out an assessment of its effectiveness, including the status of the stocks under its purview, the basis for its conservation and management measures, and the level of member compliance with agreed rules.
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source and Quality	The Department will track data directly and from reports of United Nations General Assembly and Regional Fisheries Management Organizations decisions.

FY 2009 CBJ State Operations
Bureau of Economic, Energy, and Business Affairs, pg. 166-A

STRATEGIC GOAL 4: Promoting Economic Growth and Prosperity	
Indicator: Status of negotiations and policy changes impacting services, trade, and investment	
Indicator Justification	This indicator measures our accomplishments towards EEB's mission by promoting economies through ambitious trade and investment negotiations; by strengthening global economic rules and norms through performance-based development programs and active leadership in multilateral standards-setting organizations.
TARGETS	
FY 2009	- Three countries complete World Trade Organization accession. - Three countries accede to WTO Government Procurement Agreement (GPA). - Two bilateral Open Skies agreements (or multilateral accessions) concluded. - Three liberalizing (non-Open Skies) agreements concluded. - Submit The United Nations Commission on International Trade Law (UNCITRAL) cargo agreement to Senate for ratification.
FY 2008	- Two countries complete World Trade Organization accession. - Two countries accede to WTO Government Procurement Agreement (GPA). - Two bilateral Open Skies agreements (or multilateral accessions) concluded. - Three liberalizing (non-Open Skies) agreements concluded. - Conclude The United Nations Commission on International Trade Law (UNCITRAL) negotiations for an international agreement on ocean cargo law.
FY 2007	- Doha trade round successfully completed. - Additional Bilateral Investment Treaties completed. - Number of countries on IPR Priority Watch List reduced. - Two bilateral Open Skies agreements (or multilateral accessions) concluded. - Three liberalizing (non-Open Skies) agreements concluded. - Two countries complete World Trade Organization accession. - One country accedes to WTO Government Procurement Agreement (GPA).
CURRENT RESULTS	
FY 2007	**Rating: Above Target** - Doha - Formal WTO negotiations restarted in Geneva. Draft texts on Agriculture, Services, and Rules issued. - No new BITs concluded. 12 Countries named to Priority Watch List. - Open Skies aviation agreements concluded with Canada, Georgia, Kuwait, Liberia, and the European Community and its 27 member states. Other liberalizing aviation agreements reached with Argentina, China, Colombia, and Japan. 22 countries are open to commercial biotech (2006) - data for 2007 not yet available. - Two countries (Vietnam and Tonga) complete WTO accession. - Two countries (Bulgaria and Romania) accede to GPA.
PRIOR YEAR RESULTS	
FY 2006	**Rating:** Five open skies agreements and multilateral accessions concluded with Mali, Bosnia and

	Herzogovina, Cameroon, Chad and Cook Islands.
	• UNCITRAL Negotiations on Target.
FY 2005	**Rating:**
FY 2004	**Rating:**
VERIFICATION AND VALIDATION	
Data Source	Both external and internal reports and documents: External: WTO and Government Procurement Agreements accessions. Internal: Aviation Negotiations for the aviation agreements; Trade Policy for the TIFAs and Doha progress, and Investment Affairs for the BITs.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. DQ problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and available.

FY 2009 CBJ State Operations
Bureau of Education and Cultural Affairs, pgs. 553- 554

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator: Number of Foreign Participants Reached by Youth Programs	
Indicator Justification	This indicator represents the impact of bringing youth to United States to learn about American values, civil society, independent thinking, and public action.
TARGETS	
FY 2009	23,000
FY 2008	16,000
FY 2007	13,000 The FY 2006 indicator was only for foreign secondary school students from countries participating in the Youth Exchange and Study program. Due to the growth of the Bureau of Educational and Cultural Affairs' youth engagement, this indicator now includes participants from Bureau programs focused on secondary school students, for example Youth Exchange and Study Program, Future Leaders Exchange Program, English Access Microscholarships and Congress-Bundestag Youth Exchange. The baseline was therefore reset for FY 2007 and beyond.
CURRENT RESULTS	
FY 2007	**Rating: Above Target** 13,331
Impact	Youth and those who influence youth are our most important constituencies. The global struggle against extremist ideology, soaring populations of vulnerable youth, and a lack of opportunity in many regions creates a challenge for American policymakers. The Bureau of Educational and Cultural Affairs' youth programs engage young people and offers a positive vision of American democratic values.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** Baseline: 753
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source	Bureau of Educational and Cultural Affairs' Exchanges Statistical Management System (ESMS) is an annual data call survey administered by the bureau. The bureau uses this tool to compile annual statistical data on Bureau programs and to track the exchanges and training activities. Completion of the annual survey enables the Bureau of Educational and Cultural Affairs to respond to data calls.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Education and Cultural Affairs, pgs. 554- 555

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator Title: Percentage of Youth Participants Who Increase Their Understanding of American Values, Society and Culture Immediately After Their Program Experience	
Indicator Justification	This indicator represents the impact of bringing youth to United States to learn about American values, civil society, independent thinking, and public action.
TARGETS	
FY 2009	95 percent.
FY 2008	95 percent.
FY 2007	90 percent.
CURRENT RESULTS	
FY 2007	**Rating: Above Target** 95 percent
Impact	Youth and those who influence youth are our most important constituents. The global struggle against extremist ideology and violence, soaring populations of vulnerable youth, and lack of opportunities in many regions create a challenge for American policymakers. The Bureau of Educational and Cultural Affairs' programs engage young people and offer a positive vision of American democratic values.
HISTORICAL RESULTS	
FY 2006	**Rating: Above Target** 92 percent
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source	The Bureau of Educational and Cultural Affairs E-GOALS performance measurement tool. E-GOALS is the Bureau's online system for surveying program participants. The system provides critical data and analysis to the Bureau's leadership, partner organizations, Department of State program managers, Office of Management and Budget, Congress, and the American people.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Legislative Affairs, pgs. 141- 142

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator: Successful Enactment of Needed Appropriations and Authorization Legislation; Successful Confirmation of Senior Department of State Officials and Ratification of Treaties.	
Indicator Justification	In order to progress towards the strategic goal of promoting international understanding, the Department must have the authorities and resources to pursue the Administration's foreign policy initiatives and congressional ratification of international treaties.
TARGETS	
FY 2009	Continue to further policy objectives by supporting the enactment of all authorizations and appropriations necessary for the conduct of U.S. foreign policy. Facilitate confirmation process for Senior Department of State officials and ratification of treaties.
FY 2008	Continue to further policy objectives by supporting the enactment of all authorizations and appropriations necessary for the conduct of U.S. foreign policy. Facilitate confirmation process for Senior Department of State officials and ratification of treaties.
FY 2007	Continue to further policy objectives by supporting the enactment of all authorizations and appropriations necessary for the conduct of U.S. foreign policy. Facilitate confirmation process for Senior Department of State officials and ratification of treaties.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Bureau of Legislative Affairs legislative successes include the enactment of needed supplemental and regular annual appropriations to fund the Department's operations and the President's foreign policy goals as well as corresponding authorization measures. The Bureau facilitated the confirmation process for two Deputy Secretaries, one Under Secretary, 33 Ambassadors and three Special Coordinators: Counterterrorism (CT), Global Trafficking in Persons (G/TIP) and Holocaust Issues.
Impact	Successful performance results in the Department having the authorities and resources to pursue the Administration's foreign policy initiatives.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** During the second session of the 109th Congress, the Bureau of Legislative Affairs successes included the enactment of needed supplemental and regular annual appropriations to fund the Department's operations and the President's foreign policy goals as well as corresponding authorization measures. The bureau also successfully managed the ratification of 14 treaties and facilitated the confirmation process for nine Under and Assistant Secretaries, and 63 ambassadors.
FY 2005	**Rating: On Target** During the first session of the 109th Congress, the Bureau of Legislative Affairs successes included the enactment of needed supplemental and regular annual appropriations to fund the Department's operations and the President's foreign policy goals as well as corresponding authorization measures. The bureau also successfully managed the ratification of eight treaties and facilitated the confirmation process for the Secretary, the Deputy Secretary, 20 Under and Assistant Secretaries, and 65 ambassadors.

FY 2004	**Rating: On Target** During the second session of the 108th Congress, the Bureau of Legislative Affairs was successful in securing passage of a number of important bills in support of the Administration's foreign policy goals. These included authorizing legislation, appropriations bills, and issue-specific legislation addressing identified programs of importance to the President's foreign affairs agenda. The bureau also successfully managed the ratification of 11 treaties and the confirmation process for 75 nominees.

VERIFICATION AND VALIDATION	
Data Source	Internal Bureau statistics as of July 31, 2007. (Also available through public sources such as the Congressional Record.)
Data Quality	New indicator – data quality will be completed in FY 2009.

FY 2009 CBJ State Operations
International Information Programs, pgs. 286- 287

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator: Reduction in the Level of Anti-American Sentiment Among Key Foreign Audiences	
Indicator Justification	The Bureau of International Information Programs transforms U.S. policies into information products tailored to engage and persuade critically important international audiences. This indicator measures the impact on intended target audiences exposed to those products.
TARGETS	
FY 2009	19 percent.
FY 2008	18 percent.
FY 2007	N/A
CURRENT RESULTS	
FY 2007	**Rating: Above Target** Baseline: 17 percent.
Impact	Level by which participation in Public Diplomacy programs reduces anti-Americanism among key foreign audiences.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** N/A
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source	The FY 2007 Pilot Public Diplomacy Performance Measurement Data Collection Project (PMDCP) uses rigorous statistical methods and tests to ensure data credibility and validity and established measurement properties through a number of factors, including consistency analyses, item-total correlations, and factor analyses.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
International Information Programs, pgs. 285- 286

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator: Increased Understanding of U.S. Policy, Society and Values	
Indicator Justification	The Bureau of International Information Programs transforms U.S. policies into information products tailored to engage and persuade critically important international audiences. This indicator measures the impact on intended target audiences exposed to those products.
TARGETS	
FY 2009	One percent increase over the FY 2008 target.
FY 2008	One percent increase over the FY 2007 baseline.
FY 2007	Established a baseline.
CURRENT RESULTS	
FY 2007	**Rating: Above Target** Baseline: 79 percent
Impact	The Bureau of International Information Programs' foreign audiences report increased understanding of U.S. policy, society, and values after using and/or attending bureau-sponsored programs and/or products.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** N/A
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source	The Public Diplomacy Performance Measurement Data Collection Project (PMDCP) uses rigorous statistical methods to ensure data credibility and validity.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Intelligence and Research, pg. 174

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator: Number of Polls/Surveys Commissioned Annually	
Indicator Justification	This is a valid indicator of progress because it demonstrates the amount of information available to policy makers.
TARGETS	
FY 2009	181 surveys/polls.
FY 2008	175 surveys/polls.
FY 2007	175 surveys/polls.
CURRENT RESULTS	
FY 2007	**Rating: Above Target** During FY 2007, the INR commissioned 236 public opinion polls and surveys.
Impact	INR continues to be the leading source in the USG for open source polls and surveys of foreign public opinion. Analyses and research from the polling program is provided to senior policymakers at the White House, the National Security Council, the Department of State, and the Intelligence Community which inform decision-making and public diplomacy initiatives.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** • INR commissioned 256 public opinion polls and surveys in FY 2006. Highlights included: • Continued polling in Iraq in support of security and reconstruction efforts. Findings from INR polls provided strategic information on political realignments within the country and tactical information on the operational environment encountered by U.S. forces on the ground. • Sustained research into the demographic and attitudinal profile of Muslim minorities in Europe, particularly delving into the world views of Muslims trying to reconcile their faith with modern life in Europe. • Examined the dynamics of leftist-leaning populism in Latin America: a new complication in U.S. efforts to secure free trade and mutual security in the region. • Monitored democratic transitions in Ukraine, Georgia, and Kyrgyzstan.
FY 2005	**Rating: Significantly Above Target** INR commissioned 267 public opinion polls and surveys during FY 2005. Highlights included: Conducting polls in advance of the first free elections in Iraq and the referendum on the Iraqi constitution. • Fielding a series of representative surveys among minority Muslim populations in Western Europe that provided a multi-faceted examination of how Muslims see themselves in Europe. The study showed there is a significant community of Muslims who oppose radicalism and terrorism and are potential allies in the war on terrorism. • Conducting nation-wide surveys in Central Asia and the Caucasus which offered insights in governance and democracy issues. • Commissioning a nation-wide survey in Afghanistan in the run up to the September 2005 parliamentary elections that examined public confidence in the government.

FY 2004	**Rating: Above Target** INR commissioned 156 public opinion polls and surveys around the world leading to a more informed public diplomacy process. Highlights included: • Establishing polling in Iraq immediately after the fall of Saddam's regime. In coordination with Coalition Provision Authority and, subsequently Embassy Baghdad, INR conducted multi-city and nation-wide surveys in Iraq every three weeks. The surveys provided Iraqi public views on security, the Iraqi Interim Government, coalition forces, upcoming elections, and other issues critical to senior U.S. policymakers. • Conducting the third annual survey in Afghanistan in advance of the elections. • Commissioning surveys of Arab youth in Saudi Arabia, Jordan, Lebanon, and Kuwait as part of the Department's Muslim outreach program.
VERIFICATION AND VALIDATION	
Data Source	This information is tracked by the Bureau of Intelligence and Research and is available on a quarterly basis to help inform decisions regarding future funds and resources.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Pubic Affairs, pgs. 297- 298

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator: Number of Outreach Activities to Targeted U.S. Audiences and the Media	
Indicator Justification	The Bureau of Public Affairs plays a critical role in the Department's transformational diplomacy by explaining our foreign policies, goals and values to the U.S and the world. The outreach programs provide the opportunities to touch many different audiences both at home and abroad to influence change towards U.S. foreign policy through understanding.
TARGETS	
FY 2009	10 percent increase in the number of outreach activities to U.S. audiences, with an estimated reach of 110,000 individuals through in-house briefings, to include 30,000 youth Intergovernmental outreach: reach 240,000 people through local and state government activities, events, and outreach Distribute 15,000 - 18,000 historical educational videos and curricula to high schools.
FY 2008	500 U.S. outreach activities, with an estimated reach of 95,000 individuals through in-house briefings, to include 30,000 youth. Distribute 12,000 -15,000 historical educational videos and curricula to high schools. Reach more than 120,000 people through local and state government activities, events, and outreach.
FY 2007	Over 900 outreach events with an estimated reach of over 25,000 people through in-house briefings. Reach over 100,000 people through local and state government activities, events and outreach. Distribute 15,000 historical educational videos and curricula to high schools.
CURRENT RESULTS	
FY 2007	**Rating: On Target** • 625 outreach regional events for speakers program (8 for Arab/Muslim programs) reaching more that 30,000. • Reach over 149,000 people through in-house and regional briefings and conferences. • 55,834 public inquires via email, telephone and mail. • Distribute 15,000 historical educational videos and curricula to high schools. • 483 briefings/events. • 1900 media interviews. • 15 million hits per day on *state.gov* website
Impact	Reaching out to the American public has never been more urgent or critical to the conduct of U.S. foreign policy and to the security of our nation. These programs allows the Bureau of Public Affairs to reach out to these publics to expand their knowledge of foreign policy and its impact on their lives, which furthers the President's agenda of informing U.S. citizens on foreign policy.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** • Conducted 571 Washington and regional events • Completed 12 Arab/Muslim programs, including attendance at conferences with audiences of over 30,000.

	• Reached 135,000 people through in-house and regional briefings and conferences. • Provided Secretary's policy initiatives and accomplishments for two U.S. grassroots publications to 4,000,000 and 900,000 readers. • Published magazine supplement reaching over 1.25 million students in 58,000 classrooms. • 99,607 contacts made with state/local government officials at conferences, courtesy meetings, etc. • Responded to 400 requests from governors and other state and local officials • 415 press briefings (210 daily, 42 special, 13 Secretary of State press conferences, 89 remarks, 51 walkout/stakeouts, 10 Congressional testimonies. • 1,900 Media Interviews (713 TV, 798 print, and 389 radio) • 12 million hits per month on State.gov website.
FY 2005	**Rating: On Target** • Conducted 650 Washington and regional events to include speakers program, Secretary's Hometown Diplomat Program, monthly NOG briefings, educational digital video conferences. • Reached over 122,238 individuals through in-house briefings. • 50,109 contacts with U.S. state and local elected officials through meetings, conferences, etc. • 458 Press Briefings (230 daily press briefings, 86 specials briefings, and 10 Secretary of State press conferences, 81 Sec/remarks, 42 walkout/stateouts and 9 Secretary of State Congressional Testimonies. • 1,020 media interviews (349 television, 415 print, 256 radio) • 19,610 media contact • 7.5 million hits per month on State.gov website
FY 2004	**Rating: On Target** • Conducted 776 Washington and regional events including the speakers program, the Secretary's Hometown Diplomat Program, monthly NGO briefings, and educational digital video conferences. • Reached over 21,000 through in-house briefings. • Conducted 20 town meetings across the U.S. • 55,585 contacts with U.S. state and local elected officials through meetings, conferences, etc. • 485 press briefings/conferences (214 daily press briefings, 92 special briefings, and 9 Secretary of State press conferences, 84 Secretary Speeches/remarks, 75 Secretary Walk-outs/stakeouts, and 11 Secretary Congressional Testimonies. • 1,035 Media interviews in print, radio, and television (126 OpEds/Letters, 284 TV, 401 print, 224 Radio Interviews. • 18,305 media contact (queries by press) • Six million hits per month on State.gov Website

VERIFICATION AND VALIDATION	
Data Source	Bureau of Public Affairs Database.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Pubic Affairs, pgs. 299- 300

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator: Number of Foreign Press Briefings and Media Tours for Resident Correspondents	
Indicator Justification	The Foreign Press Center Program Officers, in collaboration with the posts, are taking an active role in documenting the views of the Department-sponsored journalists upon the completion of the media tours. Each journalist tour is documented in a comprehensive report.
TARGETS	
FY 2009	• 125 Foreign Press Center Briefings. • 50 tours for resident correspondents with 1,500 participants, 25 percent from Muslim countries. • Seven Print and Radio Reporting Tours for visiting correspondents with 70 participants, 50 percent from Muslim countries.
FY 2008	• 125 Foreign Press Center Briefings. • 50 tours for resident correspondents with 1,500 participants, 25 percent from Muslim countries. • Seven Print and Radio Reporting Tours for visiting correspondents with 70 participants, 50 percent from Muslim countries.
FY 2007	• 125 Foreign Press Center Briefings. • 50 tours for resident correspondents with 1,500 participants, 25 percent from Muslim countries. • Seven Print and Radio Reporting Tours for visiting correspondents with 70 participants, 50 percent from Muslim countries.
CURRENT RESULTS	
FY 2007	**Rating: On Target** • 125 Foreign Press Center Briefings • 55 tours for resident correspondents with 25 percent from Muslim countries. • 10 foreign journalist tours • Seven print and Radio Reporting Tours for visiting correspondents with 50 percent from Muslim countries.
Impact	Through its Foreign Press Centers, the Bureau will continue through cooperative efforts with foreign journalists, to achieve a multiplier effect that results in a larger international audience benefiting from access to a more nuanced perspective of U.S. foreign policy and the President's agenda.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** • 138 Foreign Press Center briefings and roundtables for 2,381 participants. • 61 reporting tours for resident correspondents with 1,027 participants. • Nine reporting tours for 70 visiting foreign journalists, 29 of whom were from predominantly Muslim countries.
FY 2005	**Rating: On Target** • Revised Measurements • 16 Foreign Press Briefings in Washington, New York and Los Angeles • 12 reporting tours for journalists invited from overseas with more than 50 percent from Muslim populations. • 45 reporting tours for resident journalist.

	• 10 reporting tours for overseas and resident foreign correspondents focused on Elections 2004.
FY 2004	**Rating: On Target** • foreign press briefings to resident and foreign journalists. • 15 media tours (print and radio). • 34 reporting tours for resident journalists.
VERIFICATION AND VALIDATION	
Data Source	The Foreign Press Center Program Officers, in collaboration with the posts, are taking an active role in documenting the views of the Department-sponsored journalists upon the completion of the media tours. Each journalist tour is documented in a comprehensive report.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Western Hemisphere Affairs, pg. 245

STRATEGIC GOAL 6: Promoting International Understanding	
Indicator: Placement of Accurate U.S. Policy Information	
Indicator Justification	This indicator is one way to showcase Department efforts to promote U.S. policy and improve understanding among our partners in the Western Hemisphere.
TARGETS	
FY 2009	Placements increase by one percent.
FY 2008	Placements increase by one percent.
FY 2007	610 placements of interviews and speeches given by U.S. Goverment officials in print and electronic media.
CURRENT RESULTS	
FY 2007	**Rating: Above Target** 470 placements year to date (August 2007). We expect final results to be available in early 2008.
Impact	The placement of accurate U.S. policy information through various media is key to promoting international understanding and building goodwill in the Western hemisphere.
HISTORICAL RESULTS	
FY 2006	**Rating: Above Target** 670 placements.
FY 2005	**Rating: On Target** 577 placements.
FY 2004	**Rating: Above Target** 556 placements.
VERIFICATION AND VALIDATION	
Data Source	Statistical data reported by posts and WHA/PDA in the RESULTS/MAT database.
Data Quality	This indicator is one way to showcase Department efforts to promote U.S. policy and improve understanding among our partners in the Western Hemisphere.

FY 2009 CBJ State Operations
Office of Medical Services, pgs. 347- 349

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Health Promotion	
Indicator Justification	Number of established health units and MED occupational health outreach programs are appropriate as measures of expanding health care availability at posts and formalized validation/accreditation is a widespread, well-established means of determining program quality.
TARGETS	
FY 2009	• Encourage health promotions program to reduce the number of hospitalizations and medical evacuations; reduce work related injuries. • Evaluate effectiveness of health promotion (wellness) program to determine the effect on employee fitness and productivity. • Continue to analyze wellness data profiles; continue counseling and outreach on individual wellness needs. • Enhance the current training for health unit staff to include annual wellness program. • Begin applying individual addiction cessation program and counseling.
FY 2008	• Encourage health promotions program with the objective of reducing illnesses and the number of work related injuries. • Incorporate health promotion (wellness) program into ongoing health unit activities in the Department and overseas, with the objective of improving employee fitness and productivity • Continue to establish wellness data profiles for the purposes of outreach and counseling on individual wellness needs. • Enhance the current training for health unit staff to include annual wellness program. • Develop individual addiction cessation program and counseling.
FY 2007	• Encourage health promotions program to reduce the number of hospitalizations and medical evacuations; reduce work related injuries. • Ongoing occupational health unit programs (wellness, safety) continue with MED direction. Act on decisions made in FY 2006 regarding Regional Medical Manager concept. • Evaluate and refine training objectives; adjust/expand training program content as required; provide annual training component for overseas health unit staffs. • Internal audit process in place; develop a training course for new or rotating personnel in MED Washington; perform readiness assessment in preparation for the external audits.
CURRENT RESULTS	
FY 2007	**Rating: On Target** • Continued working with USUHS to refine the Continuing Medical Education (CME) program; incorporated emergency medical preparedness training to the MED CME, expanded the number of overseas health unit staff attending Primary Care Conferences. • 14 internal auditors were trained and a schedule is in place to ensure every key process in MED is audited annually; training program for new and rotating personnel is in place; the readiness assessment was completed and final registration audit is done.

	• Conducted two health fairs; presented six noon time speakers; offered yoga classes six times a week; conducted nutrition awareness programs at State cafeterias. • Introduced the Quick Fit Program, continued participation in the Healthier Feds Program and the Department was in second place among all Federal agencies
Impact	Promoting and maintaining the long-term health of Department employees, and other USG employees serving overseas, strengthens the diplomatic capabilities of the U.S.

PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** • Merged special health unit efforts with ongoing occupational health/wellness programs. • Overseas training program completed as scheduled • MED select a quality management system and identify funding, training for MED employees in ISO concepts and standards was completed.
FY 2005	**Rating: Above Target** • Established twelve new Occupational Health units, third RMM position established and assigned • Wellness Coordinator position established; Occupational Health program training objectives developed. • Progressing with evaluation of ISO9000 as a cost-effective substitute for JCAHCO certification. Good progress on competitive sourcing cost study of radiology operation
FY 2004	**Rating: On Target** • Exceeded 2004 target by establishing 20 (vice 15) new occupational health units; staffing 3 (vice 2) Regional Medical Manager positions. Minimal progress - lack of funding and other priorities related to setting up medical program in Baghdad. • New organizational structure, to include Occupational Health Office, established and three headquarters positions staffed. • Lack of funding and other priorities related to setting up medical program in Baghdad precluded completing a formal quality review.

VERIFICATION AND VALIDATION	
Data Source	Bureau and Post reports.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Administration, pgs. 377- 379

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Integrated Logistics Management System (ILMS) Development Modernization and Enhancement, Including Worldwide Deployment	
Indicator Justification	ILMS, when fully implemented across the supply chain, will provide an integrated and enhanced logistics information and e-business platform for U.S. Department of State customers, stakeholders, and partners.
TARGETS	
FY 2009	• Deploy ILMS overseas (depending on funding availability). • Integrate with Regional Financial Management System. • Implement Continuity of Operations Plan (COOP), and establish COOP site in Beltsville, MD. • Design, develop, and implement Enterprise Performance Measurement (EPM) for Transportation.
FY 2008	• Develop design and methodology for integration with Regional Financial Management System. • Implement Enterprise Performance Measurement for S-ILMS. • Deploy ILMS overseas (depending on funding availability).
FY 2007	• Upgrade ILMS requisition and procurement modules to Ariba 8.2 and Momentum Acquisitions. • Develop and implement Secure Integrated Logistics Management System (S-ILMS) in domestic facilities. • Execute overseas pilots: S-ILMS feasibility assessment; Integrated supply chain pilot; Tier 1 proof of concept for ILMS asset management module in collaboration with U.S. Agency for International Development. • Implement Enterprise Performance Measurement for domestic warehouses.
CURRENT RESULTS	
FY 2007	**Rating: On Target** • Ariba 8.2 and Momentum Acquisitions upgrade completed May 2007. • Secure Integrated Logistics Management System deployed in domestic facilities March 2007. • Pilots complete at Panama, Dar Es Salaam, Tegucigalpa, Brussels/NATO, and Bogota. • Implementation of Enterprise Performance Measurement for domestic warehouses completed July 2007.
Impact	ILMS supports the Department's goals to implement an end-to-end, integrated supply chain system for the non-secure and secure procurement processes.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Below Target** • ILMS integration with the Global Financial Management System Phase 1, scheduled for October 2006, was completed in May 2007. • Completed Enterprise Performance Management for Diplomatic Pouch and Mail. • Completed Diplomatic Pouch and Mail pilots at five posts. • Joint Acquisition Assistance System (JAAMS) program restructured to focus on grants only. No longer includes a joint acquisition element. Renamed the Joint Assistance Management System (JAMS). No dependencies, shared

	goals, or shared funding between JAMS and ILMS.
FY 2005	**Rating: Below Target** • ILMS Asset Management 88 percent deployed in FY 2005, with full domestic deployment completed in December, 2005. • ILMS Transportation piloted in FY 2005 at Dispatch Agency New York. • ILMS Ariba piloted at Consulate General Frankfurt and European Logistics Support office; Diplomatic Pouch and Mail overseas pilot/deployment in Pretoria, Tunis, Buenos Aires, Florida Regional Center and Miami Courier Hub. • ILMS fully integrated with the Central Financial Management System.
FY 2004	**Rating: Below Target** • ILMS Requisitioning/Procurement module deployed to all bureaus domestically, with two overseas pilots. • ILMS Distribution module deployed to A/LM domestic warehouses. • ILMS Asset Management deployed for motor vehicle and worldwide property. • ILMS fully certified and accredited. • ILMS Diplomatic Pouch and Mail module piloted at one overseas post.

VERIFICATION AND VALIDATION

Data Source	Program documentation located in the ILMS program library and Electronic Capital Projects Investment Control System.
Data Quality	The library includes minutes of regularly scheduled program reviews, financial reviews, risk plans and program management plans. The data are accurate and the Department has a high degree of confidence in the information provided. ILMS, when fully implemented across the supply chain, will provide an integrated and enhanced logistics information and e-business platform for U.S. Department of State customers, stakeholders, and partners.

FY 2009 CBJ State Operations
Bureau of Administration, pgs. 376- 377

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Status of Construction of the New Office Building for the U.S. Mission to the United Nations	
Indicator Justification	Completion of this construction represents a fundamental portion of the effort to provide a secure, safe and functional workspace for the U.S. Mission to the United Nations staff as well as other Department of State activities located in New York City.
TARGETS	
FY 2009	Construction 90 percent complete; fit-out being completed on major elements. Building commissioning activities have commenced. Follow-on efforts immediately initiated upon contractor attaining substantial completion.
FY 2008	Construction 61 percent complete; the concrete structure nearing completion.
FY 2007	New Office Building 48 percent complete, according to overall project timeline, with completed placement of the concrete superstructure through the 16th floor.
CURRENT RESULTS	
FY 2007	**Rating: Below Target** The New Office Building was 32 percent complete at the end of the year, completed to the 11th floor.
Impact	Delay in completion of the construction contract will postpone commencement of the follow-on efforts (security, information technology, audiovisual and furniture installation) necessary to make the building available for occupancy. Schedules for the follow-on efforts have been further compressed and occupation of the New Office Building is now expected to occur in FY 2010.
Reason for Shortfall	The complicated formwork and concrete placement for the superstructure adversely impacted the schedule, as the contractor has been unable to attain the planned placement rate.
Steps to Improve	GSA initiated migration strategies to include increased management oversight, third party expert assistance, and utilization of all options under the terms of the contract to focus the contractor on improving the construction placement rate and schedule.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** The project was on schedule and was 25 percent complete, based on overall project timeline from bid to occupancy. Specific accomplishments included foundation preparation and concrete placement for all the foundations, floors and walls of basement. Concrete placement of first floor slab initiated, and work started on first floor concrete walls.
FY 2005	**Rating: Below Target** Demolition of Existing Office Building completed on the revised contract completion date, April 2005. Second phase of two-phase solicitation for construction contractors executed; proposals received January 2005. Design and construction documents modified, incorporating significant cost reduction measures, and issued to competing contractors; revised proposals received June 2005. General Services Administration initiated amendment to FY 2006 budget request to provide additional funding to cover experienced project cost growth. Award of the contract did not occur in FY 2005.
FY 2004	**Rating: On Target** Interim Office Building build out completed and occupied. Existing Office Building

	demolition started. New Office Building design completed.
VERIFICATION AND VALIDATION	
Data Source	General Services Administration and Department of State's U.S. Mission to the United Nations Building Project Manager.
Data Quality	The data represent verifiable design and construction milestones. Completion of this construction represents a fundamental portion of the effort to provide a secure, safe and functional workspace for the U.S. Mission to the United Nations staff as well as other Department of State activities located in New York City.

FY 2009 CBJ State Operations
Bureau of Consular Affairs, pg. 306

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Percent of Passport Applications Processed within Targeted Timeframe	
Indicator Justification	This indicator is a measurement of timeliness of passport issuance and of customer service to the American public.
TARGETS	
FY 2009	Maintain an average passport application processing to issuance time of within 35 business days of receipt.
FY 2008	Maintain an average passport application processing to issuance time of within 35 business days of receipt.
FY 2007	Maintain an average passport application processing at all passport locations to issuance time of within 35 business days of receipt.
CURRENT RESULTS	
FY 2007	**Rating: Below Target** 71 percent of passport applications were processed to issuance within 31 business days of receipt. The Department experienced an unprecedented increase in workload in FY 2007. Passport receipts were 31 percent above FY2006 levels. Total number of passports issued in FY 2006 was 12.1 million; in FY 2007, the Department is set to issue approximately 17.8 million.
Impact	Because of significantly higher than anticipated demand for passports, average processing time has increased beyond target levels and has impacted our ability to serve the American traveling public in an acceptable timeframe.
Reason for Shortfall	Demand for U.S. passports increased dramatically in a very short time, due largely to the requirements under the Western Hemisphere Travel Initiative. The difference between estimated and actual levels greatly inhibited our ability to serve the American traveling public in an acceptable timeframe.
Steps to Improve	Increased pace of hiring new passport specialists; deployed qualified adjudicating officers from overseas and the Department to assist agencies with demand; opened Arkansas Passport Center; designed and deployed overseas remote adjudication process.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** 90 percent of passport applications were processed to issuance within 21 business days of receipt. The Department experienced an unprecedented increase in workload in FY 2006: passport receipts were 18 percent above FY 2005 levels. Total number of passports issued in FY 2006 was 12.1 million. In addition, the New Orleans Passport Agency, one of our most productive agencies, was still not working at full capacity due to the devastating effects of Hurricane Katrina.
FY 2005	**Rating: On Target** In FY 2005, the Department issued 87.1 percent of passports within 19 business days of receipt. As a result of Hurricane Katrina in August 2005 and subsequent closure of the New Orleans Passport Agency, as well as increased demand, we missed our aggressive target for this fiscal year by only 2.9 percentage points.
FY 2004	**Rating: On Target** 90 percent of passport applications were processed within 21 business days of receipt.

VERIFICATION AND VALIDATION	
Data Source	Passport workload statistics.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data is properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Consular Affairs, pg. 307

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Development of Biometrics Collection Program for U.S. Visas	
Indicator Justification	This indicator represents a key component in our efforts to continually enhance security of the visa process, while harnessing the benefits of technology to improve efficiency.
TARGETS	
FY 2009	Deploy offsite fingerprint collection in selected countries worldwide to ameliorate security concerns of large numbers of visa applicants coming to posts, by reducing actual time spent at physical Embassy or Consulate location.
FY 2008	Continued deployment of 10 print collection process, to be completed by December 31, 2007. Complete development and testing of offsite fingerprint collection, to be deployed initially in Mexico for Border Crossing Card re-issuances, which begin in April 2008.
FY 2007	Begin deployment of 10 print collection capability to all visa processing posts.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Currently, 12 pilot posts are collecting 10 prints and forwarding the data to the Department of Homeland Security's Automated Biometric Identification System and the Integrated Automated Biometric Identification System for review prior to issuance. Thirty additional posts are collecting prints. By the end of CY 2007, all visa issuing posts will be collecting 10 prints.
Impact	The U.S. Government has determined the collection of all 10 fingerprints to be the biometric standard for consistent screening of foreign nationals seeking to enter the United States. Collection of 10 prints facilitates the travel of legitimate visitors by confirming their identity, while enabling the U.S. Government to identify and deny entry to individuals who seek to do us harm.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** In FY 2006, the Department developed and tested new software to capture all 10 fingerprints (instead of two prints) from visa applicants. Conducted at three pilots overseas. Technology not yet readily available for large-scale procurement.
FY 2005	**Rating: Above Target** Biometric collection from visa applicants continues at all posts. Facial recognition being done on selective basis with plans for expansion. Upgrades in technology deployed with new releases of new systems.
FY 2004	**Rating: On Target** Deployment of biometric collection capability to consular posts worldwide.
VERIFICATION AND VALIDATION	
Data Source	Bureau of Consular Affairs records.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. Number of posts installed and fingerprint check system performance are easily measured through consular databases and objectively verifiable.

FY 2009 CBJ State Operations
Foreign Service Institute, pgs. 359- 360

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Language Training Success Rate at the Foreign Service Institute	
Indicator Justification	Expresses performance of Foreign Service Institute's language training program (Critical Needs Languages Only) as a percentage of students who attain the intended proficiency level (as determined by Language Designated Position proficiency level) when they are enrolled for at least the recommended length of training.
TARGETS	
FY 2009	80 percent or better.
FY 2008	80 percent or better.
FY 2007	80 percent or better.
CURRENT RESULTS	
FY 2007	**Rating: Above Target** 87%
Impact	This indicator supports the goal of Strengthening Consular and Management Capabilities by measuring the effectiveness of training that promotes diplomatic readiness. The ability to communicate is one of the key skills of effective diplomacy; the measure of success in critical needs languages tracks training effectiveness in regions deemed of priority concern to the Department.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** 84 percent. Target was percent or better.
FY 2005	**Rating: Significantly Above Target** 87 percent. Target was 75 percent or better.
FY 2004	**Rating: Significantly Above Target** 92 percent. Target was 75 percent or better.
VERIFICATION AND VALIDATION	
Data Source	Test results come from Foreign Service Institute's corporate training database, the Student Training Management System and are highly reliable.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized 360 changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Foreign Service Institute, pg. 358

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Overall Satisfaction with Training at the Foreign Service Institute	
Indicator Justification	In an effort to ensure that training provided by Foreign Service Institute (FSI) is appropriate and relevant for employees' job assignments, FSI conducts an annual survey of customers who have taken FSI training. The results are used to adjust training/curricula accordingly.
TARGETS	
FY 2009	84 percent.
FY 2008	84 percent.
FY 2007	83 percent.
CURRENT RESULTS	
FY 2007	**Rating: Significantly Above Target** 92 percent.
Impact	This indicator supports the Strategic Goal of Strengthening Consular and Management Capabilities through measuring the effectiveness of training in helping to ensure an able workforce which possesses the skills, knowledge and diplomatic preparedness to promote U.S. interests internationally and achieve our nation's foreign policy goals and objectives.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** Baseline of 83 percent established.
FY 2005	**Rating: N/A** Baseline established FY 2006.
FY 2004	**Rating: N/A** Baseline established FY 2006.
VERIFICATION AND VALIDATION	
Data Source	Annual Satisfaction Survey. Baseline data and methodology set in 2006. Most recent update survey conducted in February 2007 and sought feedback on training received from FSI over the previous five years.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Office to Monitor and Combat Trafficking in Persons, pg. 148

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Number of USG Employees and International Visitors Trained on Trafficking in Persons Issues	
Indicator Justification	This indicator was selected because it directly measures an important activity of the office.
TARGETS	
FY 2009	25 percent of staff conduct two training opportunities for other U.S. Government personnel and other countries' officials on prosecution of traffickers, protection of victims, and prevention of trafficking in persons.
FY 2008	20 percent of staff conduct two training opportunities for other U.S. Government personnel and other countries' officials on prosecution of traffickers, protection of victims, and prevention of trafficking in persons.
FY 2007	15 percent of staff conduct two training opportunities for other U.S. Government personnel and other countries' officials on prosecution of traffickers, protection of victims, and prevention of trafficking in persons.
CURRENT RESULTS	
FY 2007	**Rating: On Target** This indicator is new for 2007 and is a baseline. The Office to Monitor and Combat Trafficking in Persons will reach out to other parts of the Department and the USG to provide expertise, information and training to employees, including Foreign Service Officers, outgoing Ambassadors, other Embassy officers, and civilian police. Staff will also meet with international visitors to provide information on human trafficking in specific regions and countries. The annual Trafficking in Persons Report lays out a blueprint for how other governments can take tangible steps to improve and it is an effective educational tool.
Impact	The goal is to stimulate other governments to take action to eradicate trafficking in persons. This includes working with foreign governments to develop comprehensive legislation, strengthening anti-trafficking laws and enforcement strategies, and increasing the capacity of civil society organizations to rescue and protect victims.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** New indicator for FY 2007.
FY 2005	**Rating: N/A** New indicator for FY 2007.
FY 2004	**Rating: N/A** New indicator for FY 2007.
VERIFICATION AND VALIDATION	
Data Source	The data on the number of persons trained each year is gathered by the Office to Monitor and Combat Trafficking in Persons and is reviewed for accuracy by the Deputy Director of the Office. G/TIP only collects data for its personnel.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Human Resources, pgs. 329- 330

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Success Staffing Critical Needs Positions Overseas	
Indicator Justification	The Bureau of Human Resources is responsible for assigning qualified employees to implement the Department's mission domestically and overseas. Measuring HR's ability to fill positions at posts with the highest differentials - often the hardest positions to fill - shows that this is a Department priority and gives an indication of overall staffing efforts.
TARGETS	
FY 2009	Fill 75 percent of Critical Needs positions with qualified bidders before the close of the regular assignments season.
FY 2008	Fill 75 percent of Critical Needs positions with qualified bidders before the close of the regular assignments season.
FY 2007	Fill 90 percent of Critical Needs positions with qualified bidders before the close of the regular assignments season.
CURRENT RESULTS	
FY 2007	**Rating: Below Target** Baseline: Iraq and Afghanistan were staffed at 100 percent, as were several other critical posts. However, because of staffing shortages and the civilian surge, not all critical needs posts (as defined in Data Source below) were staffed at 90 percent or above. Nevertheless, all positions identified by the regional Bureaus as "must-fill" critical needs positions were filled with qualified bidders. Until staffing needs are met, the Department will be unable to fill all "critical needs" positions above 75 percent.
Impact	While all of the State Department's positions worldwide are crucial to the implementation of U.S. foreign policy principles, the critical needs positions at high differential posts overseas are often on the forefront of policy priorities. The Department of State has made staffing these critical needs positions a top priority.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** New Indicator
FY 2005	**Rating: N/A** New Indicator
FY 2004	**Rating: N/A** New Indicator
VERIFICATION AND VALIDATION	
Data Source	This indicator is calculated by the Bureau of Human Resources based on assignments in a given fiscal year to vacant Foreign Service positions designated as "critical needs" positions. Critical needs positions are defined as overseas positions at posts with 25 percent or higher hardship differential.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Human Resources, pgs. 330- 331

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Percent of Language-Designated Positions at Overseas Missions Filled by Employees Who Fully Met the Language Requirements	
Indicator Justification	One of the Bureau of Human Resources' key tasks is to assign qualified employees to effectively carry out the Department's mission. Measuring the percentage of incumbents who meet the language proficiency requirements for Foreign Service positions overseas is a good measure of how well the Bureau of Human Resources is executing its assignment responsibilities.
TARGETS	
FY 2009	80 percent or better.
FY 2008	80 percent or better.
FY 2007	80 percent or better.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Preliminary data indicate that performance is on target for FY 2007. Complete results will be available and reported to Congress in February 2008. While the Department is on target to meet our goal of 80 percent in FY 2007, it is becoming increasingly difficult to do so. The number of language-designated positions overseas has doubled since 2001, and the number of positions that require proficiency in critical needs languages, such as Arabic, Chinese, Farsi, and Korean, which often require the longest instruction periods, has increased by 170 percent.
Impact	Diplomatic efforts will be more successful as employees with the appropriate language skills are deployed overseas. With 80 percent or more of language-designated positions filled by incumbents who meet the requirements, the Department can more effectively engage host governments, local populations, and foreign media when implementing programs, communicating policies, and advocating positions.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** 85 percent of employees assigned to vacant Foreign Service language-designated positions overseas were filled by incumbents who met or exceeded the designated proficiency requirement. An additional 8.4 percent of language-designated positions were filled by incumbents who partially met the proficiency requirement.
FY 2005	**Rating: Above Target** 82 percent fully met the requirements. Another 10.8 percent partially met the requirements.
FY 2004	**Rating: Above Target** 83 percent fully met the requirements. Another 9.9 percent partially met the requirements.
VERIFICATION AND VALIDATION	
Data Source	This indicator is calculated by the Bureau of Human Resources based on assignments in a given fiscal year to vacant Foreign Service language-designated positions overseas. This indicator is reported yearly to Congress as required by statute.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A

	method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Information Resource Management, IT Central Fund, pgs. 76- 77

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Progress Towards Implementing State Messaging and Archive Retrieval Toolset (SMART) Messaging System	
Indicator Justification	This indicator is appropriate because achievement of the targets will measure progress toward development of the SMART project. In addition, this project represents the Department's top Information Technology priority, and therefore receives frequent senior management scrutiny. When completed, SMART will help implement a fully modernized, simple and secure, Information Technology infrastructure.
TARGETS	
FY 2009	Complete Worldwide Deployment of State Messaging and Archive Retrieval Toolset (SMART) solution to all posts. Continue to provide effective operations and maintenance for all domestic sites and overseas posts, and begin decommission of legacy systems following a phased retirement plan.
FY 2008	Initiate Worldwide Deployment of State Messaging and Archive Retrieval Toolset solution to 12 Pilot posts and selected Domestic Bureaus. SMART to provide effective operations and maintenance for operational SMART components. Complete training for systems support, implement the second site and contingency plan, and deploy the SharePoint and Groove collaboration tools internally and in the Demilitarized Zone per the Department's FY 2007-2012 Strategic Plan.
FY 2007	Successfully deploy SMART quick-win functionality to users, which includes: Instant Messaging, Groove, and SharePoint. Successfully pilot messaging solution to three pilot posts.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Successfully deployed SMART quick-win functionality to users, which includes Instant Messaging, Groove and SharePoint. Successfully piloted messaging solution to a select group of users.
Impact	The successful deployment of the quick-win functionality and pilot messaging solution paves the way for: worldwide deployment of SMART to 12 pilot posts in FY 2008; effective Operations and Maintenance for SMART components; implementation of the second site and contingency plan; and deployment of the collaboration tools internally and in the Demilitarized Zone per the FY 2007-2012 Strategic Plan.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** Detailed Planning and re-baselining completed resulting in SMART Plan B. Design work conducted for all SMART components. Development laboratory established. Development work for SMART quick-win functionality.
FY 2005	**Rating: Significantly Below Target** System requirements decomposition effort results in validated list of derived requirements. 50 users participated in a series of system usability demonstrations and provided feedback, driving defect corrections.
FY 2004	**Rating: Below Target** 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 October 15, 2004. Completed design demonstration, and installed a secure processing facility. Signed a Memo of Understanding with the National Archives and Records Administration.
VERIFICATION AND VALIDATION	
Data Source	Bureau of Information Resource Management reports including Gartner Group independent verification and validation.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

* This indicator is found in the "IT Central Fund" section of the FY 2009 Congressional Budget Justification.

FY 2009 CBJ State Operations
Bureau of Information Resource Management , pg. 406

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Implementation of Information Technology Shared Services through Consolidation	
Indicator Justification	This indicator is appropriate because achievement of the targets, which will be actively and closely tracked, will measure progress toward implementation of improved IT shared services through consolidation. In addition, this project represents top IT priority of the Department, and as a consequence receives frequent senior management scrutiny.
TARGETS	
FY 2009	Standard IT Shared Services provided by Bureau of Information Resource Management (IRM): • All bureaus using Desktop Computing Services (provides help desk support 24 hours a day/7 days a week for passwords, personal computers, telephones, networks, servers, e-mail and IT security). • All bureaus using Mobile Computing Services (provides Personal Data Assistant devices, cell phones, and management support). • All bureaus using Enterprise Server Operations Center to house and maintain file and print servers. Standard IT Extended Services provided by IRM - Optional: • All bureaus using extended services: Development Services (computer application and website development); Hosting Services (computer application and website hosting); and Teleconferencing Services.
FY 2008	Standard IT Shared Services provided by IRM: • 19 bureaus using Desktop Computing Services (provides help desk support 24 hours a day/7 days a week for passwords, personal computers, telephones, networks, servers, e-mail and IT security). • 19 bureaus using Mobile Computing Services (provides Personal Data Assistant devices, cell phones, and management support). • 19 bureaus using Enterprise Server Operations Center to house and maintain their file and print servers. • Two bureaus were successfully consolidated in a pilot program during the first quarter of FY 2008. Five more bureaus will be fully consolidated by the end of the second quarter of FY 2008. Standard IT Extended Services provided by IRM - Optional: • 19 bureaus using optional extended services: Development Services (computer application and website development); Hosting Services (computer application and website hosting); and Teleconferencing Services.
FY 2007	• Standard IT Shared Services provided by IRM: • 10 bureaus using Desktop Computing Services (provides help desk support 24 hours a day/7 days a week for passwords, personal computers, telephones, networks, servers, e-mail and IT security). • 10 bureaus using Mobile Computing Services (provides Personal Data Assistant devices, cell phones, and management support). • 7 bureaus using Enterprise Server Operations Centers to house and maintain their file and printer servers. • Standard IT Extended Services provided by IRM - Optional: 16 bureaus using extended services: Development Services (computer application and website development); Hosting Services (computer application and website hosting); and Teleconferencing Services.

CURRENT RESULTS	
FY 2007	**Rating: Significantly Below Target** • Consolidated A/EX desktops at the beginning of FY 2007. • IRM has completed RM and H Discovery. • IRM has signed Discovery Reports from Bureau of Resource Management and Legislative Affairs. Follow-on analysis in progress. • IRM is in Discovery with MED, Office of the Inspector General, and A/ISS. • A Master Service Level agreement has been developed.
Impact	Moving forward, the implementation of these Standard IT services, both optional and mandatory, will allow IRM to continue to expand the project to improve IT shared services through consolidation, as outlined above in FY 2008.
Reason for Shortfall	During the first quarter of 2007, shared services to other bureaus were postponed while competitive sourcing of IT services was considered. The decision was made to resume the Discovery process on IRM-provided shared services.
Steps to Improve	Involve the Bureau of Human Resources and the Bureau of Resource Management early in the Discovery phase.
PRIOR YEAR RESULTS	
FY 2006	**Rating: On Target** A Program Management Office was established in the Bureau of Information Resource Management (IRM) for Department-wide Information Technology (IT) service consolidation. Implementation plan for consolidating IT services was completed.
FY 2005	**Rating: Below Target** The Department's E-Government Program Board established Duplication Action Team, which identified areas of IT service duplication and key targets for consolidation.
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source	IRM management reports.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data is properly stored and available.

FY 2009 CBJ State Operations
Bureau of Overseas Building Operations
Embassy Security, Construction, and Maintenance, pg. 455

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Percent of Capital Security Construction Projects Completed Within the Schedule Authorized in the Construction Contract	
Indicator Justification	The indicator is a means of determining timeliness in delivering new construction projects to posts and a means of determining performance in meeting contract schedules.
TARGETS	
FY 2009	100 percent of capital construction projects completed within schedule authorized.
FY 2008	100 percent of capital construction projects completed within schedule authorized.
FY 2007	Complete 100 percent of capital security construction projects within the schedule authorized in the construction contract.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Complete 100 percent of capital security construction projects within the schedule authorized in the construction contract.
Impact	Award and construct capital security construction projects as scheduled in the Long-Range Overseas Buildings Plan as a means to provide U.S. Diplomatic and Consular missions overseas with secure, safe, and functional facilities to assist them in achieving the foreign policy objectives of the United States.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Below Target** 88 percent of capital security projects were on schedule as of March 31, 2006 Three projects will be re-completed.
FY 2005	**Rating: Below Target** 84 percent of capital security construction projects were completed in accordance with construction schedule in the construction contract
FY 2004	**Rating: On Target** 100 percent of capital security construction projects were completed within schedule authorized.
VERIFICATION AND VALIDATION	
Data Source	The indicator is verifiable based on monthly progress reports from the Project Director at the construction site and with contractual and other official documents that contain the schedule. Data source is the FY 2008 Bureau Strategic Plan.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Bureau of Overseas Building Operations
Embassy Security, Construction, and Maintenance, pg. 456

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Number of Major Compound Security Upgrade Program Projects Completed at Overseas Posts	
Indicator Justification	The indicator accurately measures the number of posts receiving major Container Security Upgrade Program projects.
TARGETS	
FY 2009	Eight major Container Security Upgrade Program projects to be completed at overseas posts.
FY 2008	Nine major Container Security Upgrade Program projects to be completed at overseas posts.
FY 2007	Eight major Container Security Upgrade Program projects to be completed at overseas posts.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Status as of mid-September 2007: Seven projects have completed, and one more is expected to be completed before the end of FY 2007.
Impact	The program provides physical security upgrades and compound security upgrades to Department overseas facilities to protect employees from terrorist and other security threats.
PRIOR YEAR RESULTS	
FY 2006	**Rating: Below Target** Target: Eight Completed: Seven
FY 2005	**Rating: Below Target** Target: Five Actual: Four
FY 2004	**Rating: N/A** New measure starting in FY 2005.
VERIFICATION AND VALIDATION	
Data Source	The indicator is verified through regular reports submitted to Bureau of Overseas Building Operations by those completing the security upgrade projects. Data source is the FY 2008 Bureau Strategic Plan.
Data Quality	Data quality comprises validity, reliability, timeliness, precision and integrity. A method for detecting duplicate data and/or missing data, and proper safeguards to prevent unauthorized changes to the data is in place. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data are properly stored and readily available.

FY 2009 CBJ State Operations
Office of Inspector General, pg. 542

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Percentage of Reports and Investigations Focused on Department and Broadcasting Board of Governors (BBG) Management Challenges	
Output Indicator	
TARGETS	
FY 2009	75 percent
FY 2008	N/A (Baseline year)
FY 2007	N/A
CURRENT RESULTS	
FY 2007	**Rating: N/A** N/A
Impact	N/A for 2007; 2008 will be the baseline year.
HISTORICAL RESULTS	
FY 2006	**Rating: N/A** N/A
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Indicator Justification	OIG audits, inspections, and reviews evaluate Department and BBG efforts to achieve results-oriented management and realize the objectives of the President's Management Agenda (PMA), identify major management challenges, and recommend improvements. OIG investigations that address alleged malfeasance with respect to Department and BBG management challenges also contribute to the PMA.
Data Source and Quality	For audits and inspections, the data reflects reports issued as reported in the March 31 and September 30 Semiannual Reports to the Congress. For investigations, the data is from Office of Inspector General's Case Management System and is reported in the Semiannual Report to the Congress and the Annual Report of the President's Council on Integrity and Efficiency.

FY 2009 CBJ State Operations
Office of Inspector General, pgs. 541- 542

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Percentage of Recommendations Resolved Within the Appropriate Timeframe	
Outcome Indicator	
TARGETS	
FY 2009	80 percent
FY 2008	80 percent
FY 2007	80 percent
CURRENT RESULTS	
FY 2007	**Rating: Significantly Above Target** 88 percent
Impact	The percentage of recommendations resolved indicates to what extent management has agreed to take timely action to correct identified problems in line with the Office of Inspector General's recommendations.
HISTORICAL RESULTS	
FY 2006	**Rating: Significantly Below Target** 64 percent
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Indicator Justification	The percentage of recommendations resolved within six months (inspections) or nine months (audits and program reviews) indicates to what extent management has agreed to take timely action to correct identified problems in line with the Office of Inspector General recommendations, or has identified acceptable alternatives that are expected to result in improved programs and operations.
Data Source and Quality	Percentage of recommendations resolved is based on information tracked in Office of the Inspector General's Compliance Analysis Tracking System. The status of recommendations is verified with Department and Broadcasting Board of Governors responsible for addressing the recommendations and with the Office of Inspector General offices responsible for evaluating and tracking compliance.

FY 2009 CBJ State Operations
Office of Inspector General, pgs. 540- 541

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Monetary Benefits: Questioned Costs, Funds Put to Better Use, Cost Savings, Recoveries, Efficiencies, Restitution, and Fines	
Output Indicator	
TARGETS	
FY 2009	$12.5 million.
FY 2008	$11.0 million.
FY 2007	$8.5 million.
CURRENT RESULTS	
FY 2007	**Rating: Significantly Above Target** $52.6 million million as of December 21, 2007.
Impact	Identification of monetary benefits helps the Department to meet its goal of strengthening its management capabilities, and results in a more effective and efficient use of U.S. taxpayer dollars.
HISTORICAL RESULTS	
FY 2006	**Rating: Significantly Above Target** $31.3 million
FY 2005	**Rating: Significantly Above Target** $31.5 million
FY 2004	**Rating: Significantly Below Target** $6.8 million
VERIFICATION AND VALIDATION	
Indicator Justification	Cost savings, recoveries, questioned costs, and funds put to better use constitute actual or potential savings to the Department and the Broadcasting Board of Governors. Monetary benefits resulting from audit, inspection, program evaluation, and investigative findings, result in more effective and efficient use of U.S. taxpayer dollars and are a primary mandate of the Office of Inspector General.
Data Source and Quality	Recoveries, questioned costs, and funds put to better use are based on amounts identified in Office of Inspector General reports, as agreed to by the agency and tracked in the Office of Inspector General's compliance database. Investigative recoveries reflect court-ordered fines, restitutions, and recoveries based on information received from external prosecutive and administrative authorities.

FY 2009 CBJ State Operations
Bureau of Resource Management, pg. 332

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Status of Global Financial Management Systems Software	
Indicator Justification	Global Financial Management System is reported on the President's Management Agenda Scorecard for Improved Financial Performance. The goal is to obtain a single integrated view of financial data through data standardization, common business processes, and the seamless exchange of information through the Department's financial management and administrative environments.
TARGETS	
FY 2009	Implement bilateral agreement accounting functionality in the Global Financial Management Systems.
FY 2008	Implement e-Travel interface with the Global Financial Management Systems and the acquisitions component of the data warehouse.
FY 2007	Implement fiscal year end software release in the Global Financial Management Systems.
CURRENT RESULTS	
FY 2007	**Rating: On Target** Executing technical closing of the core accounting system of the Global Financial Management Systems.
Impact	Software that facilitates FY 2007 year end close out.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** N/A
FY 2005	**Rating: N/A** N/A
FY 2004	**Rating: N/A** N/A
VERIFICATION AND VALIDATION	
Data Source	A Global Financial Architectural Review process was established by the Bureau of Resource Management as a place where software requirements are first identified, scoped and put before a board to prioritize. The decision makers are the DCFO, DAS for Global Financial Services and the Managing Director. Separate resources staff this function which has been in place for two years.
Data Quality	New indicator – data quality will be completed in FY 2009.

FY 2009 CBJ State Operations
Office of the Science and Technology Adviser to the Secretary of State
Oceans and International Environment and Scientific Affairs, pg. 150

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: Number of Science and Technology Fellows and Recruits	
Indicator Justification	The indicator measures the lead of the Science and Diplomacy initiative to increase the number of scientists and engineers, or Foreign and Civil Service Officers with Science and Technology credentials, working in the Department of State. Fellowships, outreach to other USG agencies, and recruitment of new personnel are essential to building a Department workforce required for the 21st century.
TARGETS	
FY 2009	50 American Association for the Advancement of Science and other Science and Technology fellows working at the Department. A sixth cohort of 10 Jefferson Science Fellows is assigned in September 2008 and 75 percent of alumni continue to consult for the Department. Diplomats in Residence continue to actively recruit new fellows. 70 percent of the Jefferson Science Fellows program costs assumed by the Department. Continued co-sponsorship of American Association for the Advancement of Science recruitment booth. At least 35 Embassy Science Fellows and 40 new Foreign Service Officers in the A-100 classes with strong science and technology credentials. Five new S&T positions sponsored by other USG agencies are established in embassies and USAID missions.
FY 2008	50 American Association for the Advancement of Science (AAAS) and other fellows working at State. A fifth cohort of 8 Jefferson Science Fellows assigned September 2007, 50 percent the alumni continue to consult for the Department. The Jefferson Science Fellows program is on track for institutionalization with 50 percent of the program costs assumed by the Department. 35 Embassy Science Fellows and over 40 new Foreign Service Officers in the A-100 classes with strong Science and Technology credentials. The new Science and Technology Adviser to the Secretary (STAS) is appointed also to serve the USAUD Administrator. She encourages USG agencies to detail S&T experts to overseas missions, and advocates for Project HORIZON and the recommendations of the Secretary's Advisory Committee on Transformational Diplomacy.
FY 2007	50 AAAS and other fellows working at State. All non-AAAS fellows are qualified and entered into the Government Employee Management System. The third cohort of six Jefferson Science Fellows joins the consultants' stable of experts and a fourth cohort of 8 Fellows will begin in September 2007. The Jefferson Science Fellows program begins institutionalization, with partial administrative funding in FY 2008 and full funding by FY 2010. Diplomats in Residence actively recruit new fellow at their campuses. Continued co-sponsorship of AAAS recruitment booth. At least 35 Embassy Science Fellows and 40 new Foreign Service Officers in the A-100 classes with strong science and technology credentials.
CURRENT RESULTS	
FY 2007	**Rating: Above Target** 50 American Association for the Advancement of Science and other fellows are working at State. The third cohort of six Jefferson Science Fellows joined the 10 previous fellows in the consultants' stable of experts and a fourth cohort of 8 Fellows will be assigned in September 2007. The Science and Technology Advisor worked with other bureaus to institutionalize the Jefferson Science Fellows program, including securing programmatic funding for FY 2008-2010, and promulgating

	authorizing language with Congress. Diplomats in Residence actively recruit new fellows on campuses. Continued co-sponsorship of American Association for the Advancement of Science recruitment booth. There were at least 35 Embassy Science Fellows and 40 Foreign Service Officers in the A-100 classes with strong Science and Technology credentials.
Impact	Growing numbers of fellows are a critical mass of the science and technology and engineering expertise that are providing new insights to the Department, including in the work of regional bureaus. Most Jefferson Science Fellow alumni continue to consult for their old offices, provide additional leverage into their research communities, and serve as recruiters on their campuses.

PRIOR YEAR RESULTS	
FY 2006	**Rating: Above Target** 50 PhD scientists and engineers worked in 13 functional and all six regional bureaus, including 35 American Association for the Advancement of Science Fellows, 10 American Institute of Physics fellows, the Institute of Electrical and Electronics Engineers, and the American Chemical Society. Human Resources reduced centrally-funded fellows for Science and Technology from 17 to 15. The second cohort of five new Jefferson Science Fellows were assigned at the Department. Human Resources and the STAS Office co-sponsored a recruitment booth at American Association for the Advancement of Science annual meeting with events for minorities. Over 40 Embassy Science Fellows were staffed from USG agencies for short-term assignments. Human Resource data indicates 35 new officers have Science and Technology Credentials.
FY 2005	**Rating: Above Target** 33 American Association for the Advancement of Science's Fellows and seven Fellows sponsored by professional scientific societies worked in 11 functional bureaus, six regional bureaus. A new professional society fellowship sponsored by the American Chemical Society began working at mid-year. The first five Jefferson Science Fellows began one-year assignments in September 2004, and were retained as consultants for five years thereafter. This three-year pilot program was made possible through external funding totaling $4.6M. The STAS Office also led an effort with professional societies, universities, the Foreign Service Institute and National Defense University to design and implement a 21st century science and technology educational curriculum and training program for Foreign Service and Civil Service employees.
FY 2004	**Rating: Above Target** 35 American Association for the Advancement of Science's Fellows and nine Fellows sponsored by professional scientific societies worked in 13 functional and six regional bureaus. The STAS began organizing an initiative with professional societies, universities, to design new Science and Technology educational curriculum and training program at the Foreign Service Institute. Two senior scientists were detailed from other USG agencies to embassies and more than 40 USG agency scientists and engineers served in short-term assignments in US embassies. The Science and Technology intern program expanded to 50 participants. The STAS strengthened recruitment with the Bureau of Human Resources resulting in at least 15 new Foreign Service Officers with science and technology credentials.

VERIFICATION AND VALIDATION	
Data Source	The number of participants for the AAAS, Jefferson Science Fellows, and

	professional societies fellowships as well as the Embassy Science Fellows and internships.
Data Quality	The Science and Technology Adviser recommends that Human Resources track the formal education of new Foreign Service Officers to better evaluate recruitment efforts for people with science and technology credentials.

- This indicator is found in the "Oceans and International Environment and Scientific Affairs" section of the FY 2009 Congressional Budget Justification.

FY 2009 CBJ State Operations
Office of the Secretary/Executive Secretariat, 2007 APR/ 2009 APP

STRATEGIC GOAL 7: Strengthening Consular and Management Capabilities	
Indicator: The Ability to Provide High-Quality Information Systems Support for Principals and Senior Staff	
Indicator Justification	The Executive Secretariat is the Secretary's coordination and communications mechanism, and the channel for authoritative communication between the Department and interagency foreign affairs community.
TARGETS	
FY 2009	• Expand crisis management readiness training to increase effectiveness of overseas and Department crisis response efforts through expanded use of collaborative, web-based technologies. • Provide customizable, web-based content and document management tools to allow bureau personnel to directly manage their information. • Implement technology upgrades in the Operations Center that will provide the Secretary and other principals with rapid, synthesized information they require to support the President, especially in conducting modern diplomacy and participating effectively in interagency deliberations.
FY 2008	• Increase integration between overseas posts and the Department on crisis management through increased participation in crisis management exercises. • Protect critical infrastructure and responsiveness by creating full redundancy in our core Principals' support and secretariat functions at continuity of operations sites with a complete range of capabilities, • Improve electronic distribution of formats for briefing materials and information to posts preparing for the Secretary's travel.
FY 2007	Establish a baseline.
CURRENT RESULTS	
FY 2007	**Rating: N/A** • The Operations Center processed over 460,000 telephone calls in 2006, trained 226 Department employees in crisis response procedures, managed six Task Forces or Monitoring Groups, held two task force exercises for bureaus and participated in crisis management exercises at 20 overseas posts. The Operations Center participated in over 1478 Secure Video Teleconferencing System (SVTS) meetings in 2006, and installed six new SVTS Desktop terminals and a remote installation at the Diplomatic Security/Command Post. • The Secretariat Staff expanded electronic distribution of formats for briefing materials in 2006, creating and continually updating some 35 different templates on the "Executive Secretariat InfoLink" intranet page which allowed Department drafters to download letter-perfect formats for memoranda for Department principals.
Impact	The Executive Office of the Executive Secretariat reduced the footprint of support for the Secretary's international trips and has leveraged technology to base classified communications in the Department.
PRIOR YEAR RESULTS	
FY 2006	**Rating: N/A** N/A
FY 2005	**Rating: N/A**

	N/A
FY 2004	**Rating: N/A** N/A

VERIFICATION AND VALIDATION	
Data Source and Quality	Data for FY 2007 Results was provided by the Operations Center and the Executive Office of the Executive Secretariat. Data is based on statistics compiled throughout the year and accurately reflect the results for FY 2007.

**Extract from FY 2009 Foreign Assistance
Congressional Budget Justification, pgs. 780- 851**

For Fiscal Year 2007, the Department of State and the U.S. Agency for International Development (USAID) elected to participate in a pilot performance reporting program launched by the Office of Management and Budget (OMB). This initiative, the *Pilot Program for Alternative Approaches to Performance and Accountability Reporting*, seeks to streamline federal agency reporting while retaining ongoing efforts to directly integrate budget and performance planning and reporting. Agencies participating in the pilot program are using an alternative to the traditional Performance and Accountability Report (PAR) by producing three separate reports: an Agency Financial Report; an Agency Performance Report, and a Highlights Report summarizing financial, budget and performance information for FY 2007.

Due to regulatory requirements, the Department and USAID issued separate Annual Financial Reports on November 16, 2007, but in keeping with recent practice, as well as the intent of foreign assistance reform, the two agencies have produced this joint FY 2007 Foreign Assistance Annual Performance Report and FY 2009 Performance Plan, as well as a Joint Highlights Report, which was issued on February 1, 2008.

To ensure the integration of budget and performance information, the two agencies chose to directly incorporate the Performance Report and Plan into the FY 2009 Foreign Assistance Congressional Budget Justification (CBJ), highlighting 51 representative performance indicators linked to resource requests. These indicators support the Foreign Assistance Framework, and are organized accordingly, falling under the foreign assistance Strategic Objectives of Peace and Security; Governing Justly and Democratically; Investing in People; Economic Growth; and Humanitarian Assistance. Within each Strategic Objective there are also key priorities, known as program areas, and the performance measures link directly to these areas. The indicators are part of the data used by missions, Washington bureaus, and the Office of the Director of U.S. Foreign Assistance to inform resource requests and allocation decisions.

The performance indicators were selected by a Department of State/USAID inter-agency working group comprised of performance management and budget analysts, and validated by sector-specific technical experts. They reflect U.S. Government foreign policy priorities and major areas of U.S. Government investment, including significant marginal increases in the FY 2009 budget request. The indicators include annual measures directly attributable to U.S. Government activities and longer-term ones, which reflect the combined investments of donors, multilateral organizations, non-governmental organizations, host governments, etc., and to which the annual measures contribute. Several performance measures from the agencies' Program Assessment Rating Tool (PART) assessments were selected for inclusion in this representative set. While a number of factors contribute to the overall success of foreign assistance programs, analysis of the performance data is a critical component.

Evaluations also play a significant role in improving foreign assistance programs; in FY 2007 over 400 analytical studies of foreign assistance were conducted, addressing programs in each of the above Strategic Objectives. Of these studies, approximately 52% were formal evaluations -- the systematic collection and analysis of information about ongoing or completed U.S. Government-funded activities, which informs program management and resource decisions. The remaining analyses were sector and needs assessments, feasibility studies, management reviews, and other studies that provide critical data to inform and guide decisions on the best use of foreign assistance resources.

In reading this chapter, four key efforts related to performance should be kept in mind. First, the Secretary's reform of foreign assistance is only in its second year, and this year marks the first performance reporting cycle for the integrated Department of State and USAID indicators. Hence, it will take a minimum of an additional two years before sufficient prior year data for some of the performance indicators can be collected and associated trends analyzed to fully inform decision-making.

Second, the reform is still generating important process changes to achieve the complete integration of USAID and Department of State foreign assistance program planning and implementation. For example, beginning with the FY 2010 budget cycle, the joint Department of State/USAID initial resource request from each field mission must link directly to performance information, which will in turn inform the remainder of the full budget and performance cycle.

Third, a review of the Foreign Assistance Framework itself is underway, both the overarching principles as well as the specific standardized program structure. Having applied the new framework in the development of the FY 2008 and FY 2009 budgets, it is time to evaluate its application, including identifying areas for improvement.

Fourth, efforts are underway to develop a consistent strategic planning framework designed for the country level, within which the field can plan and headquarters can guide. One element of this is the Country Assistance Strategy, a new tool that will be tested in FY 2008. Another element is the concept of a National Assistance Strategy, which derives directly from the National Security Strategy and would be akin to the National Defense Strategy prepared by the Department of Defense.

In sum, the foreign assistance reform effort, including the complete integration of Department of State and USAID budget and performance management processes, is complex and multifaceted, requiring collaboration, creativity, determination, and the ability and willingness to review and adjust these new processes as they are tested.

Overview of FY 2007 Foreign Assistance Performance Results

In FY 2007, the Department of State and USAID budgeted more than $24.6 billion to achieve the U.S Government's foreign assistance goals across five strategic objectives: Peace and Security, Governing Justly and Democratically, Investing in People, Economic Growth, and Humanitarian Assistance. Overall, U.S. foreign assistance programs performed exceedingly well, meeting or surpassing performance targets on 87% of all indicators for which there were results data in FY 2007.

To highlight some key results: In FY 2007 the United States provided HIV/AIDS treatment to more than 1.3 million people in 15 African countries and protected more than 22 million people from malaria through the President's Malaria Initiative; the Office of U.S. Foreign Disaster Assistance surpassed by 10% its goal of providing 75% of disaster-affected households with basic resources for survival and recovery; and in key areas where the U.S. Government provided interdiction assistance, more than 2.1 million kilograms of illicit narcotics were seized, surpassing the FY 2007 target by 51%. The breadth of these successes in terms of development impact worldwide is encouraging; the results serve both as benchmarks of achievement and important reference points for future programs. While these are examples where program

performance exceeded expectations, there were also a number of challenges in program implementation; results for 13% of the performance measures did not meet their targets.

The following charts summarize the foreign assistance performance results for FY 2007 and budgets for FY 2007, FY 2008 and FY 2009. Details on each performance measure, and corresponding budget information, are found in the following strategic objective sections. The Performance Results graphic refers to the 51 foreign assistance indicators dedicated to the five strategic objectives in 2007. Indicators are considered above target when results are 10% or more above target and below target when their results are 10% or more below target.

FY 2007 Foreign Assistance Budget
Including Supplemental
$24.7 Billion

Humanitarian Assistance $3,097,449 13%
Program Support $883,186 4%
Peace and Security $8,684,551 34%
Economic Growth $3,212,160 13%
Investing in People $6,659,362 27%
Governing Justly & Democratically $2,141,343 9%

FY 2007 Foreign Assistance Performance Results

Below Target 6 Performance Indicators 14%
On Target 14 Performance Indicators 32%
Above Target 24 Performance Indicators 54%

Total: 51 Indicators*
* Seven indicators are not included in the percentages; one did not have results reported in FY 2007 and six have long-term targets.

| Above Target: 10% or more above | On Target: Within +/- 10 % of | Below Target: 10% or more below |

Foreign Assistance

By Fiscal Year, Strategic Objective and Program Area

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
TOTAL FOREIGN ASSISTANCE ($ in thousands)	**24,678,051**	**22,067,296**	**22,665,113**
ACHIEVING PEACE AND SECURITY	**8,684,551**	**6,782,357**	**7,693,566**
Counter-Terrorism	242,059	170,508	191,070
Combating Weapons of Mass Destruction (WMD)	227,957	240,160	231,495
Stabilization Operations and Security Sector Reform	6,668,632	5,176,314	5,531,127
Counter Narcotics	1,148,083	897,747	1,385,420
Transnational Crime	51,183	61,763	99,438
Conflict Mitigation and Reconciliation	346,637	235,865	255,016
GOVERNING JUSTLY AND DEMOCRATICALLY	**2,141,343**	**1,376,768**	**1,719,780**
Rule of Law and Human Rights	531,976	396,138	475,185
Good Governance	763,160	371,272	533,308
Political Competition and Consensus-Building	305,432	173,273	313,254
Civil Society	540,775	436,085	398,033
INVESTING IN PEOPLE	**6,659,362**	**8,317,841**	**7,709,726**
Health	5,758,175	7,168,124	6,837,922
Education	754,475	850,451	757,865
Social and Economic Services and Protection for Vulnerable Populations	146,712	299,266	113,939
ECONOMIC GROWTH	**3,212,160**	**2,235,702**	**2,329,173**
Macroeconomic Foundation for Growth	591,466	219,167	253,730
Trade and Investment	331,638	177,179	237,477
Financial Sector	176,832	188,436	127,843
Infrastructure	723,851	428,479	339,635
Agriculture	538,095	413,296	522,527
Private Sector Competitiveness	385,446	347,899	434,659
Economic Opportunity	127,044	131,822	80,118
Environment	337,788	329,424	333,184
HUMANITARIAN ASSISTANCE	**3,097,449**	**2,523,140**	**2,134,221**
Protection , Assistance and Solutions	2,963,713	2,401,226	2,011,720
Disaster Readiness	78,226	69,720	81,591
Migration Management	55,510	52,194	40,910
PROGRAM SUPPORT	**883,186**	**831,488**	**1,078,647**

PEACE AND SECURITY

The United States promotes peace, liberty, and prosperity for all people and security is a necessary precursor to these goals. The U.S. Government directly confronts threats to national and international security from terrorism, weapons proliferation, failed or failing states, and political violence. In so doing, the U.S. Government strengthens its capabilities and that of its international partners to prevent or mitigate conflict, stabilize countries in crisis, promote regional stability, and protect civilians. The security of U.S. citizens at home and abroad is best guaranteed when countries and societies are secure, free, prosperous, and at peace.

In the U.S. Government's efforts to protect its citizens and national interests overseas, its foreign assistance strategic priorities, called program areas, include countering terrorism, combating weapons of mass destruction, supporting counter-narcotics activities, strengthening stabilization operations and promoting security sector reform, combating transnational crime, and sponsoring conflict mitigation and reconciliation programs.

FY 2007 performance for this objective is measured by a set of 10 indicators, for which U.S. programs were at or above target for counter-terrorism, weapons of mass destruction, and conflict mitigation and reconciliation. The mixed results shown in stability operations and security sector reform are the result of incomplete security data for Afghanistan; otherwise, performance is above target. In counter-narcotics, notwithstanding changes in program emphasis of a single country, which led to lower than expected results for one indicator; the results for other countries receiving U.S. Government assistance were above target. Finally, data on trafficking in persons cases are not collected and reported in a standardized manner worldwide, making progress in this area difficult to assess.

2007 Performance Results
Peace and Security

Below Target
2 Performance
Indicator
22%

Above Target
5 Performance
Indicators
56%

On Target
2 Performance
Indicators
22%
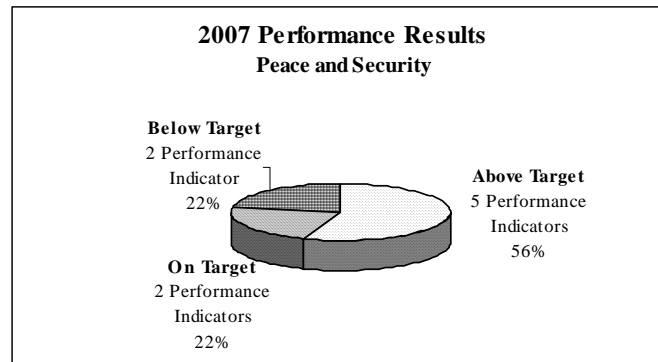
Total Number of Indicators = 10*

* One indicator is not reflected in the performance percentages because it is long term and annual targets are not set. Annual results, when available, are recorded.

Budget and performance information for this strategic goal is highlighted below, with key performance measures described in detailed tables linked to the relevant priority program area. These measures illustrate the Department of State and USAID's progress toward and effectiveness in achieving worldwide peace and security.

Peace and Security By Fiscal Year, Program Area and Representative Performance Measure	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
TOTAL FOREIGN ASSISTANCE ($ in thousands)	**24,678,051**	**22,067,296**	**22,665,113**
Of Which: Peace and Security	**8,684,551**	**6,782,357**	**7,693,566**
Counter-Terrorism	242,059	170,508	191,070
#1: Number of People Trained in Counter-terrorism by U.S. Government Programs *#10: Number of Public Information Campaigns Completed by U.S. Government Programs*			
Combating Weapons of Mass Destruction (WMD)	227,957	240,160	231,495
#2: Cumulative Number of Countries That Have Developed Valid Export Control Systems Meeting International Standards *#3: Number of Activities to Improve Pathogen Security and Laboratory Biosafety*			
Stabilization Operations and Security Sector Reform	6,668,632	5,176,314	5,531,127
#4: Number of Personnel (Foreign Military) Trained in the U.S. Who Are at National Leadership Levels *#9: Political Stability/Absence of Violence in Afghanistan*			
Counter-narcotics	1,148,083	897,747	1,385,420
#5: Kilos of Illicit Narcotics Seized by Host Governments in U.S. Government-Assisted Areas *#6: Hectares of Drug Crops Eradicated in U.S. Government-Assisted Areas*			
Transnational Crime	51,183	61,763	99,438
#8 Number of People Prosecuted, Convicted, and Sentenced for Trafficking in Persons			
Conflict Mitigation and Reconciliation	346,637	235,865	255,016
#7: Number of People Trained in Conflict Mitigation/Resolution Skills with U.S. Government Assistance			

Program Area: Counter-terrorism

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Peace and Security ($ in thousands)	8,684,551	6,782,357	7,693,566
Counter-terrorism	242,059	170,508	191,070

In this program area, the U.S. Government trains law enforcement agencies in partner countries and provides state-of-the-art computer database systems that enable identification of suspected terrorists attempting to transit air, land or sea ports of entry. It also delivers technical assistance and training to improve the ability of host governments to investigate and interdict the flow of money to terrorist groups, and supports activities that deradicalize youth and support moderate leaders.

Counter-terrorism funding has increased from FY 2008 ($170.5 million) to FY 2009 ($191 million). Funding is increasingly supporting development-based approaches that target youth and

moderate leaders, particularly through the expansion of the Trans-Sahara Counter-Terrorism Partnership (TSCTP) in the Sahel (Mauritania, Mali, Chad, and Niger, as well as Nigeria and Senegal) and Maghreb (Morocco, Algeria, and Tunisia) regions, and the East Africa Regional Security Initiative (EARSI) that builds on best practices for TSCTP.

Training allies to battle terrorism is a smart and efficient way to extend a protective net beyond the United States' borders and ensure that terrorism is thwarted before it reaches the U.S., while at the same time strengthening U.S. Government partnerships. The following indicator summarizes the performance of U.S. counter-terrorism training activities in 18 countries, including many countries under TSCTP and EARSI.

STRATEGIC GOAL: PEACE AND SECURITY							
Program Area	Counter-terrorism						
Performance Indicator #1	Number of People Trained in Counter-terrorism By U.S. Government Programs						
Indicator Justification: Counter-terrorism training programs funded and carried out by the U.S. Government increase capacity, skills, and abilities in host countries and strengthen their partnership with the U.S. Government in the global war on terror. This indicator measures these program area activities, which represent U.S. Government progress toward a top foreign policy priority.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			2,192	1,925	▶ On Target	2,600	3,000
DATA VERIFICATION AND VALIDATION							
Data Source: FY 2007 Performance Reports from: Bangladesh, Bolivia, Colombia, Djibouti, Egypt, Ethiopia, India, Kenya, Mali, Mauritania, Mauritius, Mexico, Nepal, Niger, Nigeria, Pakistan, Philippines, Senegal, South Africa, and Tanzania as collected in the Foreign Assistance and Coordination System (FACTS).							
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							

* This year marks the Department of State's and USAID's first cycle reporting under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the 2008 reporting period.

As part of a coordinated effort, along with capacity building through training to combat terrorism, the U.S. Government is increasingly incorporating approaches, such as public information campaigns, that directly prevent the recruitment of individuals into terrorist organizations. Public perceptions of the United States and its values directly affect the U.S. Government's ability to achieve foreign policy and assistance objectives. A free, well-informed populace makes the best choices for the common good, as factual information is the antidote to ignorance, misunderstanding and violent extremism.

The indicator below summarizes program performance of public information campaigns in the Middle East, Sudan and other African countries, including the regional TSCTP and EARSI

programs. For example, in FY 2007, the U.S. Government invested in a field-based, regional program that will develop "edutainment" TV broadcasting to youth across the Middle East and North African region to deliver life skills messages, including tolerance, gender equality, and social interaction in a globalized world. Targets for the indicator are increased in out years due to the late arrival of FY 2007 funds, which are anticipated to be used for FY 2008 programming.

STRATEGIC GOAL: PEACE AND SECURITY							
Program Area:	Counter-terrorism						
Performance Indicator # 10	Number of Public Information Campaigns Completed by U.S. Government Programs						
Indicator Justification: Winning the hearts and minds of local populations is important to the U.S. Government's global war on terror. Public information campaigns include radio, public service announcements, print media, and internet postings that provide information de-legitimizing terrorist activities.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			12	14	▶ On Target	29	40
DATA VERIFICATION AND VALIDATION							
Data Source: FY 2007 Performance Reports are from Somalia, Middle East Regional, and Africa Regional as collected in the Foreign Assistance and Coordination System (FACTS). Additional countries have set 2008 targets against this indicator.							
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							

* This year marks the Department of State's and USAID's first cycle reporting under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the 2008 reporting period.

Program Area: Combating Weapons of Mass Destruction

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Peace and Security ($ in thousands)	8,684,551	6,782,357	7,693,566
Combating Weapons of Mass Destruction	227,957	240,160	231,495

Activities in this area aim to prevent the proliferation of, and trafficking in, weapons of mass destruction (WMD) and other conventional weapons. Funding supports activities such as the Global Threat Reduction Program, the Export Control and Related Border Security program (EXBS), and a new program to support partner capacity building to prepare and respond to a WMD terrorist attack. Combating Weapons of Mass Destruction funding has decreased slightly from FY 2008 ($240 million) to FY 2009 ($231 million).

Strong strategic trade and border control systems are the frontlines of our efforts to prevent the proliferation of WMD. The following indicator measures U.S. Government progress worldwide in instituting strategic trade and border controls, designed to interdict the proliferation of WMD, missile delivery systems, and advanced conventional weapons. In FY 2007, 12 countries,

including the Czech Republic, Hungary, Poland, Romania, Bulgaria, Lithuania, Latvia, Estonia, Cyprus, Malta, Slovakia, and Slovenia have developed valid export control systems meeting international standards. Under proposed funding levels, the U.S. Government will continue to increase the number of countries that institute trade and border controls, but at a slower rate, as evidenced by the FY 2008 and FY 2009 targets.

STRATEGIC GOAL: PEACE AND SECURITY							
Program Area	Combating Weapons of Mass Destruction						
Performance Indicator #2	Cumulative Number of Countries that Have Developed Valid Export Control Systems Meeting International Standards						
Indicator Justification: Strong strategic trade and border control systems are the frontline of our efforts to prevent the proliferation of weapons of mass destruction (WMD). The Export Control and Related Border Security (EXBS) Program assists foreign governments to improve their legal/regulatory frameworks, licensing processes, and enforcement capabilities to deal with trade and trafficking related to WMD and advanced conventional weapons. The program contributes to "safe and secure" international trade while enhancing the international community's capacity to interdict unlawful transfers of dangerous technologies and to recognize and reject transfer requests that would contribute to proliferation. The EXBS program 'graduates' countries from U.S. assistance when they have instituted strategic trade and border controls that meet international standards.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
3	5	8	10	12	Above Target	13	14
DATA VERIFICATION AND VALIDATION							
Data Source: Countries whose systems meet the international export standards as validated by EXBS reporting, include: 2004 - Czech Republic, Hungary, Poland, 2005 - Romania, Bulgaria, 2006 - Lithuania, Latvia, Estonia, 2007 - Cyprus, Malta, Slovakia, Slovenia.							
Data Quality: Data is compiled and tracked by the Bureau of International Security and Non-Proliferation based on feedback from their program managers and contracting officer's representatives and is maintained on their intranet. Data must meet five quality standards of validity, integrity, precision, reliability and timeliness (for details refer to Department of State's Data Quality Assessment reference guide - http://spp.rm.state.gov/references.cfm).							

The Biosecurity Engagement Program was launched in February 2006 pursuant to a National Security Council mandated, interagency-approved U.S. Government strategy for strengthening global security, with a goal of initially focusing on countries and regions where emerging bioscience sectors, highly infectious disease outbreaks, and terrorist threats coexist. The following indicator records progress in improving pathogen security and laboratory biosafety. Success in this program will reduce terrorist and other non-state actor access to dangerous materials, equipment and expertise. In FY 2007, results were on target with activities occurring in over 12 countries throughout Asia, the Middle East and Latin America.   Under proposed funding levels the U.S. Government will continue to gradually increase the number of activities that improve pathogen security and laboratory biosafety.

STRATEGIC GOAL: PEACE AND SECURITY	
Program Area	Combating Weapons of Mass Destruction
Performance Indicator #3	Number of Activities to Improve Pathogen Security and Laboratory Biosafety

Indicator Justification:

Preventing the spread of weapons of mass destruction (chemical, nuclear and biological) is a top priority of the U.S. Government. Biological agents are widespread and commonly used for medical, agricultural, and other legitimate purposes. Therefore, monitoring the performance of programs that improve the security of pathogens and of laboratories handling them, and ensure that expertise relevant to making biological weapons is not transferred to terrorists or proliferant states will help determine the success that the United States is having in combating weapons of mass destruction.

The Biosecurity Engagement Program was launched in February 2006 as a strategy for strengthening global pathogen security. A core objective of this program is to conduct training conferences to increase biosecurity and safety as well as to fund projects or grants to improve pathogen security and laboratory biosafety.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			50	60	Above Target	60	70

DATA VERIFICATION AND VALIDATION

Data Source:

The Bureau of International Security reported that these trainings and activities took place in 12 countries throughout Asia, the Middle East and Latin America.

Data Quality:

Once a project is undertaken, data is obtained in a timely manner and thoroughly reviewed by expert consultants, Global Threat Reduction (GTR) Program Managers, and the Contracting Officer's Representative. Data must meet five quality standards of validity, integrity, precision, reliability and timeliness (for details refer to Department of State's Data Quality Assessment reference guide - http://spp.rm.state.gov/references.cfm).

* This is a new indicator because the Biosecurity Engagement Program was only launched in 2006.

Program Area: Stabilization Operations and Security Sector Reform

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Peace and Security ($ in thousands)	8,684,551	6,782,357	7,693,566
Stabilization Operations/Security Sector Reform	6,668,632	5,176,314	5,531,127

Responsible governments deal with threats within their own borders and address international problems in partnership with the U.S. Government and other international and regional actors. Development activities in this area promote U.S. interests around the world by ensuring that coalition partners and friendly governments are equipped and trained to work toward common security goals.

Stabilization Operations and Security Sector Reform funding has increased each year with a particularly significant increase from FY 2008 ($5.1 billion) to FY 2009 ($5.5 billion). The U.S.

government is looking to increase the number of foreign military personnel trained in the U.S. by expanding relationships across Europe, the Near East, South and Central Asia, East Asia and the Pacific and throughout the Western Hemisphere. Increased funding in this area is focused on establishing stability and reductions in violence in Afghanistan. In the Near East, these programs continue to build relationships with Gulf States (Bahrain and Oman), as well as Egypt and Israel. Another large increase in this area goes toward supporting the stabilization of Lebanon.

Foreign military training programs carried out by the U.S. Government increase capacity and skills in host countries and strengthen their ability to enforce peace and security. Performance results from 23 countries are highlighted below. One of the countries reported on is Burkina Faso, where regional stability is the primary goal of the U.S. Government. With U.S. International Military Education and Training (IMET) assistance, Burkina Faso's military officers have undertaken professional development training at U.S. military schools, thus enhancing their leadership capabilities and fostering a better understanding of the role of the military in a civilian government. IMET graduates are present in the senior ranks of the military, with the senior-most serving as the Army Chief of Staff.

STRATEGIC GOAL: PEACE AND SECURITY							
Program Area	Stabilization Operations and Security Sector Reform						
Performance Indicator #4	Number of Personnel (Foreign Military) Trained in the U.S. Who Are at National Leadership Levels						
Indicator Justification: Foreign military training programs funded and carried out by the U.S. Government increase capacity and skills in host countries and strengthen their ability to enforce peace and security. Tracking the number of leaders who attend these trainings is a way to measure the progress of capacity development in foreign countries that are striving to reform their security sectors and increase stability in their countries.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			608	958	Above Target	1,297	1,400
DATA VERIFICATION AND VALIDATION							
Data Source: 2007 Performance Reports from: Bangladesh, Benin, Botswana, Burkina Faso, Burundi, Chad, Colombia, Gabon, Guatemala, Haiti, Honduras, Lebanon, Lesotho, Madagascar, Malawi, Mauritania, Nepal, Niger, Pakistan, Peru, Republic of the Congo, Rwanda, Senegal, and Uganda as collected in the Foreign Assistance and Coordination System (FACTS). Additional countries have set targets against this indicator in 2008 and FY 2009.							
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							

* This year marks the Department of State's and USAID's first cycle reporting under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the 2008 reporting period.

The Political Stability and Absence of Violence in Afghanistan indicator represents perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including domestic violence and terrorism. U.S. Government assistance to Afghanistan continues to support reconstruction and stabilization activities, with particular

emphasis placed on enabling the Government of Afghanistan to extend the reach of good governance by providing basic social services, infrastructure, justice administration, and rural development to its people.

The total picture of FY 2008 funding for Afghanistan has yet to be determined, as issues in the FY 2008 supplemental have not reached closure. As a long-term indicator, annual targets for this measure are not set, although annual scores are analyzed to review trends and adjust programs accordingly.

STRATEGIC OBJECTIVE: PEACE AND SECURITY				
Program Area	Stabilization Operations and Security Sector Reform			
Performance Indicator #9	Political Stability/Absence of Violence in Afghanistan			
Indicator Justification: This indicator, an average score of one of the six global measures developed by the World Bank's Governance Matters Initiative, represents perceptions of the likelihood that a government will be destabilized or overthrown by unconstitutional or violent means, including domestic violence and terrorism. As a priority country in the global war on terror, political stability and absence of violence in Afghanistan is of great importance to the U.S. Government.				
2004 Results	2005 Results	2006 Results	2007 Results	2015 Target
N/A	N/A	N/A	-2.29	-1.20
DATA VERIFICATION AND VALIDATION				
Data Source: World Bank Governance Matters Initiative. The indicator score is based on a worldwide average being 0.0, with scores ranging from -2.5 to 2.5 (higher average values equal higher likelihood of political stability/absence of violence). The score is a weighted average of its underlying data, with weights reflecting the precision of the individual data sources. The 2007 World Bank Report is based on 2006 data. The long-term target for 2015, -1.20, is the median score for other low income developing countries, such as Rwanda and Uganda, as categorized by the World Bank. These other countries, however, are not experiencing the same degree of political instability and violence as is present in Afghanistan.				
Data Quality: Before publication, the data undergo a rigorous review and validation process by World Bank technical staff. The USAID Economic Analysis and Data Service Project examines the data after public release and notifies the World Bank if erroneous data are published.				

Program Area: Counter-narcotics

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Peace and Security ($ in thousands)	8,684,551	6,782,357	7,693,566
Counter-narcotics	1,148,083	897,747	1,385,420

Programs in this area contribute to reducing the flow of drugs to the United States, addressing instability in the Andean region, and strengthening the ability of both source and transit countries to investigate and prosecute major drug trafficking organizations and their leaders including blocking and seizing their assets.

Counter-narcotics programs have seen significant increases from FY 2008 ($897.7 million) to FY 2009 ($1.385 billion). A key country receiving increased support for counter-narcotics programs is Pakistan, where assistance supports the President's commitment to support the Federally Administered Tribal Areas. Counter-narcotics programs funded in the Western Hemisphere continue to focus increased resources on the main source countries for cocaine (Colombia, Peru, and Bolivia). In FY 2009 the largest increase in counter-narcotics is due to the Merida Initiative, which supports Mexico and Central America in increasing their ability to interdict and reduce the demand for drugs throughout the region.

The following performance measure highlights the number of kilos of illicit narcotics seized by the governments of nine countries in areas where the U.S. Government provides interdiction assistance. Such assistance includes efforts to strengthen the police and military through the acquisition and provision of equipment, training and operational support, improving controls at ports and airports, and programs to increase coordination of host government counter-narcotics activities. Results exceeded the FY 2007 target largely due to an increase in the number of U.S.-supported operations conducted by counter-narcotics units in Bolivia and Mexico. The FY 2008 target has increased due to the anticipated continued U.S. Government support to Pakistan in its attempts to track and interdict illicit drugs, as well as the increased support for interdiction efforts as part of the Merida Initiative. The FY 2009 target is pending as the U.S. Government is reviewing with host governments the target setting methodology.

STRATEGIC GOAL: PEACE AND SECURITY							
Program Area	Counter-narcotics						
Performance Indicator #5	Kilograms of Illicit Narcotics Seized by Host Government in U.S. Government-Assisted Areas						
Indicator Justification: Tracking the number of kilos of illicit narcotics seized by the host government in areas where the U.S. Government provides interdiction assistance measures the efficacy of this operational support, equipment and training. Statistics on seizures can also complement estimates on cultivation and production as well as the effectiveness of law enforcement operations.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			1,392,252	2,113,097	Above Target	2,101,847	Pending
DATA VERIFICATION AND VALIDATION							
Data Source: 2007 Performance Reports from: Bolivia, Colombia, Guatemala, Haiti, Indonesia, Mexico, Pakistan, Peru, and the Philippines as collected in the Foreign Assistance and Coordination System (FACTS).							
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							

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Statistics on eradication complement estimates on seizures. U.S. Government crop eradication assistance includes technical, financial and logistical support for eradication missions, alternative livelihood development, road construction, and small water/electricity schemes. The following indicator summarizes program performance in six countries receiving U.S. Government assistance in this area. Results for FY 2007 were below target due to changes in the U.S. Government's counter-narcotics approach, in particular in places like Mexico where the change in the program's emphasis resulted in funds not being expended for eradication in FY 2007. The decreased FY 2008 target reflects a reduction of funding for Colombian eradication programs as more funding will be directed to developing alternative livelihoods. The target for FY 2009 is pending as the U.S government is reviewing with host governments the target setting methodology.

STRATEGIC GOAL: PEACE AND SECURITY							
Program Area	Counter-narcotics						
Performance Indicator #6	Hectares of Drug Crops Eradicated in U.S. Government-Assisted Areas						

Indicator Justification:
Seizure of illicit narcotics is a critical activity in the war on drugs and has a direct and demonstrable impact on the ability of the U.S. Government to combat transnational crime. It is an indicator of law enforcement effectiveness. This indicator measures that the efficacy of U.S. foreign assistance funding in attacking the source of the narcotics problem.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			211,650	177,452	Below Target	182,975	Pending

Reason for Shortfall	Results for FY 2007 were below target due to Mexico's changes in program emphasis and internal reallocation of funds which resulted in a reduction in expenditures for eradication efforts in 2007.
Steps to Improve	Since the 'below target' results for FY 2007 were due to reallocation of funds and program emphasis and not for under-performance of the program, no further action is necessary this year.

DATA VERIFICATION AND VALIDATION

Data Source:
Illicit crop cultivation and gross annual productions figures are provided by Central Intelligence Agency's Crime and Narcotics Center based on satellite imagery. These are supplemented with on the ground verifications and multispectral imagery to determine eradication rates. UNDCP and the Government of Colombia also provide cultivation estimate. The Department of State Bureau of International Narcotics and Law Enforcement Affairs collects and tracks this information.

Data Quality:
Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. For details refer to Department of State's Data Quality Assessment reference guide - http://spp.rm.state.gov/references.cfm.

* This year marks the Department of State's and USAID's first cycle reporting under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the 2008 reporting period.

Program Area: Transnational Crime

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Peace and Security ($ in thousands)	8,684,551	6,782,357	7,693,566
Transnational Crime	51,183	61,763	99,438

Activities in this area contribute to decreasing and minimizing cross-border crimes that threaten the stability of countries, particularly in the developing world and in countries with fragile transitional economies. U.S. Government programs provide operational support and training to strengthen countries' ability to detect, investigate, prosecute and prevent violations of laws dealing with transnational criminal activities.

Transnational crime programs are increasing significantly from FY 2008 ($61.7 million) to FY 2009 ($99 million). The vast majority of this increase is in the Western Hemisphere to combat criminal gangs, strengthen border, air and maritime controls and interdiction, and to diminish the power and impunity of criminal organizations. Within this area, resources will increase from FY 2008 to FY 2009 to combat trafficking in persons. With these increased resources, the U.S. will continue to build upon and improve its achievements in helping governments prosecute, convict and sentence criminals who engage in trafficking in persons. Complementary U.S. Government programs will also provide assistance for victims of trafficking and vulnerable migrants.

Human trafficking is a multi-dimensional threat, depriving people of their human rights and freedoms, increasing global health risks, and fueling the growth of organized crime. The following indicator focuses on concrete actions that other governments have taken with U.S. Government support to fight trafficking, such as prosecutions, convictions, and prison sentences for traffickers, victim protection measures, and prevention efforts. Although it does not directly measure a host government's capacity and ability to enforce peace and security, it is an alternative measure that helps the U.S. Government assess a host government's progress in instituting rule of law and criminal justice sector improvements.

STRATEGIC GOAL: PEACE AND SECURITY	
Program Area:	Transnational Crime
Performance Indicator #8	Number of People Prosecuted, Convicted, and Sentenced for Trafficking in Persons

Indicator Justification:
Human trafficking has a devastating impact on individual victims, who often suffer physical and emotional abuse, rape, threats against self and family, document theft, and even death. The impact of human trafficking goes beyond individual victims; it undermines the health, safety and security of all nations. The annual Trafficking in Persons Report, which measures this indicator, serves as the primary diplomatic tool through which the U.S. Government encourages partnership and increased determination in the fight against forced labor, sexual exploitation, and modern-day slavery.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
7,992 prosecutions; 2,815 convictions	6,885 prosecutions; 3,025 convictions	6,618 prosecutions, 4,766 convictions	6,949 prosecutions; 5004 convictions	5,808 prosecutions; 3,150 convictions	Below Target	6098 prosecutions; 3308 convictions	6403 prosecutions; 3473 convictions

Reason for Shortfall:
There are three possible explanations for the shortfall: 1) Results data rely on Embassy reporting and

foreign government willingness to provide data. Occasionally foreign government officials refuse to provide data. 2) Trafficking cases may be tried under organized crime, kidnapping, immigration or other relevant statutes for which it would be difficult to disaggregate for Trafficking in Persons. 3) Foreign governments may not have the resources/capacity to systematically collect trafficking case data.

Steps to Improve:
Increase bilateral engagement with countries where data is limited. Increase foreign assistance to governments to pass and implement anti-trafficking laws, including technical assistance to compile data. Continue interaction through consultations with U.S. Government embassy personnel and through information efforts to increase understanding about trafficking in persons at posts.

DATA VERIFICATION AND VALIDATION

Data Source:
The Department of State's annual Trafficking in Persons Report.

Data Quality:
The annual Trafficking in Persons Report is prepared by the Department of State and uses information from U.S. embassies, foreign government officials, non-governmental and international organizations, published reports, research trips to every region, and information submitted to the Office to Monitor and Combat Trafficking in Persons.

Program Area: Conflict Mitigation and Reconciliation

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Peace and Security ($ in thousands)	8,684,551	6,782,357	7,693,566
Conflict Mitigation and Reconciliation	346,637	235,865	255,016

Activities in this program area support conflict mitigation, reconciliation, and peace and justice processes. Programs are designed to meet specific needs of a country's transition from conflict to peace, establishing a foundation for longer-term development by promoting reconciliation, fostering democracy, and jump-starting nascent government operations.

Conflict mitigation and reconciliation funding has increased from FY 2008 ($235.8 million) to FY 2009 ($255 million), particularly in Africa in countries such as Ethiopia, Kenya and Uganda and in South and Central Asia countries like Afghanistan and Nepal. While these programs contribute to the performance measure below, the programs in Afghanistan also contribute to achieving greater stability as captured under the performance indicator on political stability/absence of violence in Afghanistan.

The following indicator summarizes U.S. Government-supported activities that improve the capacities of citizens to better mitigate conflicts, as well as to be more effective in implementing and managing peace processes. The information summarized below is aggregated from nine country programs, including the Philippines. During FY 2007, over 700 villages in the Philippines were targeted for training in conflict mitigation, elevating the role of women as peace advocates. The FY 2008 and FY 2009 targets were decreased due to program implementation delays in Nepal.

STRATEGIC GOAL: PEACE AND SECURITY							
Program Area	Conflict Mitigation and Reconciliation						
Performance Indicator #7	Number of People Trained in Conflict Mitigation/Resolution Skills with U.S. Government Assistance						

Indicator Justification:
This indicator measures program area activities that are essential to achieving the broader goal of peace and security. Such training increases a population's abilities to resolve/mitigate their own conflicts.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			13,579	17,965	Above Target	5,449	6,000

DATA VERIFICATION AND VALIDATION

Data Source:
FY 2007 Performance Reports from Ethiopia, Haiti, Kenya, Kosovo, Nepal, Philippines, Uganda, and the Bureau of Democracy, Conflict, and Humanitarian Assistance. The performance data for this indicator are volatile and fluctuate widely from year to year, depending on country need and capacity. For example, in Nepal, 15,582 people were trained in conflict mitigation skills during FY 2006, but none were expected to be trained in FY 2007. Additional countries set targets against this indicator in FY 2008.

Data Quality:
Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

* This year marks the Department of State's and USAID's first cycle reporting under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the 2008 reporting period.

STRATEGIC OBJECTIVE TWO

GOVERNING JUSTLY AND DEMOCRATICALLY

The U.S. Government supports just and democratic governance for three distinct but related reasons: as a matter of principle; as a contribution to U.S. national security; and as a cornerstone of a broader development agenda. Governments that respect human rights, respond to the needs of their people, and govern by rule of law, are more likely to conduct themselves responsibly toward other nations. Effective and accountable democratic states are also best able to p7romote broad-based and sustainable prosperity. The goal of the U.S. Government is to promote freedom and strengthen effective democracies by assisting countries to move along a continuum toward democratic consolidation.

There are four strategic foreign assistance program areas within this objective: rule of law and human rights, good governance, political competition and consensus-building and civil society.

Budget and performance information for this strategic objective is presented below, with key performance measures described in detailed tables linked to the relevant program area. These measures illustrate the Department of State and USAID's progress toward assisting partner nations to govern justly and democratically.

In FY 2007, resources for programs supporting the Governing Justly and Democratically Strategic Objective totaled $2.14 billion or approximately nine percent of the total foreign assistance budget for the year. Of the 11 indicators measuring program performance for this objective, seven reported results in FY 2007, of which all but one met or exceeded the performance targets. The only performance measure not achieving its target was in the Rule of Law and Human Rights program area, and was the result of funding decreases in a single, large program.

2007 Performance Results
Governing Justly and Democratically*

Below Target: 1 Performance Indicator 14%
Above Target: 3 Performance Indicators 43%
On Target: 3 Performance Indicators 43%

Total Number of Indicators = 11*
 * Four indicators are not reflected in the performance percentages because they are long term and annual targets are not set. Annual results, when available, are recorded.

Governing Justly and Democratically

By Fiscal Year, Program Area & Representative Performance Measure

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
TOTAL FOREIGN ASSISTANCE ($ in thousands)	24,678,051	22,067,296	22,665,113
Of Which: Governing Justly and Democratically	2,141,343	1,376,768	1,719,780
Rule of Law and Human Rights	531,976	396,138	475,185
#14: Number of Justice Sector Personnel Who Received U.S. Government Training			
#11: Number of U.S. Government-Assisted Courts with Improved Case Management			
#13: Number of Countries with an Increase in Improved Rule of Law – South and Central Asia			
Good Governance	763,160	371,272	533,308
#15: Number of Countries with an Increase in Government Effectiveness			
Political Competition and Consensus-Building	305,432	173,273	313,254
#17 Number of Domestic Election Observers Trained with U.S. Government Assistance			
#16: Number of Countries Showing Progress in Developing a Fair, Competitive, and Inclusive Electoral and Political Process			
#21 Number of U.S. Government-Assisted Political Parties Implementing Programs to Increase the Number of Candidates and Members Who Are Women			
Civil Society	540,775	436,085	398,033
#18: Number of Countries Showing Progress in Freedom of Media			
#12 Number of U.S. Government-Assisted Civil Society Organizations that Engage in Advocacy and Watchdog Functions			
#19i: Europe Non-Governmental Organization Sustainability Index			
#19ii: Eurasia Non-Governmental Organization Sustainability Index			

Program Area: Rule of Law and Human Rights

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Governing Justly and Democratically ($ in thousands)	2,141,343	1,376,768	1,719,780
Rule of Law and Human Rights	531,976	396,138	475,185

Activities in this program area advance and protect human and individual rights as embodied in the Universal Declaration of Human Rights and international conventions to which states are signatories, and promote societies in which the state and its citizens are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, consistent with norms and standards.

Well-trained justice personnel are a prerequisite for a legal system that is transparent, efficient, and guarantees respect for basic human rights. The indicator below summarizes the performance of U.S. Government justice sector personnel training activities in 32 countries.

The results for FY 2007 greatly exceeded the target due in part to training activities in Bosnia and Herzegovina, Mexico and Cambodia, where there was far greater interest and participation in training programs than expected. Despite nearly doubling the target in 2007, the targets for FY 2008 and 2009 will decrease slightly, in large part because of changes in program focus in certain countries. For example, the program in Colombia trained 18,143 justice sector personnel in FY 2007 but expects to train only 1,240 in FY 2008. This is because the program focus is shifting toward activities in rural, conflict-affected areas of the country that increase access to justice for the most vulnerable populations, including Afro-Colombians, indigenous communities, victims, and women.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY							
Program Area	Rule of Law and Human Rights						
Performance Indicator #14	Number of Justice Sector Personnel Who Received U.S. Government Training						
Indicator Justification: Better trained personnel are a prerequisite for an improved legal system. This indicator monitors U.S. Government progress toward improving the rule of law, a key foreign policy objective, by training judges, magistrates, prosecutors, advocates, inspectors, and court staff.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			56,169	110,041	Above Target	50,309	60,000
DATA VERIFICATION AND VALIDATION							
Data Source: FY 2007 Performance Reports from: Angola, Armenia, Azerbaijan, Bolivia, Bosnia and Herzegovina, Cambodia, China, Colombia, Democratic Republic of the Congo, Dominican Republic, Egypt, El Salvador, Guatemala, Haiti, Honduras, Indonesia, Kazakhstan, Kosovo, Liberia, Macedonia, Mexico, Mongolia, Nepal, Nicaragua, Pakistan, Panama, Philippines, Serbia, Timor-Leste, Ukraine, Vietnam, and Africa Regional as collected in the Foreign Assistance and Coordination System (FACTS).							
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							
* This year marks the Department of State's and USAID's first reporting cycle under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the FY 2008 reporting period.							

The U.S. Government also supports programs to improve case management which increase the effectiveness, compliance, and accountability of justice systems. The following template highlights performance in programs designed to improve case management in 19 U.S. Government-assisted countries.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY							
Program Area	Rule of Law and Human Rights						
Performance Indicator #11	Number of U.S. Government-Assisted Courts with Improved Case Management						

Indicator Justification:

Improved case management leads to a more effective justice system by decreasing case backlog and case disposition time, reducing administrative burdens on judges, increasing transparency of judicial procedures, and improving compliance with procedural law. For these reasons, tracking the number of courts receiving U.S. Government assistance is a solid indicator of improvements to the overarching objective of improving the quality of the rule of law in host countries.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			610	350	Below Target	477	500

Reason for Shortfall

Program targets were not met due to a shift in programming objectives in Colombia. The FY 2007 target for Colombia was 295 courts, but due to these programming shifts, only 30 courts were actually assisted.

Steps to Improve

FY 2007 and FY 2008 targets have been adjusted to account for the programming shift in Colombia.

DATA VERIFICATION AND VALIDATION

Data Source:

FY 2007 Performance Reports from: Angola, Bolivia, Bosnia and Herzegovina, Cambodia, Colombia, Dominican Republic, Egypt, Guatemala, Haiti, Indonesia, Jordan, Kosovo, Macedonia, Mexico, Mongolia, Nepal, Serbia, Ukraine, and Africa Regional as collected in the Foreign Assistance and Coordination System (FACTS). Additional countries have set FY 2008 targets against this indicator.

Data Quality:

Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

* This year marks the Department of State's and USAID's first reporting cycle under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the FY 2008 reporting period.
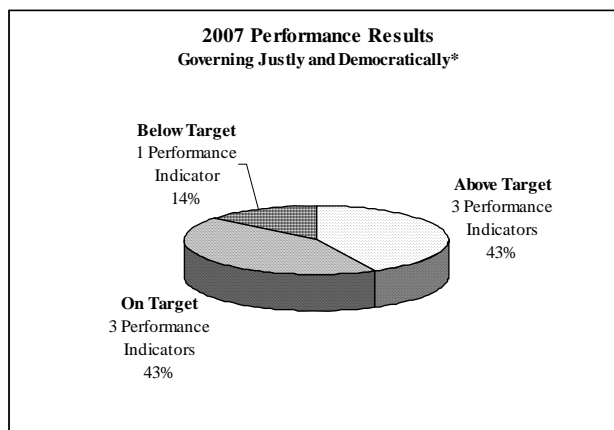
The following indicator is a long-term measure that summarizes most aspects of rule of law for a region of the world where democracies are fragile and strengthening them is a U.S. Government priority. Afghanistan, Bangladesh, Kazakhstan, Kyrgyz Republic, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan, and Uzbekistan comprise the target population for this indicator. As this is a long-term indicator, annual targets are not set; however, annual scores are analyzed to review trends and adjust programs.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY	
Program Area:	Rule of Law and Human Rights
Performance Indicator #13	Number of Countries With An Increase in Improved Rule of Law – South and Central Asia

Indicator Justification:
This indicator captures progress on most aspects of rule of law for which the U.S. Government provides program assistance, including judicial independence, fairness and effectiveness in civil and criminal court matters, protection from political terror, unjustified imprisonment, exile or torture, and guarantees of equal legal treatment. By monitoring the trends across these countries, it is possible to track the extent to which U.S.-assisted programming is contributing to a more effective and impartial justice system in partner countries. The data below are from the group of ten target countries; Nepal was judged to have improved its rule of law but both Afghanistan and Sri Lanka saw a deterioration, thus resulting in a net decrease of one country that was able to improve its rule of law.

2004 Results	2005 Results	2006 Results	2007 Result	2007 Rating	2015 Target
No data available			-1	N/A	Increase of at least 1 point in 6 of 10 countries by 2015

DATA VERIFICATION AND VALIDATION

Data Source:
Freedom House's Rule of Law Indicator under the Civil Liberties Index. Freedom House scores 193 countries and 15 territories on a 0-16 scale annually, with higher scores indicating a higher level of rule of law. The following countries comprise the target population for this indicator: Afghanistan, Bangladesh, Kazakhstan, Kyrgyz Republic, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan, and Uzbekistan.

Data Quality:
Freedom House publishes indicators about civil and political liberties in countries around the world. The USAID Economic Analysis and Data Service examines the data after public release before posting the data to the USAID website. The USAID Economic Analysis and Data Service Project notifies Freedom House if erroneous or implausible data are published.

Program Area: Good Governance

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Governing Justly and Democratically ($ in thousands)	2,141,343	1,376,768	1,719,780
Good Governance	763,160	371,272	533,308

Assistance in this program area promotes government institutions that are democratic, effective, responsive, sustainable, and accountable to citizens.

The World Bank's Government Effectiveness indicator, highlighted below, is one of six measures utilized by the Bank's Governance Matters Initiative. The indicator measures the quality of a country's public services, the quality of the civil service and its degree of independence from political pressures, the quality of policy formulation and implementation and the quality of the government's commitment to such policies. For example, Egypt is a key U.S. Government partner in the Middle East and political reform and modernization of the Egyptian judiciary is

critical to promoting good governance and the expansion of civil liberties for the entire region. Women have traditionally had unequal access to government forums, restraining their potential contributions to good governance, economic and social development, However, in FY 2007, the Government of Egypt appointed its first 30 women judges, a major success for U.S. Government assistance efforts targeting this area.

Four countries that receive a majority of U.S. Government funding in this area, Iraq, Egypt, West Bank and Gaza, and Lebanon, are tracked by this indicator. As this is a long-term indicator, annual targets are not set; however, annual scores are analyzed to review trends and adjust programs.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY			
Program Area	Good Governance		
Performance Indicator #15	Number of Countries with an Increase in Government Effectiveness		

Indicator Justification:
This indicator measures the quality of a country's public services, the quality of the civil service and its degree of independence from political pressures, the quality of policy formulation and implementation and the quality of the government's commitment to such policies. Researchers have found that a country improving its quality of governance from a low level to an average level can in the long term quadruple the income per capita of its population, and similarly reduce infant mortality and illiteracy.

Recognizing that transition to an effective, democratic government is a long term process, this indicator measures the progress of five countries in the Middle East toward a government effectiveness target in 2015. The data below reflect FY 2007 as the baseline year for this measure along with the 2015 target. Subsequent years will show progress across each country toward its long term target.

Target Countries	2007 Baseline	2015 Target	2015 Target
Egypt	-0.41	-0.21	Significant improvement in score from 3 of 5 countries by 2015. A "significant improvement" is an improvement of at least 0.20 for Egypt, Jordan, and Lebanon; 0.25 for Iraq; and 0.35 for West Bank/Gaza
Jordan	0.19	0.39	
Lebanon	-0.45	-0.25	
Iraq	-1.7	-1.45	
West Bank/Gaza	-1.11	-0.76	

DATA VERIFICATION AND VALIDATION

Data Source:
World Bank Governance Matters Initiative --Government Effectiveness Index for: Iraq, Egypt, Jordan, West Bank and Gaza, and Lebanon. The indicators measure six dimensions of governance: voice and accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law, and control of corruption. They cover 212 countries and territories for 1996, 1998, 2000, and annually for 2002-2006. The indicators are based on several hundred individual variables measuring perceptions of governance, drawn from 33 separate data sources constructed by 30 different organizations. Index uses a scale from -2.5 to 2.5 (higher average values equal higher quality of governance). The FY 2007 World Bank results are based on 2006 data. For more information see http://info.worldbank.org/governance/wgi2007/sc_country.asp

Data Quality:
Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies. The USAID Economic Analysis and Data Service Project examines the data after public release and notifies the World Bank if erroneous data are published.

Program Area: Political Competition and Consensus-Building

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Governing Justly and Democratically ($ in thousands)	2,141,343	1,376,768	1,719,780
Political Competition and Consensus-Building	305,432	173,273	313,254

Programs in this area encourage the development of transparent and inclusive electoral and political processes, and democratic, responsive, and effective political parties. The U.S. Government seeks to promote consensus-building among government, political parties, and civil society to advance a common democratic agenda, especially where fundamental issues about the democratization process have not yet been settled.

Free and fair elections are indispensable as open and competitive political processes ensure the citizens have a voice in the regular and peaceful transfer of power between governments. An open and competitive electoral system is also a good general barometer of the health of democratic institutions and values since free and fair elections require a pluralistic and competitive political system, broad access to information, an active civil society, an impartial judicial system, and effective government institutions. U.S. Government programs are designed to provide assistance where there are opportunities to help ensure that elections are competitive and reflect the will of an informed citizenry, and that political institutions are representative and responsive. Such assistance may involve: pre-election assessments; training election commissioners, elected officials, poll watchers and local and international observers; working with democratically oriented political parties; buying and producing election equipment from ballot boxes to the ballots themselves; helping governments and citizens develop public education programs; and planning how to protect and count the ballots as quickly as possible.

The following two indicators measure the performance of key countries receiving U.S. Government assistance. The first indicator focuses on one aspect of promoting credible and fair elections. Because the indicator measures persons trained in preparation for deployment as observers before or during national election, targets and results are greatly influenced by the number of elections in a given year. Slightly lower results in FY 2007 and lower targets in FY 2008 and FY 2009 are in part due to the lack of cooperation by the electoral commission in Nigeria, which lead to a suspension of program funding in Nigeria by the U.S. Government.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY							
Program Area:	Political Competition and Consensus-Building						
Performance Indicator #17	Number of Domestic Election Observers Trained with U.S. Government Assistance						
Indicator Justification: This indicator assists in the measurement of U.S. Government progress toward greater political competition and consensus-building, a key foreign policy objective. The results are attributable to the U.S. Government investment in activities that contribute toward these higher-level outcomes.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			57,825	53,258	On Target	27,536	30,000

DATA VERIFICATION AND VALIDATION
Data Source: FY 2007 Performance Reports from: Angola, Cambodia, Dominican Republic, Ecuador, Guatemala, Kenya, Morocco, Nigeria, Pakistan, Philippines, Russia, Sierra Leone, and Zimbabwe as collected in the Foreign Assistance and Coordination System (FACTS). Additional countries have set targets against this indicator in FY 2008 and FY 2009.
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

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The following long-term indicator is high-level measure of a country's progress in improving political competition and consensus-building, to which U.S. Government and other donor programs may contribute. As this is a long term indicator of the electoral process, annual targets are not set; however, annual scores are analyzed to review trends and adjust programs.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY					
Program Area	Political Competition and Consensus-Building				
Performance Indicator #16	Number of Countries Showing Progress in Developing a Fair, Competitive, and Inclusive Electoral Process				
Indicator Justification: As a component of its Political Rights Index, Freedom House tracks annual trends of country progress toward developing a fair, competitive and inclusive electoral process. U.S. Government –assisted programs contribute to the overall progress of a country's efforts in this area.					
2004 Results	2005 Results	2006 Results	2007 Target	2007 Rating	2015 Target
No data available*			3	N/A	Increase of at least 1 point in 6 of 10 countries by 2015
DATA VERIFICATION AND VALIDATION					

Data Source:
Freedom House, Freedom in the World. Electoral Process Index for: Afghanistan, Iraq, Sudan, Indonesia, Haiti, Philippines, Liberia, Iran, West Bank and Gaza, and Egypt. The Freedom House Index rates countries on a 0-12 point scale. Higher scores indicate a higher level of Electoral Process.
Data Quality:
Freedom House publishes indicators about civil and political liberties in countries around the world. The USAID Economic Analysis and Data Service examines the data after public release before posting the data to the USAID website. The USAID Economic Analysis and Data Service Project notifies Freedom House if erroneous or implausible data are published.

*Publicly available global data for the Electoral Process Index begins in 2006.

Increased numbers of women political candidates is a proxy for increased access to the political system of marginalized groups that are often excluded from political participation. The increased access of such groups to the political system is a sign of a more open and democratic society. The following indicator summarizes program performance from 13 countries receiving U.S. Government assistance.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY							
Program Area:	Political Competition and Consensus-Building						
Performance Indicator #21	Number of U.S. Government-Assisted Political Parties Implementing Programs to Increase the Number of Candidates and Members who are Women						
Indicator Justification:							
This is a direct, global, and verifiable measure of progress toward a key U.S. Government foreign policy objective which is the enfranchisement, access, and participation of marginalized groups.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			136	127	On Target	152	162
DATA VERIFICATION AND VALIDATION							
Data Source:							
FY 2007 Performance Reports from: Armenia, Azerbaijan, Belarus, Cambodia, Colombia, Haiti, Indonesia, Kenya, Kosovo, Macedonia, Nigeria, Serbia, and Zimbabwe as collected in the Foreign Assistance and Coordination System (FACTS). Additional countries have set targets against this indicator in FY 2008 and FY 2009.							
Data Quality:							
Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							

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Program Area: Civil Society

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Governing Justly and Democratically ($ in thousands)	2,141,343	1,376,768	1,719,780
Civil Society	540,775	436,085	398,033

The U.S. Government seeks to strengthen democratic political culture and citizenship by supporting the means through which citizens can freely organize, advocate, and communicate with fellow citizens, members of their own and other governments, international bodies and other elements of civil society. This includes supporting civic participation and access to information – including media freedom and a broadly functioning independent and open media sector, including the Internet.

Independent media organizations are essential to ensuring broad access to independent, accurate and balanced information, and are also a critical guarantor of democratic institutions and values. The U.S. Government provides technical assistance and other support to media organizations in key countries around the world. For example, in Russia, the U.S. Government provided over 1,220 newspapers, television and radio stations with technical guidance in eight crucial areas: legal protection; technology development; access to information; management and advertising sales; promotion and design; professional journalism and news production; exposing youth to the journalism profession; furthering media efforts to achieve financial sustainability and editorial independence.

The following indicator assesses media freedom in countries with a known history of media repression. As this is a long term indicator, annual targets are not set; however, annual scores are analyzed to review trends and adjust programs

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY					
Program Area	Civil Society				
Performance Indicator #18	Number of Countries Showing Progress in Freedom of Media				
Indicator Justification: As a component of their Freedom of the Press Index, Freedom House tracks annual trends of country progress toward developing a free media sector. U.S. Government -assisted programs contribute to the overall progress of a country in this area.					
2004 Results	2005 Results	2006 Results	2007 Target	2007 Results	2015 Target
N/A	3	3	3	N/A	Increase of at least 10 points in 6 of 10 countries by 2015
DATA VERIFICATION AND VALIDATION					
Data Source: Freedom House's Freedom of the Press Index for: Iran, Iraq, Sudan, Pakistan, Cuba, Russia, Egypt, Ukraine, Afghanistan, Belarus, Somalia, Moldova, Rwanda, and Zimbabwe. The Freedom of the Press Index scores 194 countries on a 0-100 scale annually, with lower scores indicating higher degree of press freedom. Data for 2007 will be available in 2008.					

> **Data Quality:**
> Freedom House publishes indicators about civil and political liberties in countries around the world. The USAID Economic Analysis and Data Service examines the data after public release before posting the data to the USAID website. The USAID Economic Analysis and Data Service Project notifies Freedom House if erroneous or implausible data are published.

In addition to media freedom, a vibrant civil society presence helps assure that government and citizens comply with the rule of law. Civil society organizations (CSOs) champion women's rights, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. The FY 2007 performance results below highlight U.S. Government-assisted CSOs in 20 countries, one of those being Honduras. During FY 2007, U.S.-assisted CSOs in Honduras supported implementation of a new Civil Procedure Code, publicly defended previous electoral reforms, engaged citizens in anti-corruption campaigns, and implemented civic values lessons in public schools, all of which should result in a stronger democratic culture and wider citizen participation in government.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY							
Program Area	Civil Society						
Performance Indicator #12	Number of U.S. Government Assisted Civil Society Organizations that Engage in Advocacy and Watchdog Functions						
Indicator Justification: The ability of civil society organizations to conduct advocacy and watchdog efforts increases the level of transparency and accountability of host country governments. Conducting training in these areas is essential to improving the abilities and effectiveness of these organizations to influence government policy. By monitoring the number of organizations trained, the U.S. Government can gauge the effectiveness of its efforts to improve civil society organizations' ability to affect the level of involvement of the public in decisions made by their governments.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			823	1,039	Above Target	1,223	1,300
DATA VERIFICATION AND VALIDATION							
Data Source: FY 2007 Performance Reports from: Albania, Armenia, Bosnia and Herzegovina, Cambodia, Egypt, Ethiopia, Guinea, Haiti, Honduras, Kazakhstan, Kenya, Kosovo, Liberia, Mexico, Moldova, Montenegro, Nicaragua, Nigeria, Senegal, Serbia, Uganda, Zimbabwe, and East Africa Regional as collected in the Foreign Assistance and Coordination System (FACTS). Additional countries have set targets against this indicator in FY 2008 and FY 2009.							
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							

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The advocacy efforts of non-governmental organizations (NGOs) are another important tool for strengthening civil society, giving voice to citizens to encourage open dialogue and to influence

government policy. Civil society provides an important counterweight and check on the exercise of excessive authority by governments and economic and political elites. The following two indicators highlight the Europe and Eurasia NGO Sustainability Index, which monitors the vitality of civil NGOs in U.S. Government-assisted countries in this region.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY							
Program Area	Civil Society						
Performance Indicator #19-i	Europe Non-Governmental Organization (NGO) Sustainability Index						

Indicator Justification:
The NGO Sustainability Index (NGOSI) is a rating system that measures the progress of the NGO Sector in the Europe and Eurasia (E&E) region in seven dimensions deemed critical to NGO sustainability – legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image. The NGOSI draws on the expertise of NGO leaders in 29 countries, partners, donors, other experts, and entities in E&E, in order to translate major developments and trends into a country score. Targets were set based on historical trends. Monitoring these trends will demonstrate if countries receiving U.S. foreign assistance are progressing toward a stronger civil society infrastructure.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
N/A	3.8	3.8	3.7	3.8	Above Target	3.7	3.6

DATA VERIFICATION AND VALIDATION

Data Source:
The NGO Sustainability Index for Europe covers nine countries where the U.S. Government is providing assistance - Albania, Bosnia, Bulgaria, Croatia, Kosovo, Macedonia, Montenegro, Romania, and Serbia. Although a small number of the countries will closeout their programs in FY 2008, the U.S. Government will continue to monitor activity for residual effects. NGOSI scores are measured on a 1 to 7 scale, with 7 indicating a low or poor level of development and 1 indicating a very advanced level of progress. Each country report provides an in-depth analysis of the NGO sector along with comparative information regarding prior years' dimension scores encapsulated in easy-to-read charts. The full report can be found on USAID's Europe and Eurasia Website, http://www.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/2006/.

Data Quality:
This indicator has been used by USAID Missions, in-county entities, and other donors and development agencies throughout the past 10 years. Individual country scores are reviewed by a committee consisting of USAID and country experts.

STRATEGIC OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY	
Program Area:	Civil Society
Performance Indicator # 19-ii	Eurasia Non-Governmental Organization (NGO) Sustainability Index

Indicator Justification:

The NGO Sustainability Index (NGOSI) is a rating system that measures the progress of the NGO Sector in the Europe and Eurasia (E&E) region in seven dimensions deemed critical to NGO sustainability – legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image. The NGOSI draws on the expertise of NGO leaders in 29 countries, partners, donors, other experts, and entities in E&E, in order to translate major developments and trends into a country score. Targets were set based on historical trends. Monitoring these trends will demonstrate if countries receiving U.S. foreign assistance are progressing toward a stronger civil society infrastructure.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
N/A	4.5	4.6	4.6	4.6	On Target	4.5	4.5

DATA VERIFICATION AND VALIDATION

Data Source:

The NGOSI for Eurasia covers 12 countries in Eurasia where the U.S. Government provides assistance: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. NGOSI scores are measured on a 1 to 7 scale, with 7 indicating a low or poor level of development and 1 indicating a very advanced level of progress. Each country report provides an in-depth analysis of the NGO sector along with comparative information regarding prior years' dimension scores encapsulated in easy-to-read charts. The full report can be found on USAID's Europe and Eurasia Website,

ttp://www.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/2006/.

Data Quality:

This indicator has been used by USAID Missions, in-country entities, and other donors and development agencies throughout the past 10 years. Individual country scores are reviewed by an editorial committee consisting of USAID and country experts.

INVESTING IN PEOPLE

Disease and lack of education destroy lives, ravage societies, destabilize regions, and cheat future generations of prosperity and participation in democracy. The U.S. Government's strategic approaches to this objective help nations achieve sustainable improvements in the well-being and productivity of their citizens and build sustainable capacity in recipient countries to provide services that meet the needs of their citizens. In addition, key initiatives work directly to improve the lives of individuals, increasing their ability to contribute to economic development and to participate in democratic decision-making, while mitigating the root causes of poverty and conflict. Three key strategic priorities, known as foreign assistance program areas, that support this objective are: health; education; and social services and protection for especially vulnerable populations.

Activities in the health program area improve child, maternal, and reproductive health, prevent and treat infectious diseases, and increase access to improved drinking water and sanitation services. Critical interventions combat HIV/AIDS, tuberculosis, malaria, avian influenza, neglected tropical diseases, polio, pneumonia and diarrhea; mothers and children are two special target groups for most of these interventions. As an integral part of health programming, U.S. Government investments strengthen local capacity in disease outbreak detection and response; strengthen delivery of health services, essential drugs, and commodities; and support advances in health technology.

Education activities promote the creation and maintenance of effective, equitable, high quality educational services and systems, from primary education and literacy programs, to strengthening the institutional capacities of public and private higher educational institutions. Investments in basic education generally yield high returns, particularly in the developing world, through improvements in labor productivity and participation in democratic processes, as well as improved health. All programs dedicate special focus to reducing the barriers to education for girls.

Activities in the area of social services and protection for especially vulnerable populations help manage risks and gain access to opportunities that support these populations' full and productive participation in society. Social services assist those whose needs are not addressed under humanitarian assistance or other programs, facilitating a transition from humanitarian relief to longer-term development and growth where needed.

Considerable progress in this objective was achieved in FY 2007, evidenced by 92% of the performance objectives meeting or exceeding their

2007 Performance Results
Investing in People*

Below Target
1 Performance
Indicator
8%

On Target
4 Performance
Indicators
33%

Above Target
7 Performance
Indicators
59%
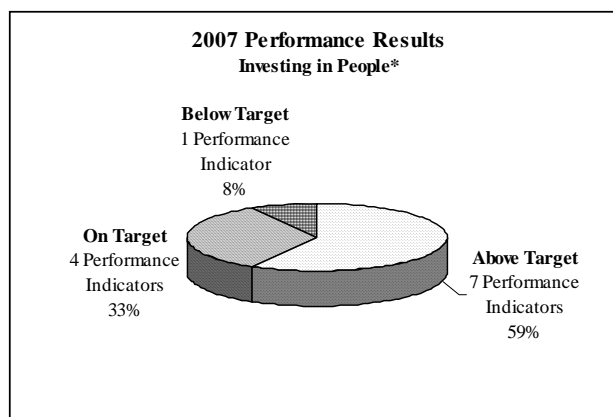
Total Number of Indicators = 12
* One indicator is not reflected in the performance percentages because data was not yet available for FY 2007

targets. Examples include 1.36 million individuals treated for HIV, compared to the target of 1.2 million. Among the 18 target countries for tuberculosis programs, seven achieved 85% or greater treatment success, exceeding the target of six. More than 22 million people were protected against malaria in the 15 target countries of the President's Malaria Initiative, compared to the target of 15 million. Population surveys found that 47.7% of births were attended by skilled birth attendants during FY 2007, slightly exceeding the target of 47.3%. Other performance data show that 48.8% of births were spaced more than three years apart, the healthiest interval for infants and mothers, exceeding the target of 47.9%. The target of 23.4 million learners enrolled in U.S-supported primary school or equivalent non-school settings was exceeded; 27.1 million learners were enrolled in such institutions.

Budget and performance information for this objective is highlighted below, with key performance measures described in detailed tables linked to the relevant program area as well as an analysis of the effect of marginal increases or decreases in the budget on expected results. These measures illustrate the Department of State and USAID's progress toward and effectiveness in investing in people.

Investing In People

By Fiscal Year, Program Area, Element and Representative Performance Measure

	FY 2007 Actual (including supplemental)	FY 2008 Estimate	FY 2009 Request
TOTAL FOREIGN ASSISTANCE ($ in thousands)	**24,678,051**	**22,067,296**	**22,665,113**
INVESTING IN PEOPLE	**6,659,362**	**8,317,841**	**7,709,726**
Health	**5,758,175**	**7,168,124**	**6,837,922**
HIV/AIDS	3,842,737	5,033,059	5,121,030
#39 Number of People Receiving HIV/AIDS Treatment in the 15 PEPFAR Focus Countries			
#38 Estimated Number of HIV Infections Prevented in the 15 PEPFAR Focus Countries			
#40 Number of People Receiving HIV/AIDS Care & Support Services in the 15 PEPFAR Focus Countries			
Tuberculosis	94,864	152,233	97,089
#37a Tuberculosis Treatment Success Rate			
#37b Tuberculosis Case Detection Rate			
Malaria	248,000	359,564	385,500
#36 Number of People Protected Against Malaria with a Prevention Measure (ITN and/or IRS) in President's Malaria Initiative Countries			
Avian Influenza	161,500	115,000	50,500
Other Public Health Threats	90,273	90,804	63,306
Maternal and Child Health	683,806	766,446	704,120
#34 Percentage of Children with DPT3 Coverage			
#35 Percentage of Live Births Attended by Skilled Birth Attendants			
Family Planning and Reproductive Health	503,597	464,210	332,030
#32 Modern Contraceptive Prevalence Rate			
#33 Percentage of Births Spaced Three or More Years Apart		186,808	84,347
Water Supply and Sanitation	133,898		
#41 Number of People in Target Areas with Access to Improved Drinking Water Supply as a Result of USG Assistance			

Education	**754,475**	**850,451**	**757,865**
Basic Education	601,894	712,126	624,889
#43 Number of Learners Enrolled in USG-supported Primary Schools or Equivalent Non-School-Based Settings			
Higher Education	152,581	138,325	132,976
Social Services and Protection for Especially Vulnerable Populations	**146,712**	**299,266**	**113,939**
Policies, Regulations, and Systems	6,574	10,076	5,729
Social Services	97,140	102,228	73,440
#44b Number of People Benefiting from USG-supported Social Services			
Social Assistance	42,998	186,962	34,770
#44a Number of People Benefiting from USG-supported Social Assistance Programming			

Program Area: Health/HIV/AIDS

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Investing in People ($ in thousands)	**6,659,362**	**8,317,841**	**7,709,726**
Health	5,758,175	7,168,124	6,837,922
HIV/AIDS*	3,842,737	5,033,059	5,121,030

*The HIV/AIDS budget levels presented above represent foreign assistance funding only. Other U.S. Government funds are also used for HIV/AIDS prevention, treatment and care in developing countries. The targets and results presented in this chapter cannot be directly tied to these budget levels as the below targets and results: (1) apply only to the 15 PEPFAR focus countries; and (2) were set and achieved with all sources of USG funding for PEPFAR.

The FY 2009 budget request for HIV/AIDS directly supports the President's Emergency Plan for AIDS Relief (PEPFAR), a comprehensive approach to HIV/AIDS prevention, treatment and care in developing countries that is undertaken in close partnership with host country governments and national and international partners. The PEPFAR program targets 15 "focus" countries as well as an additional 90 bilateral programs.

The FY 2009 budget request, including funds from the Department of Health and Human Services (HHS), reflects an increase of approximately $1.24 billion from FY 2007 to FY 2008 for the focus country programs and of about $450 million from FY 2008 to FY 2009 for the current PEPFAR focus countries and new bilateral partnership compacts program. These funds will allow PEPFAR to continue to expand life-saving treatment, comprehensive prevention programs, and care for those in need.

The following three performance indicators track progress for the 15 PEPFAR focus countries only, indicators which are linked directly and indirectly to U.S. Government foreign assistance and HHS funds. The following chart reflects U.S. Government funding for each indicator, by fiscal year. Funding attributed to these indicators in 2008 and 2009 are estimates based on PEPFAR funding trends by program area.

Performance Indicators for 15 PEPFAR Focus Countries ($ in thousands)	FY 2007* (incl. Supplemental)	FY 2008* Estimate	FY 2009* Request
#39 Number of People Receiving HIV/AIDS Treatment	1,338,832	1,946,805	2,161,217
#38 Estimated Number of HIV Infections Prevented	601,050	899,784	998,882
#40 Number of People Receiving HIV/AIDS Care & Support Services	908,697	1,243,338	1,380,273

* Includes Department of Health and Human Services funding

A total of $4.54 billion for FY 2009 (including HHS funds), has been requested for the 15 PEPFAR focus countries, reflecting the program's expansion and more ambitious program performance targets beginning in 2010. Of the $4.54 billion, based on funding trends, 48% will contribute toward meeting the President's new targets of treatment for 2.5 million people, 22% will contribute towards preventing more than 12 million new infections, and 30% will contribute towards care for more than 12 million people, including five million orphans and vulnerable children. PEPFAR consistently operates under the methodology that results are achieved in one fiscal year with funding appropriated in the previous fiscal year, largely as a result of delays in the appropriations cycle and timing of funding transfers. Therefore, targets for FY 2009 results, as shown in the three indicators below, represent the anticipated achievements from FY 2008 funding.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area	Health						
Performance Indicator #39	Number of People Receiving HIV/AIDS Treatment in the 15 PEPFAR Focus Countries						
Indicator Justification: This indicator helps measure the reach of PEPFAR programs, allowing the Global AIDS Coordinator to determine which countries are facing challenges in scaling up their programs and which countries may have practices that should be replicated elsewhere. PEPFAR-supported treatment has helped to save and extend millions of lives, as well as avoid the orphaning of hundreds of thousands of children whose parents are infected with HIV/AIDS.							
2004 Results	2005 Results	2006 Results	2007 Target	2007 Results	2007 Rating	2008 Target	2009 Target
235,000	401,233	822,000	1,200,000	1,358,500	Above Target	1,700,000	2,000,000
DATA VERIFICATION AND VALIDATION							
Data Source: Semi-Annual and Annual Progress Reports as captured in U.S. Government Country Operational Plan Report Systems (COPR). The 15 focus countries are: Botswana, Cote d'Ivoire, Ethiopia, Guyana, Haiti, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Vietnam, and Zambia.							
Data Quality: The data is verified through triangulation with annual reports by United Nations Joint Program on HIV/AIDS (UNAIDS) and the World Health Organization (WHO), identifying numbers of people receiving treatment. Country reports by United Nations agencies, including UNICEF and United Nations Development Program, indicating status of human and social indicators such as life expectancy and infant and under-5 mortality rates.							

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area:	Health						
Performance Indicator #38	Estimated Number of HIV Infections Prevented in the 15 PEPFAR Focus Countries						

Indicator Justification:
Effective prevention programs are essential to ending the HIV/AIDS pandemic. This indicator measures how many people are reached through PEPFAR-supported programs that focus on the prevention of infections through mother-to-child transmission programs and those focusing on sexual transmission and other transmission vectors.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
TBD Baseline	TBD	TBD	2.8 million	N/A*	N/A	N/A	7 million

DATA VERIFICATION AND VALIDATION

Data Source:
* The U.S. Census Bureau has developed a model to estimate the number of HIV/AIDS infections prevented, using extrapolated data from antenatal care clinic (ANC) surveys compiled by the United Nations Joint Program on HIV/AIDS (UNAIDS) and other demographic data. Given the data requirements for calculation, results will be available approximately 1-2 years after the reported year, meaning initial data for this indicator will be available in FY 2009. Prior and current year results will be reported as the Census Bureau completes its calculations.

The 15 focus countries are: Botswana, Cote d'Ivoire, Ethiopia, Guyana, Haiti, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Vietnam, and Zambia.

Data Quality:
Country longitudinal ANC prevalence rates are triangulated with population surveys of HIV testing results, UNAIDS country bi-annual reporting prevalence rates and United Nations country reports indicating status of human and social development indicators.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area	Health						
Performance Indicator #40	Number of People Receiving HIV/AIDS Care and Support Services in the 15 PEPFAR Focus Countries						

Indicator Justification:
This indicator helps measure the reach of PEPFAR programs, allowing the U.S. Government to determine which countries are facing challenges in scaling up their programs and which countries may have practices that should be replicated elsewhere. PEPFAR programs providing care and support to people living with or affected by HIV/AIDS, including orphans and vulnerable children, have helped to save and extend millions of lives.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
1,727,000	2,900,677	4,464,750	5,500,000	6,637,600	Above Target	8,200,000	10,000,000

DATA VERIFICATION AND VALIDATION

Data Source:
Semi-Annual and Annual Progress Reports as captured in U.S. Government Country Operational Plan Report Systems (COPR). The 15 focus countries are: Botswana, Cote d'Ivoire, Ethiopia, Guyana, Haiti, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda,

Vietnam, and Zambia.

Data Quality:
The data is verified through triangulation with population-based surveys of care and support for orphans and vulnerable children; program monitoring of provider capacity and training; targeted program evaluations; and management information systems that integrate data from patient care management systems, facility and program management systems.

Program Area: Health/Tuberculosis:

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Investing in People ($ in thousands)	6,659,362	8,317,841	7,709,726
Health	5,758,175	7,168,124	6,837,922
Tuberculosis	94,864	152,233	97,089

Twenty-two developing countries account for 80% of the world's TB cases and within those countries TB kills more than 1.2 million people each year; it is also a serious and common co-infection for HIV-infected individuals. An increase of $57.4 million from the base of FY 2007 to FY 2008 and decrease of about $55 million from FY 2008, will allow the U.S. Government to continue to combat multi-drug resistant TB (MDR-TB) and extremely drug resistant TB (XDR-TB). Building on the U.S. Government's existing comprehensive approach to helping high burden countries identify and successfully treat an increasing proportion of TB patients, these resources will be used to accelerate action to prevent and address MDR and XDR TB in line with the MDR/XDR TB global strategy.

Specifically, resources will be used to conduct drug resistance surveys, introduce and help scale-up effective infection control practices, and build desperately needed cross-national laboratory capacity. The following indicators illustrate program performance in the TB area overall. The targets provided are measured at the national level and reflect the results that will be achieved by strategically leveraging USAID resources with funds from other donors, in particular the Global Fund to Fight AIDS, TB and Malaria (GF). Most GF grants include only nominal resources for technical assistance. U.S. Government country programs engage skilled partners to provide technical assistance to ensure effective implementation of GF grants. The targets provided below were determined based upon a careful analysis of the trends in case detection and treatment success rates in priority countries, and therefore project the year during which priority countries assisted by the U.S. will surpass the targets of 85% for treatment success and 70% for case detection. It is important to note that the FY 2007 results below are a function of funds provided in years prior to FY 2007. Funding for FY 2009 can be expected to impact targets in FY 2010 and 2011.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area	Health						
Performance Indicator #37-i	Number of Countries Achieving a Tuberculosis Treatment Success Rate (TBS) of 85% or Greater						

Indicator Justification:
Because 80% of the world's TB cases are from 20 countries, tracking the number of these countries who meet their Tuberculosis Treatment Success Rate (TBS) is a key indicator as to how effectively the U.S. Government is fighting this disease. TBS is defined as the proportion of patients who complete their entire course of treatment and the target for each country is 85% or greater.

2004 Results	2005 Results	2006 Results	2007 Target	2007 Results	2007 Rating	2008 Target	2009 Target
3	4	6	6	7	Above Target	8	9

DATA VERIFICATION AND VALIDATION

Data Source:
World Health Organization (WHO) Reports, Global Tuberculosis Control, Geneva. Countries included are: Afghanistan, Bangladesh, Brazil, Cambodia, DRC, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, and Zambia. Data from Ukraine are expected to become available for the first time in FY 2009. Note that targets are set three years in advance and results are reported from data that is three years old. This indicator tracks 19 tier 1 countries for which progress can be monitored consistently over time less Ukraine, which does not have validated data for this indicator. Zambia did not begin to report to WHO until 2004.

Data Quality:
USAID's Analysis, Information Management and Communication (AIM) Project examines all third party data for this indicator, and triangulates them with various sources to verify the quality, validity, and reliability of the data.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area:	Health						
Performance Indicator #37-ii	Number of Countries Achieving a Tuberculosis Case Detection Rate (TBD) of 70% or Greater						

Indicator Justification:
Tuberculosis Case Detection Rate (TBD) is the proportion of annual new smear-positive notifications divided by the estimated annual new smear-positive cases (incidence). TBD efforts directly contribute to important advances in the control of tuberculosis by notifying those with positive tests for the disease and getting them onto the directly observed treatment short-course (DOTS) strategy. This indicator reflects the number of countries receiving USAID assistance with a TBD of 70% or greater.

2004 Results	2005 Results	2006 Results	2007 Target	2007 Results	2007 Rating	2008 Target	2009 Target
1	1	3	3	3	On Target	5	7

DATA VERIFICATION AND VALIDATION

<table>
<tr><td>Data Source:
World Health Organization (WHO) Reports, Global Tuberculosis Control, Geneva. Countries included are: Afghanistan, Bangladesh, Brazil, Cambodia, DRC, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, and Zambia. Data from Ukraine are expected to become available for the first time in FY 2009. Note that targets are set three years in advance and results are reported from data that is three years old. This indicator tracks 19 tier 1 countries for which progress can be monitored consistently over time less Ukraine, which does not have validated data for this indicator. Zambia did not begin to report to WHO until 2004.</td></tr>
<tr><td>Data Quality:
USAID's Analysis, Information Management and Communication (AIM) Project examines all third party data for this indicator, and triangulates them with various sources to verify the quality, validity, and reliability of the data.</td></tr>
</table>

Program Area: Health/**Malaria**:

	FY 2007 Actual (inc. supplemental)	FY 2008 Estimate	FY 2009 Request
Investing in People ($ in thousands)	6,659,362	8,317,841	7,709,726
Health	5,758,175	7,168,124	6,837,922
Malaria	248,000	359,564	385,500

In June 2005, President Bush launched the President's Malaria Initiative (PMI), pledging to increase U.S. Government funding by more than $1.2 billion over five years to reduce deaths due to malaria by 50% in 15 African countries. The FY 2009 budget request of $385.5 million ($300 million for PMI), represents an increase of $25.9 million from FY 2008 (including a straight-line of PMI) and an increase of $137.5 million from the base of FY 2007), will enable the U.S. Government to expand the PMI program at an accelerated level to achieve the President's target. The two critical emphases of PMI are insecticide-treated mosquito nets (ITN) and indoor residual spraying (IRS), which when properly used are the best ways to prevent malaria infections and are proven and highly effective malaria control measures.

These incremental increases in funding will allow the U.S. Government to increase support for IRS and for the procurement and distribution of ITNs, resulting in a higher number of people protected against malaria. The following indicator measures the number of people protected against malaria with a prevention measure (ITN and/or IRS) supported with PMI funds. The FY 2006 results are based on efforts in three PMI countries, Angola, Tanzania and Uganda. The FY 2007 results reflect activities completed in seven PMI countries as well as rapid start-up activities initiated in eight new PMI countries. In late FY 2008, nationally-representative household surveys will be conducted in the initial group of PMI countries to measure changes in population coverage of both prevention and treatment interventions.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE	
Program Area	Health
Performance Indicator #36	Number of People Protected Against Malaria with a Prevention Measure (ITN and/or IRS) in President's Malaria Initiative (PMI) Countries

Indicator Justification:
If used properly, insecticide-treated mosquito nets (ITN) are one of the best ways to prevent mosquitoes from biting individuals and infecting them with malaria. Indoor Residual Spraying (IRS) is a proven and highly effective malaria control measure if applied correctly and research has shown it to provide a rapid, short-term reduction in malaria infection rates. Measuring the number of people protected against malaria with a prevention measure (ITN and/or IRS) supported with PMI funds is a key indicator as to whether U.S. assistance is succeeding in extending prevention measures that are necessary to reach the goal of reducing the number of malaria deaths in 15 African countries by 50%.

2004 Results	2005 Results	2006 Results	2007 Target	2007 Results	2007 Rating	2008 Target	2009 Target
N/A	N/A	3.7 million	15 million	22.3 million	Above Target	25 million	30 million

DATA VERIFICATION AND VALIDATION
Data Source: World Health Organization Malaria Report, Demographic Health Surveys, and USAID program information. There are 15 focus PMI focus countries: Angola, Benin, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Rwanda, Senegal, Tanzania, Uganda, Zambia. The 2006 results are based on efforts in three PMI countries, Angola, Tanzania and Uganda. The FY 2007 results reflect activities completed in seven focus countries as well as rapid start-up activities initiated in the new eight PMI countries. In late FY 2008, nationally-representative household surveys will be conducted in the initial group of PMI countries to document changes in population coverage of both prevention and treatment interventions.
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five quality standards of validity, integrity, precision, reliability and timeliness. The methodology for conducting DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5; http://www.usaid.gov/policy/ads/200/203.pdf

Program Area: Health/**Maternal and Child Health**

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Investing in People ($ in thousands)	6,659,362	8,317,841	7,709,726
Health	5,758,175	7,168,124	6,837,922
Maternal and Child Health	683,806	766,446	704,120

Maternal and child health (MCH) activities increase the availability and use of proven life-saving interventions that address the major killers of mothers and children and improve their health and nutrition status, including effective maternity care and management of obstetric complications; prevention services including newborn care, routine immunization, polio eradication, safe water and hygiene, and micronutrients; improved maternal, infant and young child feeding; and treatment of life-threatening childhood illnesses.

The FY 2009 request of $704 million reflects a decrease of $62 million from FY 2008. The reduced budget will have an impact on the second year of the MCH strategic approach aimed at achieving: a) average reductions of both under-five and maternal mortality rates by 25% in at least 25 high mortality burden countries; and b) average reductions of child malnutrition by 15% in at least 10 of these countries through the delivery of high impact interventions to prevent or treat the major causes of maternal and child mortality and malnutrition. The decrease in FY 2009 will result in reducing the countries where this strategic approach will be applied. The focus will still be on accelerated programs to increase coverage of the key interventions: antenatal care and skilled birth attendants; newborn care; breastfeeding and appropriate child feeding; immunization; vitamin A and zinc supplementation; and prevention and treatment of diarrhea and pneumonia.

The following indicators are two of the flagship measures of performance of maternal and child health programs as they are good indications of a working health system, utilization of health services, and positive care-seeking behavior, all contributing to reduction in morbidity and mortality. Modest increases in out-year targets are projected because of the proposed budget cut. It is important to note that the FY 2007 results below are a function of funds provided in previous years. Funding in FY 2009 can be expected to impact targets in FY 2010 and 2011.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area:	Health						
Performance Indicator #34	Percentage of Children with DPT3 Coverage						
Indicator Justification: This indicator refers to the percentage of children 12-23 months who received 3 doses of diphtheria/pertussis (whooping cough)/tetanus vaccine (developing countries worldwide) at any time before the survey. Coverage of child immunization through regular programs, rather than special campaigns, is an internationally accepted health indicator because it improves overall immunization status, as well as being a good indication of a working health system and utilization of services.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
59.4%	60.4%	61.1%	61.0%	60.5%	On Target	61.5%	62.0%
DATA VERIFICATION AND VALIDATION							
Data Source: Demographic Health Surveys (DHS); Census Bureau (for population weights) for: Armenia, Bangladesh, Benin, Bolivia, Cambodia, Dominican Republic, Egypt, Eritrea, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India, Indonesia, Jordan, Kazakhstan, Kenya, Madagascar, Malawi, Mali, Mozambique, Nepal, Nicaragua, Nigeria, Peru, Philippines, Rwanda, Senegal, Tanzania, Uganda, Yemen, Zambia, Zimbabwe. Targets for DPT3 Coverage up to 2006 were based on the rate of change observed during the 1990s and assumed a one percent annual increase as of 2004. The 0.5% annual increase for FY 2007 and beyond reflects the slower growth for the indicator since 2000.							
Data Quality: USAID's Analysis, Information Management and Communication (AIM) Project examines all third party data for this indicator, and triangulates them with various sources to verify the quality, validity, and reliability of the data.							

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE	
Program Area:	Health
Performance Indicator #35	Percentage of Live Births Attended by Skilled Birth Attendants

Indicator Justification:

Most non-abortion-related maternal deaths happen during labor and delivery or within the first few days following birth. Potentially fatal complications occur among women who do not fall into any of the traditional high-risk groups and are therefore difficult to predict and/or prevent. In many countries births occur at home. Increasing the frequency of attendance of skilled birth attendants is more likely to result in prompt recognition of complications, initiation of treatment, and lives saved.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
45.8%	46.8%	47.8%	47.3%	47.7%	On Target	47.8%	48.3%

DATA VERIFICATION AND VALIDATION
Data Source: Demographic and Health Surveys data and CDC/Reproductive Health Surveys for: Armenia, Bangladesh, Benin, Bolivia, Cambodia, Dominican Republic, Egypt, Eritrea, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India, Indonesia, Jordan, Kazakhstan, Kenya, Madagascar, Malawi, Mali, Mozambique, Nepal, Nicaragua, Nigeria, Peru, Philippines, Rwanda, Senegal, Tanzania, Uganda, Yemen, and Zambia. Targets for skilled birth attendants were set by using the estimate for 2004 and adding a 0.5% increment increase every year.
Data Quality: USAID's Analysis, Information Management and Communication (AIM) Project examines all third party data for this indicator, and triangulates them with various sources to verify the quality, validity, and reliability of the data.

Program Area: Health/Family Planning and Reproductive Health

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Investing in People ($ in thousands)	6,659,362	8,317,841	7,709,726
Health	5,758,175	7,168,124	6,837,922
Family Planning and Reproductive Health	503,597	464,210	332,030

The U.S. Government's family planning and reproductive health (FP/RH) program is designed to expand access to high-quality, voluntary family planning services and information and to reproductive health care, in order to reduce unintended pregnancy and promote healthy reproductive behaviors. Program progress is assessed using a variety of indicators including modern contraceptive use and optimal birth spacing. Use of modern contraception increases and birth spacing improves when people know about the health and other benefits of family planning and where they can obtain voluntary family planning services; when such services are easily accessible and of high-quality; when a wide range of temporary, long-acting, and permanent methods are available and affordable; and when family planning use is an accepted normative behavior. U.S. Government support for service delivery, training, performance improvement, contraceptive availability and logistics, health communication, biomedical and social science research, policy analysis and planning, and monitoring and evaluation helps create these conditions.

The FY 2009 request for FP/RH from all accounts reflects a 29% decrease from the FY 2008 level and a 34% decrease from the FY 2007 level. The FY 2009 Child Survival and Health account request for FP/RH reflects a 23% decrease from the FY 2008 level and a 24% decrease from the FY 2007 level.

A strong family planning program can be expected to increase modern contraceptive prevalence (MCPR) at the country level one to two percentage points annually. The MCPR indicator below assumes that rate of progress annually and on average across U.S. Government-assisted countries. The second indicator below, percent of births spaced three or more years apart is a relatively new indicator. For many years, the U.S. Government promoted birth intervals of at least two years as the healthiest for mother and child. More recent data suggest that spacing births at least three years apart significantly lowers maternal and infant mortality risk compared to shorter intervals thus program guidance and the indicator tracking this finding reflect this new consensus. It is also important to note that the impressive indicator results below are a function of stable levels of funding provided in previous years. The FY 2009 reduction in funding will make it difficult to maintain the current level of program effort.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area:	Health						
Performance Indicator #32	Modern Contraceptive Prevalence Rate						
Indicator Justification: Increased contraceptive use leads to decreases in births and abortion rates. Longer birth intervals have been shown to reduce child mortality, stunting and under-weight infants. This indicator measures the percentage of in-union women of reproductive age (age 15-49) using, or whose partner is using, a modern method of contraception at the time of the survey.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
35.9%	36.9%	37.9%	38.9%	38.6%	On Target	39.9%	40.9%
DATA VERIFICATION AND VALIDATION							
Data Source: Demographic and Health Surveys data and CDC/Reproductive Health Surveys for: Armenia, Bangladesh, Benin, Bolivia, Cambodia, Dominican Republic, Egypt, El Salvador, Ethiopia, Ghana, Guatemala, Guinea, Haiti, Honduras, India, Indonesia, Jamaica, Jordan, Kazakhstan, Kenya, Madagascar, Malawi, Mali, Mozambique, Nepal, Nicaragua, Nigeria, Paraguay, Peru, Philippines, Romania, Senegal, Tanzania, Uganda, Uzbekistan, Yemen, Zambia, and Zimbabwe. For India, data are from Uttar Pradesh, where USAID's Family Planning/Reproductive Health program is focused, rather than from India as a whole. Targets for modern contraceptive prevalence rate were set using an expected progress of one percentage point annual increase as of 2004.							
Data Quality: USAID's Analysis, Information Management and Communication (AIM) Project examines all third party data for this indicator, and triangulates them with various sources to verify the quality, validity, and reliability of the data.							

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE	
Program Area	Health
Performance Indicator #33	Percentage of Births Spaced 3 or More Years Apart

Indicator Justification:
Longer birth intervals are associated with a significant reduction in risk of mortality for both mothers and infants. By measuring the trend of birth intervals spaced more than three years apart in areas receiving foreign assistance, USAID can assess the impact of its programs on reproductive behavior that lead to a positive health impact for mothers and children.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
45.8%	46.8%	47.6%	47.9%	48.8%	Above Target	48.6%	49.3%

DATA VERIFICATION AND VALIDATION
Data Source: Demographic and Health Surveys data and CDC/Reproductive Health Surveys for: Armenia, Bangladesh, Benin, Bolivia, Cambodia, Dominican Republic, Egypt, El Salvador, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India, Indonesia, Jordan, Kazakhstan, Kenya, Madagascar, Malawi, Mali, Mozambique, Nepal, Nicaragua, Nigeria, Peru, Philippines, Senegal, Tanzania, Uganda, Yemen, Zambia, and Zimbabwe. For India, data are from Uttar Pradesh, where USAID's Family Planning/Reproductive Health program is focused, rather than from India as a whole. Targets for birth spacing were set using an expected progress of 0.7 percentage point annual increase as of 2004.
Data Quality: USAID's Analysis, Information Management and Communication (AIM) Project examines all third party data for this indicator, and triangulates them with various sources to verify the quality, validity, and reliability of the data.

Program Area: Health/Water Supply and Sanitation

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Investing in People ($ in thousands)	6,659,362	8,317,841	7,709,726
Health	5,758,175	7,168,124	6,837,922
Water Supply and Sanitation	133,398	186,808	84,347

Activities in this area support broadly accessible, reliable and economically sustainable water and sanitation services for health, security, and prosperity. Funding in FY 2009 will be used for diverse approaches to achieve the above, by including both direct support for small- and large-scale infrastructure development, as well as indirect support in institutional development, community-based systems, demand creation, and financing to ensure long-term sustainability and expansion of access.

The following indicator measures U.S. Government program performance in the provision of improved access to drinking water. As current year results are a function of prior year funding,

budget levels in FY 2008 and FY 2009 will affect targets in FY 2010 and FY 2011, based on the FY 2009 beneficiary level of approximately 5.5 million in target areas. The future year targets were set by aggregating specific country targets as reported in FY 2007 country performance reports. In FY 2008, the U.S. Government will support a data quality assessment to both better interpret water supply access figures provided by field programs this year and to provide improved guidance to the field in reporting access numbers in subsequent years.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area	Health						
Performance Indicator #41	Number of People in Target Areas with Access to Improved Drinking Water Supply as a Result of U.S. Government Assistance						

Indicator Justification:
Access to reliable and economically sustainable water supply is a key component of a country's broad attainability of health, security and prosperity for its population. This indicator measures the number of new people who gain access to an improved water source, such as a household connection, public standpipe, borehole, protected well or spring, or rainwater collection, in the reporting period. The proportion of households with access is used to estimate the total population with reasonable access to an improved water source.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			3,276,118	2,171,773	Below Target	3,423,596	5,500,000

Reason for Shortfall
For FY 2007, 53% of the target population of this indicator was located in Pakistan. The full target in Pakistan was not achieved due to a slower start-up period caused by delays when the Government of Pakistan shifted its Clean Drinking Water Projects from the Ministry of Environment (MOE) to Ministry of Industries, Production and Special Initiatives (MOI). Thus, the project team took more time than expected to develop relationships under this new arrangement.

Steps to Improve
Now that the program start-up issues in Pakistan have been resolved, performance is anticipated to be on target in FY 2008.

DATA VERIFICATION AND VALIDATION

Data Source:
FY 2007 Performance Reports from: Armenia, Bangladesh, Bolivia, Burkina Faso, Ecuador, Ethiopia, Ghana, India, Indonesia, Madagascar, Mali, Pakistan, Philippines, Somalia, South Africa, Africa Regional, Asia and Near East Regional, and Europe & Eurasia Regional Bureau as captured in the U.S. Government Foreign Assistance Coordination and Tracking System (FACTS). Additional countries have set FY 2008 and FY 2009 targets against this indicator.

Data Quality:
Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

* Due to the Department of State and USAID transition to a new foreign assistance performance reporting system, prior year data for this indicator, which are based on cumulative, multi-year results, cannot be compared to the current year data, which are based on annual results.

Program Area: Education/Basic Education:

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Investing in People ($ in thousands)	6,659,362	8,317,841	7,709,726
Education	754,475	850,451	757,865
Basic Education	601,894	712,126	624,889
Higher Education	152,581	138,325	132,976

The U.S. Government supports equitable access to quality basic education by improving early childhood, primary, and secondary education, delivered in formal or non-formal settings. The basic education program also includes literacy, numeracy, and other basic skills programs for youth and adults. An increase of funding from a base of $519 million in FY 2007 to $694 million in FY 2008 and a request of $619 million in FY 2009 demonstrates the U.S. Government's continued support to basic education. The President's International Education Initiative (PIEI) will provide an additional $20-24 million to each of four of the 19 sub-Saharan African countries where the U.S. supports basic education programs, as well as increased support to Yemen and Honduras. The $100 million "communities of opportunity" component of PIEI will specifically augment basic education by providing after-school activities in ten countries for 100,000 disadvantaged students, 8-14 years of age, who have high potential. The objective of this component is to lessen the student's vulnerability to poverty, social disengagement, and recruitment into extremist movements.

At the outcome level, this increased support is expected to raise the net enrollment rate (NER) of primary level students in U.S. Government-assisted countries. The NER is affected by not only U.S. Government interventions, but also by those of the host governments and the broader donor community, as well as the country context itself (witness declines in the percent of Kenyan youth attending school since the outbreak of civil strife in the country) and thus the U.S. is not solely responsible for the net enrollment rate. Because the U.S. Government is particularly interested in actual learning, not just in enrollment, and as there are currently no global indicators for learning outcomes, part of the increase in funding in FY 2008 will be devoted to the development of learning outcome indicators, and other broader, more meaningful aggregate indicators of education performance.

One of the many outputs leading to the NER is illustrated by the number of learners enrolled in U.S. Government-supported primary schools or equivalent non-school-based settings, as shown in the performance indicator below. The target increase from FY 2007 to FY 2008 is in part a reflection of the expected budget increase, and the decrease from FY 2008 to FY 2009 a reflection of reduced budget expectations.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area	Basic Education						
Performance Indicator #43	Number of Learners Enrolled in USG-supported Primary Schools or Equivalent Non-School-based Settings, Disaggregated by Sex						

Indicator Justification:
This indicator tracks individuals formally enrolled in U.S. Government-supported primary schools and other equivalent non-school based settings, such as individuals receiving education via radio and/or TV programs for the purpose of acquiring basic education skills or knowledge. Increases in the number of learners contribute directly to the United Nations Millennium Development Goal of 100% primary school net enrollment rate by the year 2015.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			23,408,3565 (Girls 48%)	27,105,514 (Girls 48%)	Above Target	31,817,634 (Girls 48%)	24,590,844 (Girls 49%)

DATA VERIFICATION AND VALIDATION

Data Source:
FY 2007 Performance Reports from: Burkina Faso, Burma, Burundi, Cambodia, Dominican Republic, Egypt, El Salvador, Ethiopia, Ghana, Guatemala, Haiti, India, Indonesia, Kenya, Liberia, Macedonia, Malawi, Mali, Morocco, Nicaragua, Nigeria, Pakistan, Peru, Philippines, South Africa, Sudan, Tanzania, Uganda, Africa Regional, and Latin America and Caribbean Regional as captured in the U.S. Government Foreign Assistance Coordination and Tracking System (FACTS). Additional countries have set FY 2008 and FY 2009 targets for this indicator.

Data Quality:
Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

* Due to the Department of State and USAID transition to a new foreign assistance performance reporting system, prior year data for this indicator, which are based on cumulative, multi-year results, cannot be compared to the current year data, which are based on annual results.

Program Area: Social Services and Protection for Especially Vulnerable Populations

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Investing in People ($ in thousands)	6,659,862	8,317,841	7,709,726
Social Services and Protection for Especially Vulnerable Populations	146,712	299,266	113,939
Policies, Regulations & Systems	6,574	10,076	5,729
Social Services	97,140	102,228	73,440
Social Assistance	42,998	186,962	34,770

Activities in this area address factors that place individuals at risk for poverty, exclusion, neglect, or victimization, helping populations manage their risks and gain access to opportunities that support their full and productive participation in society so that they rebound from temporary adversity, cope with chronic poverty, reduce vulnerability, and increase self-reliance. Different accounts support different interventions and beneficiary groups. For example, the Economic Support Fund (ESF) supports disability services and the provision of wheelchairs; Development Assistance supports war victims; and the Child Survival and Health (CSH) account

supports services for displaced children and orphans. Different cost-per-beneficiary rates exist for each category of assistance, and by extension, each funding account. This means that a decrease in one account is not programmatically offset by an increase in another account, and the impact (in terms of beneficiary numbers) of an increase or decrease in total funding will depend on the specific accounts and programs affected. For example, the dramatic increase in FY 2008 for Social Assistance if explained by a new ESF-funded program for West Bank/Gaza, which will impact FY 2009 and FY 2010 targets.

Due to the transition to a new foreign assistance performance reporting system, prior year data for this indicator, which are based on cumulative, multi-year results, cannot be compared to the current year data, which are based on annual results. The future year targets were set by aggregating specific country targets as reported in the FY 2007 country performance reports and are estimated to be significantly more modest than expected due to the budget shortfall.

STRATEGIC OBJECTIVE: INVESTING IN PEOPLE							
Program Area	Social Services and Protection for Especially Vulnerable People						
Performance Indicator #44ab	Number of People Benefiting from U.S. Government Social Services and Assistance						
Indicator Justification: USAID programming efforts in this area seek to address factors that place individuals at risk for poverty, exclusion, neglect or victimization. This indicator tracks improvement in the coverage of a nation's social assistance and social service programs for vulnerable people and is also a proxy indicator of a government's commitment to poverty reduction.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			1,563,428	1,851,949	Above Target	2,768,353	3,000,000
DATA VERIFICATION AND VALIDATION							
Data Source: FY 2007 Performance Reports from: Armenia, Bangladesh, Belarus, Bolivia, Burkina Faso, Colombia, Democratic Republic of Congo, Ghana, Guatemala, Haiti, Honduras, Liberia, Madagascar, Malawi, Russia, Rwanda, West Bank and Gaza, and Africa Regional (USAID),as captured in the U.S. Government Foreign Assistance Coordination and Tracking System (FACTS).							
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							

* Due to the Department of State and USAID transition to a new foreign assistance performance reporting system, prior year data for this indicator, which are based on cumulative, multi-year results, cannot be compared to the current year data, which are based on annual results.

STRATEGIC OBJECTIVE FOUR

ECONOMIC GROWTH

One key objective of U.S. foreign assistance programs is to achieve sustained and broad-based economic growth for developing countries. Global economic growth is a key U.S. foreign policy priority and is essential for the reduction and eventual elimination of extreme poverty, poor health, and inadequate education among developing countries. Countries that offer their citizens hope for increasing prosperity are less prone to extremism, more inclined to favor democracy, more willing to settle disputes peacefully, and more likely to be constructive partners with the United States in the international community.

The U.S. derives enormous benefits from a stable, resilient and growing world economy and plays a leadership role to promote economic growth and prosperity. The U.S Government's assistance to support private sector growth helps build people's capacity to take advantage of expanding economic freedom and promotes effective public-private partnerships. This cutting-edge blend of assistance programs aims for economic transformation that creates more jobs, higher productivity and wages, improved working conditions, more effective protection of labor rights, and more opportunities for the poor, women, and other disadvantaged groups to participate in expanding local, regional, and global markets.

There are eight key priorities, known as foreign assistance program areas, under this objective, including macroeconomic foundation for growth, trade and investment, financial sector, infrastructure, agriculture, private sector competitiveness, economic opportunity, and the environment.

Resources for economic growth programs totaled just over $3.2 billion in FY 2007, approximately 13% of the total foreign assistance budget. Economic Growth (EG) programs are producing concrete results throughout the developing world. For example: in Liberia, U.S. assistance helped the new, democratically-elected government build an efficient revenue system that, within one year, doubled the locally-generated resources available to support education, health and other essential services. In Georgia, EG programs helped eliminate 750 redundant licensing requirements and reduced the cost of registering property by 70%, generating over $100 million in concrete economic benefits in the first year alone. In East Africa, U.S. programs worked with public-private partnerships to develop warehouse-receipt systems, transportation services, and other critical market infrastructure. Regional trade in selected agricultural products has increased by 57%.

FY 2007 Performance Results
Economic Growth*

Below Target
0 Performance
Indicator
0%

On Target
3 Performance
Indicators
33%

Above Target
6 Performance
Indicators
67%
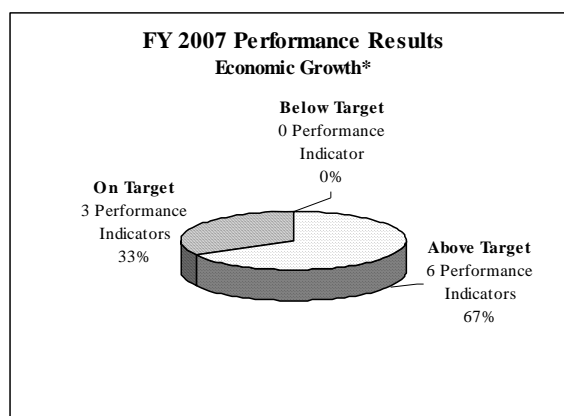
Total Number of Indicators = 10
* FY 2007 results for one additional indicator were not available

More detailed budget and performance information for each of these program areas is highlighted below, with key performance measures described in detailed tables linked to the relevant program area. Of the nine measures for which results were reported in FY 2007, 100% of them met or exceeded their targets.

Economic Growth By Fiscal Year, Program Area & Representative Performance Measure	FY 2007 Actual (incl. supplemental)	FY 2008 estimate	FY 2009 request
TOTAL FOREIGN ASSISTANCE ($ in thousands)	**24,678,051**	**22,067,296**	**22,665,113**
Of Which: Economic Growth	**3,212,160**	**2,235,702**	**2,329,173**
Macroeconomic Foundation for Growth	591,466	219,167	253,730
#27 Three Year Average in the Fiscal Deficit as a Percent of Gross Domestic Product			
Trade and Investment	331,638	177,179	237,477
#23 Time Necessary to Comply with all Procedures Required to Export/Import Goods			
Financial Sector	176,832	188,436	127,843
#26 Credit to Private Sector as a Percent of Gross Domestic Product			
Infrastructure	723,851	428,479	339,635
#24a Number of People with Increased Access to Modern Energy Services as a Result of U.S. Government Assistance *#24b Number of People with Access to Cellular Service as a Result of U.S. Government Assistance* *#24c Number of people with Access to Internet Service as a Result of U.S. Government Assistance* *#24d Number of People Benefiting from U.S. Government Sponsored Transportation Infrastructure Projects*			
Agriculture	538,095	413,296	522,527
#25 Number of Rural Households Benefiting Directly from U.S. Government Interventions in Agriculture *#31 Percent Change in Value of International Exports of Targeted Agricultural Commodities as Due to U.S. Government Assistance*			
Private Sector Competitiveness	385,446	347,899	434,659
#30 Number of Commercial Laws Put into Place with U.S. Government Assistance that Fall in the Eleven Core Legal Categories for a Healthy Business Environment			
Economic Opportunity	127,044	131,822	80,118
#22 Percent of U.S. Government Assisted Microfinance Institutions that have Reached Operational Sustainability			
Environment	337,788	329,424	333,184
#28 Quantity of Greenhouse Gas Emissions Reduced or Sequestered as a Result of U.S. Government Assistance *#29 Number of Hectares Under Improved Natural Resource or Biodiversity Management as a Result of U.S. Government Assistance*			

Program Area: Macroeconomic Foundation for Growth

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Economic Growth ($ in thousands)	3,212,160	2,235,702	2,329,173
Macroeconomic Foundation for Growth	591,466	219,167	253,730

Macroeconomic stability, including sound fiscal policy, is essential for sustainable economic growth. The U.S. Government strengthens foundations for growth at both the national and international level by encouraging low inflation, stable financial markets, and smooth balance of payments adjustments.

The following indicator from the World Bank illustrates performance in a nation's debt and fiscal policy. To maintain a healthy macroeconomic environment and foundation for growth, countries must strike a fiscal policy that balances maintaining stability and growth without necessarily sacrificing goals relating to poverty reduction or income distribution.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH			
Program Area:	Macroeconomic Foundation for Growth		
Performance Indicator #27	Three Year Average in the Fiscal Deficit as a Percent of Gross Domestic Product (GDP)		
Indicator Justification: Using a deficit to GDP ratio is one of the most accepted measures of assessing a nation's debt and fiscal policy. Countries with open, competitive economies tend, on average, to experience more rapid growth, and do so without necessarily sacrificing goals relating to poverty reduction or income distribution. Countries with greater debt burdens are often forced into prioritizing budget expenditures resulting in spending cuts on programs for those parts of society whose voice is under-represented – most frequently the poor. USAID's Bureau of Economic Growth, Agriculture and Trade (EGAT) lends technical assistance to support the design and implementation of key macroeconomic reforms including: money and banking policy; fiscal policy; trade/exchange rate policy; and national income accounting, measurement and analysis. To maintain a healthy macroeconomic environment and foundation for growth, countries must strike a fiscal policy that balances maintaining stability and continuing to spend on development. The following data represents results for the three year period of 2004-2006. The data is not yet available for the FY 2007-2009 reporting period and therefore is marked "N/A."			
2004-2006 Results	2007-2009 Target	2007-2009 Results	2015 Target
3.2%	3.1%	N/A	2.7%
DATA VERIFICATION AND VALIDATION			
Data Source: World Bank, World Development Indicators. The value is the three year average of expense (as a percent of GDP) less revenue, excluding grants (as a percent of GDP). The country target set is the World Bank's Low Income Countries group.			

<table>
<tr><td colspan="2">Data Quality:
World Development Indicators are one of the World Bank's annual compilations of data about development. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies. The USAID Economic Analysis and Data Service Project examines the data after public release and notifies the World Bank if erroneous data are published.</td></tr>
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Program Area: Trade and Investment

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Economic Growth ($ in thousands)	3,212,160	2,235,702	2,329,173
Trade and Investment	331,638	177,179	237,477

The U.S. Government promotes increased trade and investment, a powerful engine for growth, both on a multilateral and bilateral level. Trade and investment are the principal mechanisms through which the global market forces of competition, human resource development, technology transfer, and technological innovation generate growth in developing and developed countries. These U.S. Government-assisted program activities include providing critical support in negotiating and implementing trade agreements, and helping the citizens of developing countries' participate in and benefit fully from expanded bilateral, regional and global trade and investment opportunities.

The following indicator from the World Bank assesses one measure of how easily a given U.S. Government-assisted country is able to take advantage of opportunities created by trade. During the 1990s, developing countries that successfully integrated into the global economy enjoyed per capita income increases averaging five percent annually. Countries that limited their participation in the global economy saw their economies decline. Thus, decreasing the amount of time needed to export and import goods leads to greater and more efficient participation in the global economy. As in the past, the U.S. Government will continue to work and give priority to the most marginalized countries with reform minded leadership.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH	
Program Area:	Trade and Investment
Performance Indicator #23	Time Necessary to Comply with all Procedures Required to Export/Import Goods
Indicator Justification: When procedures required to export/import goods take less time, businesses can become more efficient, and consequently increase their integration into the global economy. Developing countries in the 1990s that successfully integrated into the global economy enjoyed per capita income increases while countries that limited their participation in the global economy saw their economies decline. Research has shown that countries can boost the ability of the companies located in their territory to compete more effectively in trade if they promote efficient import/export procedures that reduce the cost of doing business. The following data represent the aggregate average time to comply with import and export procedures (in days) for seven countries receiving U.S. foreign assistance in this area. Monitoring this average across countries will allow the U.S. Government to measure the aggregate performance of its programs that are striving to improve the trade and investment environment for businesses in these countries and regions.	

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
N/A	89.9 days	36.6 days	34 days	34 days	On Target	33 days	28 days

DATA VERIFICATION AND VALIDATION
Data Source: World Bank, Doing Business Report for Afghanistan, Egypt, Georgia, Jordan, Kazakhstan, Morocco, and the Philippines. The value is the average of the time to comply with export procedures (days) and the time to comply with import procedures (days). Global reporting of this data started in FY 2005. Countries selected for this indicator receive over $1 million in funds and have a specific Trade Facilitation focus.
Data Quality: World Development Indicators are one of the World Bank's annual compilations of data about development. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies. The USAID Economic Analysis and Data Service Project examines the data after public release and notifies the World Bank if erroneous data are published.

Program Area: Financial Sector

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Economic Growth ($ in thousands)	3,212,160	2,235,702	2,329,173
Financial Sector	176,832	188,436	127,843

A sound financial system is critical to economic development - it provides resources needed to fund essential government services such as education and health care while at the same time providing capital for productive private sector investment. The U.S. Government is committed to improving corporate governance, accounting, and financial transparency, and to combating corruption and financial crimes.   The U.S. Government also seeks to improve financial sector governance, the quality of financial services, and access to financial services for entrepreneurs, enterprises, and consumers.

Ability to access private credit is one predictor of whether a person will live comfortably or in poverty. Those who are rich tend to have access to credit, and thus, have are more easily able to increasing their wealth. Comparative analysis of average annual growth rates in poverty, private credit and gross domestic product (GDP) over 20 years shows that countries with higher levels of private credit reduced poverty more rapidly. Private credit raises the amount of money available to all entrepreneurs, which in turn increases the level of economic activity, generating more job opportunities and higher incomes among the poor. The following indicator illustrates the progress of U.S. Government-assisted countries worldwide in this area.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH							
Program Area:	Financial Sector						
Performance Indicator #26	Credit to Private Sector as a Percent of Gross Domestic Product (GDP)						
Indicator Justification: A sound financial system is critical to economic development - it provides resources needed to fund essential government services while at the same time providing capital for productive private sector investment. Research shows that not only is credit to the private sector considered one of the keys to financial growth, but that the poor get a bigger income boost from growth where private credit accounts for a bigger share of GDP. Meanwhile, poor people living in countries with the same growth rate, but in which private credit accounts for a smaller share of GDP, stay poorer. Therefore, by seeking to increase the level of credit as a percent of GDP, U.S. Government programs are spurring overall economic growth in a manner that has a greater emphasis to alleviating poverty.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
N/A	54.9%	54.4%	58.0%	57.7%	On Target	58.5%	59.0%
DATA VERIFICATION AND VALIDATION							
Data Source: World Bank, World Development Indicators. The 2007 World Bank results are based on FY 2006 data. Data refers to the weighted average for the countries defined by the World Bank as low and middle income countries.							
Data Quality: World Development Indicators are one of the World Bank's annual compilations of data about development. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies. The USAID Economic Analysis and Data Service Project examines the data after public release and notifies the World Bank if erroneous data are published.							

Program Area: Infrastructure

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Economic Growth ($ in thousands)	3,212,160	2,235,702	2,329,173
Infrastructure	723,851	428,479	339,635

Access to competitively priced, modern energy, communication, and transport services are critical elements to economic growth. The U.S. Government promotes sustainable improvements in the governance of infrastructure by utilizing opportunities for public-private partnerships, strengthening capacities for oversight and management, expanding markets for tradable infrastructure services, and promoting clean energy activities. Countries that are rich in energy resources but also have efficient markets are more likely to foster transparency, strengthen the rule of law, and ensure that subsequent benefits are enjoyed widely. These market conditions help countries avoid the so-called "paradox of plenty," where the dependence on natural resource wealth works to inhibit the political and economic development of a country.

One vehicle for more efficient markets and overall economic growth is increasing access to modern telecommunications services and infrastructure. Rural telecommunications and internet services have not penetrated much of the developing world, limiting access to information on markets, costs and prices, technology innovation and resources, health advice and political awareness. Thus, access to modern technology and infrastructure services is critical to

increased economic growth, trade, and human development. The following indicator illustrates program performance in 13 U.S. Government-assisted countries regarding access to modern energy services, cellular and internet service, as well as transportation infrastructure projects. The data clearly show that these efforts have been very successful at increasing access to modern telecommunications technology as well as increasing access to broader markets through infrastructure projects.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH						
Program Area	Infrastructure					
Performance Indicator #24abcd	Number of People with Increased Access to Modern Energy and Infrastructure Services as a Result of U.S. Government Assistance					

Indicator Justification:
Increasing access to modern energy and infrastructure services are crucial components for developing countries' efforts to improve the conditions for political and economic stability, better public health and a vibrant civil society. This indicator looks at four aspects of energy and infrastructure and aggregates the results to look at broad trends of improvement in countries receiving U.S. foreign assistance. The four aspects evaluated are:
a)   Access to modern energy services including electricity and fuels for cooking, heating and business purposes;
 b&c) Access to cellular and internet services as a way to spur economic growth and transform social and
       economic activity by alleviating obstacles to information; and
d)   Number of people who benefit from transportation infrastructure projects which, for
        example, increase access to markets and services in neighboring regions for isolated communities

Energy and Infrastructure Services	FY 2004-2006 Results	FY 2007 Targets	FY 2007 Result	FY 2007 Overall Rating	FY 2008 Targets	FY 2009 Targets
Modern Energy Services	No data available*	• 933,002	• 1.87 million	Above Target	• 436,280	Pending
Cellular Service		• 3.3 million	• 4.8 million		• 5.7 million	
Internet Service		• 6.53 Million	• 6.55 million		• 6.68 million	
Transportation Infrastructure Projects		• 1.46 Million	• 1.77 million		• 459,467	

DATA VERIFICATION AND VALIDATION

Data Source:
FY 2007 Performance Reports as follows: Modern energy services – Armenia, Bangladesh, Brazil, Dominican Republic, Georgia, Liberia, Philippines, South Africa, Sudan, EGAT, and South Asia Regional. Access to cellular service – Africa Regional, EGAT.   Access to internet services – Armenia, Philippines, Africa Regional, EGAT. Transportation infrastructure projects – Madagascar, Philippines. Note: the goals and objectives herein do not encompass water and wastewater services as they are reflected under the Strategic Objective, Investing in People. All data is reported in the Foreign Assistance and Coordination System – FACTS.

Data Quality:
Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

Program Area: Agriculture

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Economic Growth ($ in thousands)	3,212,160	2,235,702	2,329,173
Agriculture	538,095	413,296	522,527

In many developing countries, increased productivity and growth in the agricultural sector is critical to overall economic prosperity and poverty reduction. In this sector, the U.S. Government promotes expanded agricultural trade and market systems, broadened application of scientific and technological advances, including biotechnology, and sustainable natural resource management.

Increased agricultural productivity is an important goal for nearly all the countries in which the U.S. Government provides assistance. The indicator below assesses program performance of agricultural interventions in 30 U.S. Government-assisted countries.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH							
Program Area	Agriculture						
Performance Indicator #25	Number of Rural Households Benefiting Directly from U.S. Government Interventions in Agriculture						
Indicator Justification: The majority of people living in developing countries rely on agriculture for their livelihoods. Rural farmers have opportunities to increase their share of domestic, regional, or international markets through the new opportunities provided by globalization. But to become competitive in today's global marketplace, farmers need to be integrated into the chain of production—from the farm to the grocer's shelf. To bring about this integration, the U.S. Government is working to develop product standards and quality control, improve infrastructure, and increase access to market information. This indicator tracks access to services in targeted areas.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			1.74 million	1.88 million	Above Target	2.15 million	2.20 million
DATA VERIFICATION AND VALIDATION							
Data Source: FY 2007 Performance Reports from: Bangladesh, Bolivia, Democratic Republic of the Congo, El Salvador, Georgia, Ghana, Guatemala, Guyana, Haiti, Honduras, Kenya, Kyrgyz Republic, Lebanon, Liberia, Madagascar, Malawi, Mali, Morocco, Nepal, Pakistan, Rwanda, Tanzania, Timor-Leste, Turkmenistan, Uganda, Yemen, Zambia, Economic Growth, Agriculture and Trade (EGAT), and West Africa Regional as reported in the Foreign Assistance and Coordination System – FACTS. Additional countries have set targets against this indicator in FY 2008 and 2009.							
Data Quality: Performance data are verified using Data Quality Assessments (DQAs) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).							

Not only does the U.S. Government work with farmers individually, but U.S. Government agricultural assistance also extends to lowering barriers of trade between countries. For example, the U.S. Government is helping Nicaragua take advantage of the opportunities offered through the Central America-Dominican Republic Free Trade Agreement (CAFTA-DR) through an emphasis on rural economic diversification and trade capacity building. The U.S. assisted over 5,200 micro-farmers to graduate from food-aid recipients to supplying food for international fresh produce markets. For the first time, the farmers can count on a stable monthly income for their families. Overall, U.S. Government-assisted programs in Nicaragua provide technical and financial support to more than 20,000 producers. Programs like these are reflected in the following indicator which assesses results in linking producers of agricultural commodities to markets in seven U.S.-assisted country programs.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH							
Program Area	Agriculture						
Performance Indicator #31	Percent Change in Value of International Exports of Targeted Agricultural Commodities Due to U.S. Government Assistance						

Indicator Justification:
This indicator measures a key objective of this program area - linking producers of agricultural commodities to markets. Increased agricultural trade is one of the end results of efficient markets and of integration into global markets. By becoming participants in the global economy, farmers in developing countries will be able to raise their incomes and in the long run, achieve food security for their families and rural populations in general. Measuring the increase in value of exports after receipt of foreign assistance provides clear insight into the impact that these programs have on connecting families and communities to broader markets.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			26.3%	41.1%	Above Target	37.8%	42.0%

DATA VERIFICATION AND VALIDATION
Data Source: FY 2007 Performance Reports from Bolivia, Georgia, Guatemala, Haiti, Rwanda, Senegal, Serbia, Tanzania, Uganda, and Zambia as reported in the Foreign Assistance and Coordination System – FACTS. Additional countries have set FY 2008 and 2009 targets against this indicator.
Data Quality: Performance data are verified using Data Quality Assessments (DQAs) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

Program Area: Private Sector Competitiveness

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Economic Growth ($ in thousands)	3,212,160	2,235,702	2,329,173
Private Sector Competitiveness	385,446	347,899	434,659

U.S. Government support to the private sector helps build people's capacity to take advantage of expanding economic freedom and promotes effective public-private partnerships. This cutting-edge blend of diplomacy and development aims for economic transformation that creates more jobs, higher productivity and wages, improved working conditions, more effective protection of labor rights, and more opportunities for the poor, women, and other disadvantaged groups to participate in expanding local, regional, and global markets. One approach to achieving this goal is to assist countries with drafting and implementing laws that foster a robust private sector. The following indicator reflects U.S. efforts to help put such laws in place and therefore streamline business regulations and implement other steps to improve commercial governance.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH							
Program Area	Private Sector Competitiveness						
Performance Indicator #30	Number of Commercial Laws Put into Place with U.S. Government Assistance that Fall in the Eleven Core Legal Categories for a Healthy Business Environment						
Indicator Justification: Programs in this area are established to strengthen a business enabling environment by putting into place commercial laws that address any of 11 core legal areas established by USAID. These 11 areas, listed below, constitute the framework of a healthy business climate. Therefore, a country's ability to demonstrate improvements in any of them indicates systemic changes are underway to strengthen the private sector in the countries receiving U.S. foreign assistance. The data represent the number of laws enacted annually across the group of countries receiving U.S. assistance.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			37	41	Above Target	47	TBD
DATA VERIFICATION AND VALIDATION							
Data Source: FY 2007 Performance Reports from: Armenia, Azerbaijan, Egypt, Georgia, Indonesia, Kosovo, Macedonia, Montenegro, Nicaragua, Pakistan, Senegal, South Africa, and Caribbean Regional as reported in the Foreign Assistance and Coordination System – FACTS. Additional Bureaus have set FY 2008 and 2009 targets against this indicator. Eleven Legal Categories: 1. Company Law 2. Contract Law & Enforcement 3. Real Property 4. Mortgage Law 5. Secured Transactions Law 6. Bankruptcy Law 7. Competition Policy 8. Commercial Dispute Resolution 9. Foreign Direct Investment 10. Corporate Governance 11. International Trade Law							

Data Quality:
Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

* This year marks the Department of State's and USAID's first reporting cycle under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the FY 2008 reporting period.

Program Area: Economic Opportunity

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Economic Growth ($ in thousands)	3,212,160	2,235,702	2,329,173
Economic Opportunity	127,044	131,822	80,118

Economic opportunity includes targeted efforts to help families gain access to financial services, build inclusive financial markets, improve the policy environment for micro and small enterprises, strengthen microfinance institution (MFI) productivity, and improve economic law and property rights.

MFIs help the poor to obtain start-up capital to open micro- or small-sized businesses, expanding their choices and reducing the risks they face. The ability of U.S. Government supported MFIs to impact the lives of the poor depends on the MFI's ability to become sustainable. U.S. Government support is helping MFIs throughout the developing world achieve operational sustainability (the point at which they are covering their costs) and ultimately financial sustainability (the point at which they are able to finance their own growth). The following indicator reflects the consistent success U.S.-led efforts have had on achieving this level of operational sustainability for MFIs.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH	
Program Area:	Economic Opportunity
Performance Indicator #22	Percent of U.S. Government Assisted Microfinance Institutions that have Reached Operational Sustainability

Indicator Justification:
Microfinance institutions (MFIs) provide access to financial services to those who would otherwise not have such access. This performance indicator reflects the share of U.S. Government-assisted MFIs whose revenue from clients (interest payments, fees, etc.) exceeds their cash operating costs (personnel and other administrative costs, depreciation of fixed assets, and loan losses). Operational sustainability represents an important milestone on the road to financial sustainability, at which point the MFI becomes profitable and can finance its own growth without further need for donor funding. The indicator captures the average among a mix of MFIs ranging from new to more mature institutions, as they progress toward operational sustainability (within three to four years of initial U.S. Government assistance) and eventual financial sustainability (seven years or less). As a result, the indicator is not expected to show an upward trend.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target

62%	71%	71%	70%	69%	On Target	70%	70%

DATA VERIFICATION AND VALIDATION
Data Source: USAID Microenterprise Results Reporting (MRR) Annual Report to Congress, FY 2006 and earlier editions. The indicator is the number of MFIs reporting either operational or financial sustainability, divided by the total number of U.S. Government-supported MFIs, expressed in percent. The FY 2006 value represents 143 operationally sustainable MFIs out of a total of 206 U.S. Government-supported MFIs. Of this total, 202 MFIs operated in 46 countries, two on a regional basis in Asia, and two on a worldwide basis The indicator value shown for FY 2007 is based on the most recent data available, covering MFI operations in FY 2006. The one-year lag in data availability results from the reporting process, which first gathers data from USAID operating units on their funding for each MFI in the last fiscal year, and then gathers results data directly from those MFIs, based on their most recently completed fiscal year.
Data Quality: Performance data are verified using Data Quality Assessments (DQAs) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

Program Area: Environment

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Economic Growth ($ in thousands)	3,212,160	2,235,702	2,329,173
Environment	337,788	329,424	333,184

Environmental issues such as climate change, the protection of natural resources and forests, and transboundary pollution will continue to play increasingly critical roles in U.S. diplomatic and development agendas. The U.S. Government remains committed to promoting partnerships for economic development that reduce greenhouse gas emissions, improve air quality, and create other co-benefits by using and developing markets to improve energy efficiency, enhance conservation/biodiversity, and expand low carbon energy sources.

The indicator below measures a key aspect of U.S. foreign assistance in this area.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH	
Program Area	Environment
Performance Indicator #28	Quantity of Greenhouse Gas Emissions Reduced or Sequestered as a Result of U.S. Government Assistance
Indicator Justification: The U.S. Government has funded environmental programs that have reduced growth in greenhouse gas emissions while promoting energy efficiency, forest conservation, biodiversity, and other development goals. This "multiple benefits" approach to climate change helps developing and transition countries achieve economic development without sacrificing environmental protection. This indicator, a standard measure of climate mitigation, helps assess U.S. Government climate change activities in more than 40 developing and transition countries.	

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
111 million metric tons	117 million metric tons	129 million metric tons	139 million metric tons	180 million metric tons	Above Target	149 million metric tons	159 million metric tons
DATA VERIFICATION AND VALIDATION							
Data Source: USAID Office of Global Climate Change							
Data Quality: Greenhouse gas emissions reduced or sequestered as measured in CO_2 equivalent is the standard measure of climate mitigation used throughout the world. It is a common metric that allows comparison between many different types of activities and sectors, and can be added up to show program-wide impacts. This indicator combines the CO_2 equivalent for energy/industry/transport sector with the land use/agriculture/ forestry/conservation sector. More disaggregated estimation tools will be available in FY 2008.							

Bolivia and El Salvador are two environmental management success stories. In Bolivia, programs have renewed efforts to work at the municipal level to help local governments meet their increasing responsibilities related to local planning, territorial management and economic development. As a result of this work, Bolivia's largest municipal protected area (more than 600,000 hectares) was created. In El Salvador over, 20,000 hectares came under improved natural resource management, exceeding the goal of 15,000 hectares by 33%. This achievement was largely due to successful coffee farm certification which helps coffee producers implement conservation measures. The following indicator assesses the impact of natural resources and biodiversity interventions in 21 countries receiving U.S. Government assistance.

STRATEGIC OBJECTIVE: ECONOMIC GROWTH	
Program Area	Environment
Performance Indicator #29ab	Number of Hectares Under Improved Natural Resource or Biodiversity Management as a Result of U.S. Government Assistance

Indicator Justification:
The U.S. Government's biodiversity conservation activities not only protect the environment in developing countries but also have significant economic value for the target countries and the United States. By promoting sound natural resource and biodiversity management, countries can achieve economic growth that is more lasting and that uses agricultural techniques that have a lesser impact on the environment. The results of these assistance programs are measured using a spatial indicator which monitors the impact of natural resource and biodiversity interventions. The standard of 'improved' management is defined by implementation of best practices and approaches and demonstrates progress and results from a potentially wide range of tailored and relevant interventions.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
No data available*			69.8 million hectares	121.6 million hectares	Above Target	113 million hectares	150 million hectares

DATA VERIFICATION AND VALIDATION

Data Source:
FY 2007 Performance Reports from: Bangladesh, Bolivia, Brazil, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Indonesia, Jamaica, Kenya, Liberia, Madagascar, Malawi, Mexico, Namibia, Nicaragua, Panama, Paraguay, Peru, Philippines, Senegal, Tanzania, Uganda, Africa Regional, Caribbean Regional, Central Africa Regional, Central America Regional, Bureau of Economic Growth, Agriculture and Trade (EGAT), Latin America and Caribbean Regional, Regional Development Mission – Asia, and West Africa Regional, as reported in the Foreign Assistance and Coordination System – FACTS. Additional countries have set FY 2008 and 2009 targets against this indicator.

Data Quality:
Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

* This year marks the Department of State's and USAID's first reporting cycle under the new Foreign Assistance Framework, which fundamentally recast the agencies' goals and strategic objectives and introduced a new set of performance measures for the U.S. Government's foreign assistance programs. A full cycle of performance data for indicators under the framework, including past year results, will be available for the FY 2008 reporting period.
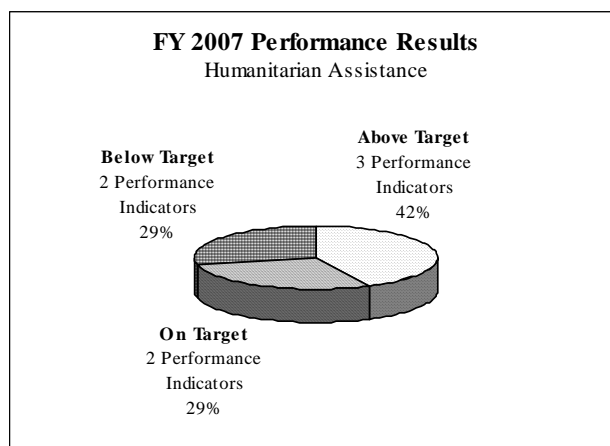
STRATEGIC OBJECTIVE FIVE

HUMANITARIAN ASSISTANCE

The United States Government commitment to humanitarian response demonstrates America's compassion for victims of natural disasters, armed conflict, forced migration, persecution, human rights violations, widespread health and food insecurity, and other threats. It requires urgent responses to rapid-onset emergencies, concerted efforts to address hunger and protracted crisis situations, and the ability to build capacity to prevent and mitigate the effects of conflict and disasters. The Department of State and USAID Joint Strategic Plan for Fiscal Years 2007-2012 detail the U.S. Government commitment to providing humanitarian assistance.

U.S. Government emergency response to population displacement and distress caused by natural and human-made disasters has strong links to aspects of all other foreign assistance objectives, including the protection of civilian populations, programs to strengthen support for human rights, provision of health and basic education, and support for livelihoods of beneficiaries. The United States provides substantial resources and guidance for humanitarian programs worldwide through international and non-governmental organizations, with the objective of saving lives and minimizing suffering in the midst of crises, increasing access to protection, promoting responsibility-sharing and coordinating funding and implementation strategies.

Three foreign assistance program areas fall within this objective: providing protection, assistance, and solutions; preventing and mitigating disasters; and promoting orderly and humane means for migration management. Regional priorities include addressing the acute and ongoing needs in Iraq, Darfur/Chad, Burma, Somalia, Colombia, and the West Bank/Gaza, and achieving durable solutions to long-term refugee situations in Nepal/Bhutan, the Democratic Republic of Congo, Burundi, Sudan, and Afghanistan.

U.S. Government programs providing protection, assistance, and solutions to victims of disaster or persecution, whether armed conflict, natural disasters, or other threats, performed on or above target in five of the seven areas monitored by performance measures. Notably, the FY 2007 performance results related most directly to saving and sustaining lives by measuring global acute malnutrition (GAM) for vulnerable populations were both above target, including those for dispersed populations as well as for those in controlled settings, such as refugee camps. While programs providing emergency food aid and refugee protection performed marginally below target in FY 2007, they nevertheless performed well above the levels achieved in previous years. Performance was on or above target for U.S. Government humanitarian non- food aid assistance reaching targeted individuals and households as well as for refugee admissions to the United States.

FY 2007 Performance Results
Humanitarian Assistance

Below Target
2 Performance
Indicators
29%

Above Target
3 Performance
Indicators
42%

On Target
2 Performance
Indicators
29%

Total Number of Indicators = 7

Budget and performance information for this strategic objective is presented below, with key performance measures described in detailed tables linked to the relevant program area. These measures illustrate Department of State and USAID progress toward and effectiveness in responding to natural disasters and complex emergencies and provide a link between requested resources and expected performance.

Humanitarian Assistance
By Fiscal Year, Program Area & Representative Performance Measure

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
TOTAL FOREIGN ASSISTANCE ($ in thousands)	**24,678,051**	**22,067,296**	**22,665,113**
Of Which: Humanitarian Assistance	**3,097,449**	**2,523,140**	**2,134,221**
Protection , Assistance and Solutions	2,963,713	2,401,226	2,011,720
#48-i Percent of Monitored Sites With Controlled Populations (Refugee Camps) Worldwide with Less than 10% Global Acute Malnutrition (GAM) Rate *#48-ii Percent of Monitored Sites With Dispersed Populations (**Internally Displaced Persons, Victims of Conflict**) Worldwide with Less than 10% Global Acute Malnutrition (GAM) Rate* *#49 Percent of Targeted Beneficiaries Assisted by Protection and Solution Activities Funded by USAID's Office of U.S. Foreign Disaster Assistance* *#50 Percent of Projects Funded by the Department of State Bureau of Population, Refugees and Migration that Include Activities Focused on Prevention and Response to Gender-based Violence* *#46 Percent of Planned Emergency Food Aid Beneficiaries Reached by USAID's Food for Peace Programs* *#47 Percent of Targeted Disaster-Affected Households Provided with Basic Inputs for Survival, Recovery or Restoration of Productive Capacity* *#45 Percent of Refugees Admitted to the United States Compared to Regional Ceilings Established by Presidential Determination*			
Disaster Readiness	78,226	69,720	81,591
Migration Management	55,510	52,194	40,910

Program Area: Provide Protection, Assistance and Solutions

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Humanitarian Assistance ($ in thousands)	3,097,449	2,523,140	2,134,221
Protection, Assistance and Solutions	2,963,713	2,401,226	2,011,720

The U.S. Government provides life-saving disaster relief, including protection, food aid and other humanitarian assistance, to people affected by natural disasters and complex, human-made crises. U.S. Government assistance advances the humanitarian assistance strategic goal by protecting these vulnerable populations from physical harm, persecution, exploitation, abuse,

malnutrition and disease, family separation, forcible recruitment, and other threats, to ensure that their full rights as individuals are safeguarded. Assistance activities include distributing food aid and other relief supplies to affected populations, providing health services, including feeding centers, providing clean water and shelter materials. If the scope of the disaster merits, the U.S. Government dispatches Disaster Assistance Response Teams to affected countries to conduct on-the-ground assessments, provide technical assistance, and oversee the provision of commodities and services. Certain refugee and internally displaced populations require support for many years, and humanitarian assistance is used to support livelihoods and other efforts toward making populations as self-supporting as possible. The U.S. Government also assists in finding durable solutions for refugees and other persons displaced by crises, including support for the voluntary return of refugees and displaced persons to their homes, reintegration among local communities or resettlement to the United States.

In most crisis situations, the Department of State's Bureau of Population, Refugees and Migration (PRM) provides funding for assistance to refugees and conflict victims, and USAID's Office of U.S. Foreign Disaster Assistance (OFDA) within the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), provides assistance to internally displaced persons and other populations affected by natural and human-made disasters. The majority of PRM funding is provided multilaterally to international organizations, whereas most of OFDA assistance is provided bilaterally. DCHA's Office of Food for Peace (FFP) is the primary source of U.S. Government food aid, targeting the most food insecure beneficiaries including refugees, internally displaced persons and those coping with conflict and natural disasters. Given the fluidity and unpredictability of population movements in any given crisis, PRM and DCHA coordinate closely in the provision of humanitarian assistance.

Humanitarian assistance, including humanitarian assistance for Iraq and Afghanistan, among others, requested as part of recent Global War against Terrorism (GWOT) supplementals, has been funded by both base and supplemental funding. In FY 2008, $310 million in emergency supplemental funding was appropriated on top of the full-year base funding. An additional FY 2008 supplemental request of $350 million for P.L. 480 Title II food aid and $30 million for Migration and Refugee Assistance is pending congressional action. For FY 2009, the Administration did not include a detailed FY 2009 supplemental request within the Budget. When needs are better known, the Administration may request additional funds._The primary humanitarian assistance accounts, P.L. 480 Title II (Emergency), Migration and Refugee Assistance (MRA), International Disaster Assistance (IDA), and the Emergency Refugee and Migration Assistance Account (ERMA), are contingency funds that are programmed in the year they are implemented. Because their eventual use is not planned ahead in the field, the means used to respond must be clearly laid out and understood by those implementing the programs. DCHA and PRM have invested heavily in establishing and then using internationally accepted program management standards and in training their own staff so that needs assessments and monitoring and evaluation of programs are done professionally and reliably.

Nutritional Status Indicators

Establishing mechanisms and procedures for emergency response and standards for sustaining refugee and displaced populations is crucial for humanitarian assistance (HA) funds in order to ascertain the quality of the response. Nutritional status, together with Crude Mortality Rate, are established indicators for determining the adequacy of any HA response. The Global Acute Malnutrition (GAM) rate is used to measure the nutritional status of vulnerable populations,

which is affected not only by food aid, but also by non-food assistance, including water and sanitation, primary health care, shelter, and support to livelihoods wherever possible.

The following performance measures highlight GAM for controlled populations (*refugee camps*) and dispersed populations *(internally displaced persons and victims of conflict*) worldwide. An internationally accepted indicator, GAM measures the extent to which the U.S. Government is meeting the minimum requirements of care for refugees, internally displaced persons, and other victims of conflict. There are hundreds of locations worldwide in which the United States is providing direct assistance or working multilaterally with other donors to ensure that the assessed need for humanitarian aid is met, thus achieving the established target is an important accomplishment. Given the difficulties inherent in assisting dispersed populations (as opposed to those in the more controlled environment of a refugee camp) the results and targets for the second indicator below are lower.

STRATEGIC OBJECTIVE: HUMANITARIAN ASSISTANCE							
Program Area	Protection, Assistance and Solutions						
Performance Indicator #48-i	Percent of Monitored Sites With Controlled Populations (*Refugee Camps*) Worldwide with Less than 10% Global Acute Malnutrition Rate						
Indicator Justification: Nutritional status is an 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 of the entire community. Global Acute Malnutrition (GAM) includes 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 less than two 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.							
2004 Results	2005 Results	2006 Results	2007 Target	2007 Results	2007 Rating	2008 Target	2009 Target
92%	94%	98%	90%	91%	Above Target	92%	95%
DATA VERIFICATION AND VALIDATION							
Data Source: Reports from the Complex Emergencies Database (CE-DAT, United Nations High Commissioner for Refugees (UNHCR), World Food Program, World Health Organization, other international and nongovernmental organizations, as well as the U.S. Centers for Disease Control and Prevention.							
Data Quality: The Department of State Bureau of Population, Refugees and Migration is collaborating with USAID and international organizations and non-governmental partners to develop a standardized methodology for collecting nutritional status data. Because humanitarian agencies have not yet adopted a common, standard methodology for collecting data on nutritional status, the reliability of these data varies. Monitored sites include refugee camps and settlements identified by UNHCR; recent data are not available for all sites.							

STRATEGIC OBJECTIVE: HUMANITARIAN ASSISTANCE	
Program Area	Protection, Assistance and Solutions
Performance Indicator #48-ii	Percent of USAID-Monitored Sites with Dispersed Populations (*Internally Displaced Persons, Victims of Conflict*) Worldwide with Less than 10% Global Acute Malnutrition (GAM) Rate

Indicator Justification:
Nutritional status is an 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 of the entire community. Global Acute Malnutrition includes 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 two 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.

2004 Results	2005 Results	2006 Results	2007 Target	2007 Results	2007 Rating	2008 Target	2009 Target
N/A	20%	23%	30%	41%	Above Target	50%	55%

DATA VERIFICATION AND VALIDATION
Data Source: Data was compiled and analyzed by the United Nations Standing Committee on Nutrition (UN SCN), Nutrition Information in Crisis Situations (NICS) from all sources, including the Complex Emergencies Database (CE-DAT), United Nations High Commissioner for Refugees (UNHCR), World Food Program, World Health Organization, other international and nongovernmental organizations, as well as the U.S. Centers for Disease Control and Prevention. Of the sites monitored by USAID's Office of U.S. Foreign Disaster Assistance (OFDA) in FY 2007, 80% were in Somalia, Sudan, Democratic Republic of Congo, and Ethiopia. These countries also suffer from the highest overall rates of violence, baseline malnutrition, internal displacement and insecurity.
Data Quality: Nutrition data were taken from surveys, which used a probabilistic sampling methodology, complying with international agreed standards (i.e., World Health Organization, Standardized Monitoring and Assessment of Relief and Transition [SMART] Methodology, Medecins sans Frontieres). The following studies were not taking. Nutrition data were taken from surveys, which assessed children aged between 6 and 59 months and between 65 to 110 centimeters tall). USAID's Office of U.S. Foreign Disaster Assistance and the Department of State's Bureau of Population, Refugees and Migration are supporting the further refinement of the SMART Methodology within the United Nations Nutrition Cluster, and also support non-governmental organizations to perform surveys within health and nutrition interventions.

Protection Indicators

From the broadest perspective, all humanitarian assistance has a protection aspect, in that populations affected by crisis are vulnerable to threats that are not normally in their lives. Protection efforts derive from international refugee, human rights and humanitarian laws, and include activities to assist internally displaced persons, refugees and other vulnerable populations in reducing or managing risks associated with violence, persecution, family separation, unlawful recruitment of child soldiers, discrimination, abuse and exploitation.

USAID's Office of U.S. Foreign Disaster Assistance (OFDA) strongly encourages implementing partners to mainstream protection considerations into the design, implementation, and evaluation of assistance programs wherever possible and appropriate. The following indicator highlights OFDA's performance in supporting protection and solution activities in FY 2007.

STRATEGIC OBJECTIVE: HUMANITARIAN ASSISTANCE	
Program Area:	Protection, Assistance and Solutions
Performance Indicator # 49	Percent of Targeted Beneficiaries Assisted by Protection and Solution Activities Funded by USAID's Office of U.S. Foreign Disaster Assistance
Indicator Justification: This indicator reflects the gross number of beneficiaries that have benefited from protection activities provided by USAID's Office of U.S. Foreign Disaster Assistance (OFDA). There is a growing acknowledgement within the international community that material assistance alone often cannot ensure the well-being of at-risk communities. To meet this challenge, OFDA has focused efforts to place greater emphasis on protection across all levels of relief planning and implementation. Examples of activities under this program can include advocacy training and the provision of child-friendly spaces, women's centers, psychosocial activities, family reunification and child-tracing programs, and initiatives that combat sexual and gender-based violence. Tracking whether eligible candidates for these programs are receiving these types of support during a humanitarian crisis is a key indicator of whether the program area goals of protection, assistance and solutions are being met.	

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			70%	70%	On Target	80%	90%
DATA VERIFICATION AND VALIDATION							
Data Source: USAID's Office of U.S. Foreign Disaster Assistance (OFDA) Annual Reports, monitoring systems, and implementing partner reporting based on individual response settings.							
Data Quality: This indicator is reviewed by OFDA's internal systems for measurement and response and coordinated by individual Regional Teams and OFDA's Technical Advisory Group. The result was determined by polling individual Cognizant Technical Officers on their portfolios and averaging the results across all OFDA-funded programs.							

* This is a new indicator for OFDA and has only been measured since FY 2007

The following indicator tracks U.S. Government activities that focus on the prevention of and response to gender-based violence (GBV), an increasingly recognized tactic of warfare as well as a preventable and intolerable result of the stress and disruption of daily life during complex humanitarian emergencies. Although the FY 2007 result was slightly below target, the Department of State's Bureau of Population, Refugee and Migration (PRM) nevertheless increased the proportion of projects that include GBV in multi-sector programs, from 23% to 27.5%. PRM devoted over $16 million to combating GBV in FY 2007 through both multi-sector and stand-alone programs. Within this amount, PRM funding for targeted GBV programs significantly increased, from $3.5 million in FY 2006 to $5.3 million in FY 2007, demonstrating the priority that the Bureau places on this issue.

The most important development in combating gender-based violence will occur when multi-sector programs address GBV by protecting individuals, providing them the assistance they require, and allowing them the possibility to seek justice. The ability to achieve this integration is dependent on funding being available for the expansion of existing programs to incorporate

this holistic approach to combating GBV. It is also likely that a greater percentage of PRM-supported assistance programs addressed gender-based violence than can currently be calculated. As a result of ongoing database implementation, PRM continues to improve the accuracy of disaggregating multi-sector assistance programs to better identify GBV programming.

The following indicator highlights U.S. Government programs that focus on the prevention of gender-based violence toward refugees.

STRATEGIC OBJECTIVE: HUMANITARIAN ASSISTANCE							
Program Area	Protection, Assistance, and Solutions						
Performance Indicator #50	Percent of Projects Funded by the Department of State Bureau of Population, Refugees and Migration that Include Activities Focused on Prevention and Response to Gender-based Violence						

Indicator Justification:
Available evidence suggests that the stress and disruption of daily life during complex humanitarian emergencies may lead to a rise in gender-based violence (GBV), particularly sexual violence. Efforts to prevent and combat GBV should be integrated into multisectoral programs in order to maximize their effectiveness and increase protection generally. This indicator measures the extent to which programs funded by the Department of State's Bureau for Population, Refugees and Migration (PRM) combat gender-based violence, particularly by integrating GBV into multisectoral humanitarian programs.

FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
N/A	23%	23%	30%	27.5%	Below Target	33%	33%

Reason for Shortfall
Performance improved significantly from previous years but was slightly below target in FY 2007. Targeted PRM funding for GBV refugee assistance programs increased significantly. However, funding availability for international and non-governmental organizations (NGOs) limited the extent to which GBV could be mainstreamed into multisectoral programs. As a result of ongoing database implementation, the Department of State's Bureau for Population, Refugees and Migration (PRM) continues to improve the accuracy of disaggregating multisectoral assistance programs to better identify GBV programming. It is likely that a greater percentage of PRM-supported assistance programs addressed gender-based violence than can currently be calculated.

Steps to Improve
PRM includes GBV as a priority area in announcements for funding opportunities and guidelines for NGO proposals. The Bureau continues to urge its NGO and other international organization partners to mainstream GBV in multisectoral programs. The FY 2008 and FY 2009 targets reflect a gradual increase in the proportion of PRM funding to non-governmental organizations and other international organizations whose programs prevent and respond to GBV. Results will depend on funding availability.

DATA VERIFICATION AND VALIDATION

Data Source:
Department of State Bureau of Population, Refugees and Migration

Data Quality:
Data quality is acceptable, but its accuracy could be improved. The accuracy of the data depends on the quality of the information that is entered into PRM's project tracking database, which PRM plans to improve through increased staff training.   A Data Quality Assessment for this indicator was completed in November FY 2007. (For details, refer to the Department of State's Data Quality Assessment reference guide at http://www.spp.rm.state.gov/references.cfm

Humanitarian Assistance to Individuals and Households

The final set of three indicators demonstrates the impact of U.S. government humanitarian assistance on the individuals and households that comprise the millions of victims of conflict, disaster, and displacement worldwide.

In FY 2007, U.S. Government emergency humanitarian assistance programs provided emergency food aid in 30 countries. P.L. 480 Title II food aid continued to play a critical role in the prevention of famine in Darfur, Sudan, with USAID's Office of Food for Peace providing 50% of the United Nations World Food Program's (WFP) 2007 Sudan appeal, more than 67% of all donor contributions received. Sizeable and timely contributions from USAID ensured that WFP was able to meet 100% of its pre-positioning targets for Darfur and Southern Sudan in FY 2007. This achievement prevented WFP from having to airlift any commodities to the region, lowering costs and ensuring timely commodity deliveries during the most critical time of the year.

The following indicator reflects the percentage of targeted populations worldwide who received emergency food aid from programs managed by USAID's Office of Food for Peace. Due to the increased cost to purchase and transport Title II food aid, fewer commodities reached beneficiaries in FY 2007 than anticipated.

In fact, over the last year the cost of commodities has been increasing dramatically worldwide. While the budget for P.L. 480 Title II is based on need, it is also developed within the parameters of a multilateral system in which the United States is the major donor, but not the sole support, to the principal organizations that provide emergency food aid. In the past five years, the base request for P.L. 480 Title II has remained steady and supplemental funding has been requested to cover emergency gaps that may emerge. In addition, small amounts of cash from other contingency accounts have also been used to fill certain gaps in vulnerable populations that are dependent on international assistance, such as many refugees. The Administration continues to support the use of up to 25% of P.L. 480 funds for local and regional purchases of food commodities in developing countries, which in some cases is much faster and less costly than shipping commodities from the United States, would build up local agriculture markets, and would help break the cycle of famine.

The U.S. Government has implemented a number of steps to improve program efficiency and effectiveness, such as better beneficiary targeting as well as more selective commodity purchasing, in an attempt to maintain adequate support to countries in need of emergency food aid. For example, the USAID Famine Early Warning System Network provides information related to emergence, scope, and impact of potential humanitarian emergencies, and the food security statistics of vulnerable populations. These efforts support USAID decision-making and programming in a variety of ways, but are particularly cost-effective in helping to prioritize the allocation and timing of Title II food aid resources.

STRATEGIC OBJECTIVE: HUMANITARIAN ASSISTANCE							
Program Area		Humanitarian Assistance					
Performance Indicator #46		Percent of Planned Emergency Food Aid Beneficiaries Reached by USAID's Office of Food for Peace Programs					
Indicator Justification: By prioritizing emergency food aid to reach those most vulnerable, USAID's Office of Food for Peace (FFP) is not only meeting its mission of saving lives and reducing hunger, but also providing a long-term framework from which to protect lives and livelihoods. This indicator demonstrates the effectiveness of the programs by measuring the numbers of targeted beneficiaries who receive food aid.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
94%	85%	84%	93%	86%	Below Target	93%	93%
Reason for Shortfall The cost to purchase and transport Title II commodities increased by 35% between 2006 and 2007. As detailed below, DCHA/FFP has implemented a number of steps to improve program efficiency and effectiveness to mitigate the impact of such price increases and to ensure its continued support to countries in need of Title II emergency food aid. Program efficiency increased by less than the price increase.							
Steps to Improve: DCHA/FFP has been more selective in the commodities it chooses to purchase, including switching commodities to acceptable alternatives at a lower price. It also has been more strategic in the timing of program funding and in using pre-positioned stocks more effectively to decrease transportation costs. In addition, to increase both the efficiency and effectiveness of Title II food aid, the Administration has requested the authority to use part of Title II as cash for local and regional procurement in developing countries to address emergency food security needs. DCHA/FFP is also focusing on improved beneficiary targeting, concentrating resources for greater impact through strengthened emergency needs assessments, as well as a refined emergency needs allocation process, actions which have improved targeting assistance within WFP appeals.							
DATA VERIFICATION AND VALIDATION							
Data Source: USAID's Office of Food for Peace Summary Request and Beneficiary Tracking Table.							
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five quality standards of validity, integrity, precision, reliability and timeliness. The methodology for conducting DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5; http://www.usaid.gov/policy/ads/200/203.pdf							

USAID's Office of U.S. Foreign Disaster Assistance (OFDA) is charged with providing basic inputs for survival, recovery and restoration of productive capacity in communities that have been devastated by natural and human-made disasters. The U.S Government maintains stockpiles of emergency relief commodities, such as plastic sheeting, blankets, water containers, and hygiene kits, in three warehouses around the world. To ensure that disaster-affected populations receive sufficient relief supplies, OFDA manages the provision and delivery of these warehoused commodities and also provides funding to implementing partners to procure relief supplies locally. These supplies are distributed based on detailed needs assessments, often in coordination with other donors and/or non-governmental organizations. The following indicator highlights OFDA assistance to targeted disaster-affected households worldwide.

STRATEGIC GOAL: HUMANITARIAN ASSISTANCE							
Program Area	Protection, Assistance and Solutions						
Performance Indicator #47	Percent of Targeted Disaster-Affected Households Provided With Basic Inputs for Survival, Recovery or Restoration of Productive Capacity						
Indicator Justification: The U.S. Government's primary objective during a humanitarian crisis is to alleviate human suffering and reduce the social and economic impact of these emergencies. Providing affected households with the inputs necessary for basic survival and recovery is the first and most significant step toward restoring the social and economic capabilities of the affected areas. Tracking the percentage of households that receive this support in a crisis is a strong indicator of how effective the overall U.S. Government effort will be at providing lasting solutions during a humanitarian crisis.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
Data not available*			75%	85%	Above Target	80%	85%
DATA VERIFICATION AND VALIDATION							
Data Source: USAID's Office of U.S. Foreign Disaster Assistance (OFDA).							
Data Quality: This indicator is reviewed by OFDA's internal systems for measurement and response and coordinated by individual Regional Teams and the Technical Advisory Group (TAG).							

* This is a new indicator for OFDA and has only been measured since FY 2007

This program area also focuses on durable solutions for vulnerable populations, including voluntary return to their homes, integration into the local community, and resettlement in other countries - efforts that advance transformational diplomacy by promoting stability after conflict and protecting human dignity. For some refugees, resettlement may be an appropriate durable solution in order to provide them international protection, or because neither local reintegration nor returning home is possible. For these individuals fleeing persecution, the U.S. Government continues its tradition of providing refuge.

The refugee admissions budget is comprised of: the net costs of the services needed to identify and refer candidates for resettlement, process them, provide medical clearances, anti-fraud and security checks overseas; provide (through loans) the cost of transportation to the United States; and support, through U.S. non-governmental organizations, the initial reception and placement of refugees in their new communities. Two major operations, processing of Bhutanese refugees in Nepal and Iraqi refugees in neighboring countries, combined with large increases in transport costs to increase the refugee admissions budget from $166.0 million in FY 2007 to admit 48,281 refugees to the request of $213.4 million in FY 2009 to increase the overall number of refugees to be resettled in the United States.

The following indicator measures the percentage of refugees admitted to the United States for resettlement compared to the regional ceiling established by Presidential Determination. The exact number of refugee admissions authorized for FY 2009, including regional ceilings, will be determined by the President prior to the beginning of the fiscal year. With the development of new overseas processing capacity in Nepal, Syria, and Jordan this year, the U.S. Government is launching two new major resettlement initiatives that are expected to continue into FY 2009 and beyond. In Nepal, programs will admit a significant number of Bhutanese refugees who have been languishing in camps for a number of years, unable to return to Bhutan or fully integrate

into Nepalese society. In Syria and Jordan and other neighboring countries, Iraqi refugees will be resettled to the United States, especially those who are at risk due to their association with the U.S. Government. The U.S Government will also continue to improve the efficiency of overseas processing and reduce delays in arrivals while ensuring the integrity of the process with appropriate security procedures and anti-fraud activities.

STRATEGIC OBJECTIVE: HUMANITARIAN ASSISTANCE							
Program Area	Protection, Assistance & Solutions						
Performance Indicator #45	Percent of Refugees Admitted to the U.S. Compared to the Regional Ceilings Established by Presidential Determination						
Indicator Justification: Refugees admitted to the United States achieve protection and a durable solution, beginning new lives in communities across the country. This indicator measures the overall effectiveness of the U.S. Refugee Admissions Program by tracking the number of refugees who arrive in the United States as a percentage of those permitted by Presidential Determination. To the extent that the Department of State's Bureau of Population, Refugees and Migration (PRM) has control of the process, it also measures PRM's performance in managing the program.							
FY 2004 Results	FY 2005 Results	FY 2006 Results	FY 2007 Target	FY 2007 Results	FY 2007 Rating	FY 2008 Target	FY 2009 Target
106% of 50,000	108% of 50,000	69%of 60,000	100% of 50,000	97% of 50,000	On Target	100% of allocation	100% of allocation

DATA VERIFICATION AND VALIDATION
Data Source: The U.S. Department of State's Refugee Processing Center.
Data Quality: PRM has developed and deployed a standardized computer refugee resettlement case management system. This system, known as the Worldwide Refugee Admissions Processing System (WRAPS), is a highly structured, centralized database that produces real-time data on the number of refugees admitted to the U.S.

Program Area: Disaster Prevention and Mitigation

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Humanitarian Assistance ($ in thousands)	3,097,449	2,523,140	2,134,221
Disaster Readiness (total)	78,226	69,720	81,591
Child Survival and Health	200	0	0
Development Assistance	7,217	18,749	23,570
Economic Support Fund	6,200	910	1,910
FREEDOM Support Act	0	300	100
International Disaster Assistance	56,375	42,974	29,805
International Organizations and Programs	990	992	1,000
Public Law 480 (Food Aid)	7,244	5,795	25,206

U.S. Government assistance builds and strengthens the capacity of affected countries, American responders, and the international community to reduce risks, prepare for rapid response, and increase the affected population's ability to cope with and recover from the effects of a

disaster.   It is estimated that 90% of disaster responders in the Western Hemisphere have been trained by USAID in programs that have been ongoing for more than thirty years.

Several accounts fund disaster readiness. The amount of funding anticipated to be used for disaster readiness out of the International Disaster Assistance (IDA) budget may not be the amount actually spent, particularly in years with significant disaster levels, when funding may be shifted toward disaster response. USAID missions in the field frequently fund disaster mitigation activities as a means to advance development by reducing the risks that disasters pose to the country's economy. More than a dozen missions are investing their own development budgets in mitigation activities and programs. In FY 2009, 96 percent of Disaster Readiness will be funded out of three accounts: IDA (37 percent), P.L. 480 (31 percent), and Development Assistance (29 percent), with the remainder from Economic Support Fund, FREEDOM Support Act, and International Organizations and Programs.

Program Area: Promote Orderly and Humane Means for Migration Management

	FY 2007 Actual (incl. supplemental)	FY 2008 Estimate	FY 2009 Request
Humanitarian Assistance ($ in thousands)	3,097,449	2,523,140	2,134,221
Migration Management	55,510	52,194	40,910

People migrate for many reasons, including escaping from conflict or persecution, avoiding natural disasters and environmental degradation, seeking economic opportunities, and reuniting with family. The U.S. Government remains committed to building the capacity of host governments to manage migration effectively and to ensure full respect for the human rights of vulnerable migrants in accordance with the law.

The decrease in budget for FY 2009 is in part the result of a negotiated and agreed decrease in U.S. support for the reception and placement of humanitarian migrants to Israel, which will be budgeted at $30 million in FY 2009.